

Lewiston-Altura Public Schools 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 a Caring, Adaptable, Respectful, Determined, Successful community of learners.

June 12, 2023

STRATEGIC PRIORITY	GOALS	ACTION STEPS	ACTION PLANNING TEAM MEMBERS/ Responsibility	Status
1. 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 district three year training sequence in order for each certified staff member to effectively implement a standards based curriculum mapping process.	Dave Riebel Jenny Koverman Erin Spencer Katie Falkowski Randi Ruppert	
		1.1.2 By Spring 2024 establish a standards-based curriculum review cycle that aligns with legislative adoptions with input from instructional staff and administration, including the Systems 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.		
	Goal 1.2 = Ensure that there is a comprehensive education plan from early childhood	1.2.1 By Fall 2025 , establish specific Career and College Readiness measurements for high school seniors, and a K-grade 11 scope and sequence for preparing students for those outcomes.	Administration Teachers Parents	

	through high school for each student to promote life, career, and post-secondary success.			
	Goal 1.3 = Build and utilize a system to assess and 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 staff social-emotional health.	Lori Anderson Tori Todd Randi Ruppert Michelle MacPherson Dave Riebel Cory Hanson Gwen Carman	
		1.3.2 By Fall 2024, define and implement a Multi Tiered System of SEL Supports for PK-12 students.		
		1.3.3 By Spring 2025, expand the district assessment systems to help identify student levels of SEL needs.		
		1.3.4 By Fall 2024, provide staff with training and support systems that address social - emotional competencies of students and staff.		
		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.		
2. EFFECTIVE STAFFING Hire, maintain, train and support staff to be as effective as possible.	2.1 - Hire, develop and retain high quality staff.	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.	Cory Hanson Sara Daley Jane Weaver Vickie Speltz Mari Jo Starks Shannon Czaplewski	
		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.	Business Office Principals	

	2.2 - Prioritize professional development for all employee groups.	2.2.2 By Fall of 2023, determine where to place staff development in successful classroom/behavior management techniques. including classroom setup, routines, etc. to help teachers be successful yearly within the calendar.	District Staff Development Committee	
		2.2.3 By Spring of 2024 for the 2024-25 calendar, designate specific dates for training for all employee groups.	Calendar Committee	
		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.	District Staff Development Committee	
	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 on-boarding process for staff, {including for staff that are hired after the start of the school year). On-boarding process will include explaining contracts and benefits, job shadowing opportunities, our Cardinal Culture, classroom teacher expectations for curriculum, instruction, student management, paraprofessional expectations for special education laws, IEP information, effective instructional support strategies and having HS student leaders welcome the new staff and share their perspectives of Cardinal Culture.	Teacher Mentors Principals	
		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 oriented activities for all staff socials.	2 reps/building Wellness Committee	
		2.3.3 By Fall of 2023, promote and continue to develop the Cardinal Cares program with PK-5 students and Community of Cards Membership Cards with 6-12 students.	Principals Staff	

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 Community Engagement Committee).</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>	Gwen Carman David Baer Sheala Hall 2nd Board Member Teacher Rep.	
	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 discuss the current 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>	Policy Review Committee	
	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 & projections for: annual fund balance targets; projected increases in expenditures; projected enrollment; and projected revenues and review/adjust every 6-months.</p>	Finance Committee	
4. FACILITIES Have facilities that are safe,	4.1 Create and implement a plan to ensure that our elementary and high	<p>4.1a. Conduct a Building Bond Referendum November 7, 2023 for \$26.3 million for improvement to the elementary and high school, with a 2nd question for an auditorium/gym addition for \$12. 3 million.</p>	Gwen Carman Sarah Sommer InGensa Ehlers Staff	

<p>modern and conducive to 21st Century Education.</p>	<p>school are safe, secure, flexible and adaptable facilities.</p> <p>4.2 Develop Long Term Facilities Maintenance (LTFM) and Capital Improvement plans with a realistic budget.</p>	<p>4.1b If the building bond referendum fails, make decisions regarding next steps to address facility improvement needs, i.e., assess the community's response/perceptions, continue to educate the community on the need, utilize existing fund options for minimal/priority repairs or renovations, and/or develop long term district sustainability options.</p> <p>4.2.c If the facility bond referendum passes, implement accordingly and plan long term facility maintenance and operations budgets.</p> <p>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.</p>	<p>ISG staff Community & Staff members</p> <p>Gwen Carman Sarah Sommer Joe Banicki Luke Pfontenhauer Jacqui Coleman Kyle Puetz Brian Menk Cory Hanson Dave Riebel More Cmty Members Student</p>	
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<p>5. COMMUNITY ENGAGEMENT</p> <p>Engage with parents, community members and business members.</p>	<p>5.1 Educate both the external and internal community on long term facilities, financial and educational needs.</p> <p>5.2 Implement an intentional and consistent plan to strengthen and improve external and internal messaging.</p> <p>5.3 Strengthen student, staff and community pride in the Lewiston - Altura School District.</p>	<p>511 By May 2023, establish a committee that consists of 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 school district.</p> <p>512 By August 2023, establish plans for providing the community factual information about the November 2023 ballot questions.</p> <p>5.2.1 By September 2023, complete an audit of current 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 the L-A School District through multiple channels: Search Engines; Social Media; Sponsorships; Partnerships; Print Media; Presence in Community; Visual Media.</p> <p>5.2.3 By September 2023, ask the local non-public schools to participate in monthly 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 educating student, and supporting youth and families. Meeting locations can rotate to enable all to visit each others' schools.</p> <p>5.3.1 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>Bree Maki Gwen Carman Matt Daley Robin Randall Amber Reps Heather Buege Eric Shurson Tammy Kreidermacher</p>	
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