

Lewiston – Altura Public School Strategic Plan Spring 2023 – Fall 2025

Vision Statement (where we want to be): *Growing a Respectful Community of Learners*

Mission Statement (what we do every day):
To educate Caring, Adaptable, Respectful, Determined, Successful Community of Learners

June 2025 Updates

Strategic Priority	Goals	Spring 2023 Action Steps Identified	Status	2025-2026
Student Success Provide all students the education they need for success: academically, socially and emotionally.	1.1 Implement standards-based instruction and assessment to grow student achievement at all levels.	1.1.1 By Spring 2024, complete a 3-year training sequence in order for each certified staff member to effectively implement a standards-based curriculum mapping process. 1.1.2 By Spring 2024, establish a standards-based curriculum review cycle that aligns with legislative adoptions with input from instructional staff, administration and the System Accountability Committee. 1.1.3 By Spring 2024, each teacher will develop at least two assessments of a priority standard that provides data that can be used formatively to inform instruction and summatively to determine learning levels. 1.1.4 By Fall 2025, we will design a professional development system/schedule that continuously addresses and supports curriculum mapping, standards-based assessments and review.	Many curricular areas/different grade levels are mapped. Teachers have or are developing proficiency scales for the priority standards. Older students are beginning to see the value of this system vs traditional grading. This has been a more time intensive process than initially anticipated. The mandatory READ Act training for PK-5 teachers and all PK-12 special education teachers prevented those teachers from working on this in 202-2025. However, we remain committed to standards-based grading as it is undoubtedly a stronger and more effective way to instruct, assess and grade students.	Continue/expand the standards based focus in instruction, assessments and grading. PK-5 teachers will also be spending much time with implementation of new English Language Arts materials and we will work to continue their standards based implementation as well. The curriculum review cycle needs to be re-established. There are have been many MDE changes, delays, etc. The additional professional development days that were added to the academic calendar are important to continue.

				It is anticipated that Gr 6-12 English teachers will complete the required READ Act training the summer of 2026.
	1.2 Ensure that there is a comprehensive education plan from early childhood through high school for each student to promote life, career, and post-secondary success.	1.2.1 By Fall 2025, establish specific Career and College Readiness measurements for high school seniors, and a K-11 scope and sequence for preparing students for those outcomes.	<p>Paused efforts to work regionally on ‘Redefining Ready’ as area districts had difficult agreeing to common data and criteria. However, we have focused on developing rubrics for Personal Development Skills.</p> <p>Have expanded our STEM/STEAM curriculums as an integrated curricular experience for students.</p>	Local business/employer survey data strongly emphasized the importance of ‘soft skills’ in order for our graduates to be strong and effective employees after graduation. The administration is finalizing rubrics (incorporating survey data from teachers and employers) for grading Personal Development Skills K-12 and will be presenting these to the Board and teachers in August 2025. These will provide more clarity and consistency in measurement and in student/parent communications regarding an individual student’s performance on these essential skills. Administration will also have potential revised Vision and Mission statements for the Board’s consideration.
	1.3 Build and utilize a system to support social and emotional competencies within all members of our schools.	1.3.1 In each school year, the district will continue to support a PK-12 Staff Wellness Committee and a SEL & Mental Health Leadership Committee to promote and support social – emotional health.	The SEL team (guidance counselors, social worker, admin) meet semi-annually to clarify roles, curriculum strategies, priorities, interventions.	With the 0.5 guidance counselor staffing reduction and ongoing guidance counseling and mental health needs, we will need to prioritize areas

		<p>1.3.2 By Fall 2024, define and implement a multi-tiered system of SEL supports for PK-12 students.</p> <p>1.3.3 By Spring 2025, expand the district assessment systems to help identify student levels of SEL needs.</p> <p>1.3.4 By Fall 2024, provide staff with training and support systems that address social-emotional competencies of students and staff.</p> <p>1.3.5 By Spring 2024, assess various SEL support curriculums to determine recommendations of which one(s) can effectively be utilized across grade levels for continuity of messaging, vocabulary, etc.</p>	<p>PK-12 staff have had trainings the past two years on accommodations and how to individually meet students' needs in a classroom setting, QPR (Question, Persuade, Refer) suicide prevention training and other mental health education/support trainings.</p> <p>K-5 continues to use Second Step as a curriculum for sequential SEL learning.</p>	<p>of focus and how to most effectively use staff to address student and staff needs. The crisis response manual is being updated and will be presented to the Board and staff in August 2025. This includes details on responding to mental health crises.</p> <p>Further strengthening MTSS (multiple tiers of student support) for academic and behavior/SEL is a focus of continued growth in both schools.</p> <p>MN 2024 legislation adopted required content for K-12 Health Standards. These are in the process of being updated/approved by MDE. One of these components is that 'school districts are encouraged to provide mental health education that includes prevention of suicide of self-harm and mental health for students in grades 4-12.</p> <p>Starting in the 2026-2027 school year, the school district must implement a comprehensive education program for students in</p>
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Effective Staffing Hire, maintain, train and support staff to be as effective as possible.	2.1 Hire, develop and retain high quality staff.	<p>2.1.1 Consistently, teachers, administration and school board will intentionally explore financial and other incentives to attract and maintain staff that can be implemented through contract negotiations, district practices, and/or staff handbooks.</p> <p>2.1.2 By Fall of 2023, review and recommend changes to hiring processes on Applitrack or other options to determine if the recruitment and application process are inviting or are inadvertently discouraging candidates from applying.</p>	<p>Contract negotiations and Handbook negotiations have prioritized the goal of hiring and maintaining staff. Unfortunately, budget limitations also exist. We have implemented a 50% fee reduction for employees who use Cardinal Club/early childhood programs to help retain and attract staff.</p> <p>We reviewed and simplified the teacher application process on AppliTrack. We now use Indeed more for</p>	<p>Continue to be aware of this priority and develop creative solutions. One potential option is a 4-day work week as this may be an attractive incentive, and help lessen staff absenteeism (and there are cost savings).</p> <p>We need to also continue to strive to attract diverse qualified candidates for licensed and unlicensed open positions.</p>

			nonlicensed staff which has generated more applicants- have to filter through them.	
	2.2 Prioritize professional development for all employee groups.	<p>2.2.2 By Fall of 2023, determine where to place staff development in successful classroom/behavior management techniques, including classroom set up, routines, etc., to help teachers be successful yearly within the calendar.</p> <p>2.2.3 By Spring of 2024 for the 2024-2025 calendar, designate specific dates for training for all employee groups.</p> <p>2.2.4 By Fall of 2023, determine a specific plan to train all non-certified staff on ALICE, fire drills, tornado drills, basic emergency procedures, etc.</p>	<p>First year teachers are matched with a mentor to support them on many common challenges, including classroom management. Many of our recent new teacher hires have been experienced teachers which has been extremely beneficial in this area.</p> <p>We have been more consistent that past two years with informing non licensed staff by May the dates of their required trainings on nonstudent days for the upcoming school year.</p>	2.2.4 Principals attended an ALICE updated training in August 2024. With the superintendent and many area law enforcement agencies in June 2025, we attended an alternative school crisis management model called Standard Response Protocol (Hold, Secure, Lockdown, Evacuate, Shelter) that also includes a protocol for coordinated reunification practices if students are relocated to an alternative location. Administration agrees that SRP is a more usable, clear and effective model for staff and students. Updated district response printed materials are being finalized and will be presented to the Board and staff in August 2025.
	2.3 Create and implement a plan to develop a “Cardinal Culture” that fulfills our mission and vision.	2.3.1 By Spring 2024, develop a detailed onboarding process for staff (including staff that are hired after the start of the year). Onboarding process will include explaining contracts and benefits, job shadowing opportunities, our Cardinal Culture, classroom teacher expectations for curriculum, instruction, student laws, IEP information, effective instructional support strategies and having HS student leaders welcome the new staff and share their perspectives of Cardinal Culture.	We are implementing more consistent onboarding practices though it is more challenging to be consistent with hires during the school year.	The ‘Personal Skills Development’ rubrics will provide essential skills also appropriate also for staff members. We have not yet discussed how we might use this with staff/supervisors but the plans to have an updated vision/mission rubrics with logos that are widely used should provide a

		<p>2.3.2 By Fall of 2023, establish a districtwide 'social committee' (with the Wellness Committee) to develop a calendar of at least 2 family friendly oriented activities for 'all staff socials.'</p> <p>2.3.3 By Fall of 2023, promote and continue to develop the Cardinal Cares programs with PK-5 students, and Community of Cards membership cards with 6-12 students.</p>	<p>reinforcement to staff of their relevance and importance to themselves as individuals/employees, as well as for students.</p> <p>The elementary and high school each have social and Wellness committees that organize during the day and out of school social activities. We have several PK-12 gatherings during the day during the year (staff development days) that include opportunities for districtwide staff to interact – though much of the time the staff choose to remain within their same groups. Attempts at PK-12 out of school social events have not been successful recently.</p> <p>In August, we are planning PK-12 curriculum meetings to review scope and sequence of the curricular areas which will be an intentional effort to have important districtwide small group discussions.</p> <p>K-5 Cardinals CARES (Cooperation, Assertion, Responsibility, Empathy, Self-Control) assemblies and emphasis and HS Students of the Month recognitions continue.</p>
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3. Finance Be financially healthy and sustainable.	3.1 Increase revenue	<p>3.1.1 Pass a 10-year \$760.00/student operating levy with an annual inflationary increase in November 2023.</p> <p>3.1.2 If the operating levy fails, adjust the operating budget immediately. If the operating levy passes, adjust the operating budget accordingly.</p> <p>3.1.2 Develop recruitment and marketing strategies/plan to maintain and increase enrollment – within the district and externally (work with the Community Engagement strategies).</p> <p>3.1.2a Plan and implement intentional strategies for promoting L-A High School with all local students and parents. (See Community Engagement strategies.)</p>	<p>A \$760 per student operating levy and a \$19.5 million building bond questions were approved by district voters on 11.5.2024.</p> <p>Social media and press releases are used to share ‘good news’ and keep residents up to date on district activities, including the design process for the building improvements.</p>	<p>We will continue to reach out (and expand as we are able) to the nonpublic and Rollingstone Charter families (we do not have direct contact information and so rely on their staff) regarding student and school activities for which they are welcome to participate in, and academic enrollment information.</p> <p>Completion of solar panel projects are projected to reduce power costs at the HS by 35%, and 45% at the Elementary.</p>
	3.2 Develop and maintain a sustainable budget to meet current and future school district and school board needs, goals and priorities	<p>3.2.1 By May 2023, establish a Finance Committee that meets bi-monthly to discuss the school year’s budget and status, and planning for anticipated financial adjustments and needs in the future.</p> <p>3.2.2 By January 2024, adopt a School Board Fund balance policy that strives for an ‘unassigned fund balance’ goal of 10% of the audited total year’s expenditures.</p>	<p>3 Board members, Business Manager and Superintendent began meeting monthly as a Finance Committee in August 2024. Agenda items include current year budget status, discussion of any major expenditure decisions, fund balance policy, anticipation of future years budgets.</p>	<p>Finance Committee will continue to meet monthly.</p>
	3.3 Develop and implement a 3-year budget forecast.	<p>3.3.1 By August 2023, identify and adopt a budget forecasting plan that includes 3-year assumptions and projections for: annual fund balance targets, projected increases in expenditures; projected enrollment; and projected revenues and review/adjust every 6-months.</p>		<p>Finance Committee will address this also.</p>

4. Facilities	4.1 Create and implement a plan to ensure that our elementary and high school are safe, secure, flexible and adaptable facilities.	<p>4.1 Conduct a building bond referendum November 7, 2023 for \$26.3 million for improvements to the elementary and high school, with a 2nd question for an auditorium/gym addition for \$12.3 million.</p> <p>4.1b If the building bond referendum fails, make decisions regarding next steps to address facility improvements needs, ie, assess the community's response/perceptions, continue to educate the community of the need, utilize existing fund options for minimal/priority repairs or renovations, and/or develop long term district sustainability options.</p> <p>4.2c If the facility bond referendum passes, implement accordingly and plan long term facility and maintenance operations budgets.</p>	Successful passage of \$19.5 million bond referendum on 11.5.2024.	<p>Design process is underway. It is anticipated most construction will be completed by Fall 2026.</p> <p>Will also be identifying needs that the project funds will not be able to cover – esp, equipment and furniture and seeking potential outside funds for these.</p>
	4.2 Develop Long Term Facilities Maintenance (LTFM) and Capital Improvement Plans with a realistic budget.	4.2 By May 2023, establish a Facility Maintenance Committee consisting of administration, board, facilities staff, professional consultants and at least one community member to meet quarterly (starting August 2023) to establish, implement and monitor an LTFM budget with timelines that addresses priority and ongoing facility and grounds needs for maintenance, improvements and/or replacements.	Admin meets regularly with Dashir Facility Director regarding ongoing facilities/grounds needs.	<p>Finance Committee reviews major facility needs and options for repairs that are urgent.</p> <p>After the completion of the building projects, scheduled maintenance plans/needs will be essential, e.g, roofs, painting.</p>
5. Community Engagement Engage with parents, community members and business members.	5.1 Educate both the external and internal community on long term facilities, financial and educational needs.	<p>5.1.1 By May 2023, establish a committee that consists of a representation of parents (early childhood, L-A, St. John's, Silo), administration and school board to meet bi-monthly to develop specific strategies for promoting community engagement and information sharing about the district.</p> <p>5.1.2 By August 2023, establish plans for providing the community factual information about the November 2023 ballot questions.</p>	The November 2024 community engagement process was extensive and resulted in its successful outcomes.	

	<p>5.2 Implement and intentional and consistent plan to strengthen and improve external and internal messaging.</p>	<p>5.2.1 By September 2023, complete an audit of internal and external communication strategies: List of strategies; what is working and should be continued?; What is not working and needs to stop?; What needs to start? What needs to be improved?</p> <p>5.2.2 By October 2023, Develop a comprehensive communication plan that promotes L-A School District through multiple channels: search engines; social media; sponsorships; partnerships, print media; presence in community; visual media</p> <p>5.2.23 By September 2023, ask the local non-public schools to participate in joint meetings with L-A that includes clergy, school administrators, school board members. Purpose of meetings would be to exchange information about schools' activities and events, discover common values and challenges related to education students, and supporting youth and families. Meeting locations can rotate to enable all to visit each other's schools.</p>	<p>Facebook continues to be a common area social media tool that many rely on. Have significantly increased our 'good news' on the District Facebook page, and working to share across different District Facebook pages (or eliminate duplicates). InGensa staff and supt are developing press releases regarding project status/updates.</p> <p>3 Board members, Principal Riebel met with reps from St. John's and Silo Boards April 2024. Agreed to meet Quarterly.</p>	<p>Communications Committee could be re-established to meet more regularly and review messaging strategies and needs.</p> <p>Need to re-establish Board representative meetings with nonpublic board members.</p>
	<p>5.3 Strengthen student, staff and community pride in the Lewiston – Altura School District.</p>	<p>5.3 By October 2023, develop plans for intentionally and consistently celebrating the strengths and successes of our licensed and unlicensed staff, graduating seniors and alumni.</p>	<p>Admin and Board often provide meals, snacks, goodies to staff to express appreciation as much as possible. (These are personal financial expenses.)</p>	<p>Continue. Have discussed options to reach out to Alumni – no plans in place.</p>