



Strategic Plan 2016-2021

Vision

LCS will provide an engaging, safe and respectful learning environment that fosters effective communication, collaboration and critical thinking while creating productive citizens who value diversity and positively contribute to society.

Mission

The mission of LCS is to educate, inspire and empower all students to become responsible and engaged citizens who are equipped with the critical thinking skills needed to thrive in our global society.

We believe in ...

EXCELLENCE. *LCS pursues the highest standards in academic achievement and organizational efficiency.*

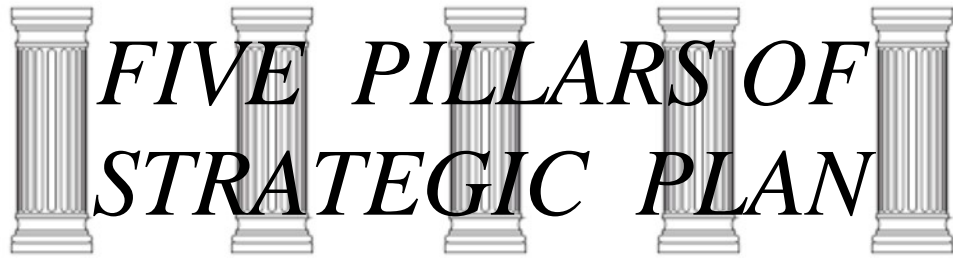
INTEGRITY & ETHICAL RESPONSIBILITY. *LCS requires the highest level of integrity and personal responsibility for all stakeholders.*

EQUITY. *LCS fosters an environment that encourages all stakeholders to close the achievement gap, maximize achievement for every learner and provide equitable opportunities for all.*

CITIZENSHIP. *LCS honors the diversity of our community by working as a team to ensure the educational success of all our students and by living up to our professional responsibility to promote democratic principles.*

COMPASSION & RESPECT. *LCS enhances the self-esteem, safety and well-being of all stakeholders through positive relationships built on honesty, respect, compassion and empathy.*


PERSEVERANCE. *LCS promotes the development of the individual's inner strength so that he or she can remain constant to a purpose, idea or task. This includes dedication, consistency and a positive attitude.*

The title is centered and supported by five classical columns. The text is in a large, bold, serif font.

***FIVE PILLARS OF
STRATEGIC PLAN***

2016-2021

- 1. Student Achievement**
- 2. Safe Environment**
- 3. Quality Resources**
- 4. Engaged Community**
- 5. Fiscal Stewardship & Transparency**

The title "FIVE PILLARS OF STRATEGIC PLAN" is centered and written in a large, black, serif font. The words "FIVE PILLARS OF" are on the top line, and "STRATEGIC PLAN" is on the bottom line. Behind the text are five vertical, classical-style pillars, each with a base and a capital, arranged in a row. The pillars are light gray and have a subtle shadow effect.

FIVE PILLARS OF STRATEGIC PLAN

1. Student Achievement

Goal 1: Improve individual student performance.

- Actions:**
- ▶ Assist & guide each school in development of school improvement plans, including website for reporting & submission of plans.
 - ▶ District Intervention & Assistance Team will provide guidance & support to low-performing schools.
 - ▶ Expand use of progress monitoring tools to monitor individual & aggregate progress of students in every school in core subject areas.
 - ▶ Provide diagnostic assessments that can determine student needs & determine which interventions would lead to success.
 - ▶ Continue use of instructional assessments to monitor student performance.
 - ▶ Provide appropriate tutoring before, during & after school.

Goal 2: Prepare students for college or career.

- Actions:**
- ▶ Develop career academies that provide industry certifications for students in high-demand fields.
 - ▶ Provide guidance counseling that informs students of all options.
 - ▶ Provide opportunities such as honors, AP, dual enrollment & IB programs & courses.
 - ▶ Build career, business & vocational opportunities for secondary students.
 - ▶ Build stronger coalitions with Pre-K through higher education & workforce development leaders locally & throughout Florida to better meet needs of students who are headed for college and those who are not.
 - ▶ Improve District graduation rate.
 - ▶ Continue to provide Graduation Pathways Program for identified students.

Goal 3: Close achievement gap among subgroups of students.

- Actions:**
- ▶ Identify under-represented students who have potential but may not be on college preparatory track & provide assistance, mentoring & instructional strategies.
 - ▶ Identify students who may be in danger of dropping out & provide effective interventions.
 - ▶ Support & expand initiatives that identify subgroups in District that need extra support, mentoring and academic assistance.
 - ▶ Provide high-quality training & nationally known consultants to work with teachers & administrators to identify & close achievement gap among subgroups of students.
 - ▶ Evaluate needs of over-age-for-grade students & various programs nationally to determine what programs are successful & what more can be done to provide assistance to these LCS students.

Goal 4: Provide educational choice to meet diverse needs of students.

- Actions:**
- ▶ Continue to provide variety of choice programs at under-utilized schools at every level. LCS offers arts program & math/science program at elementary level; pre-IB program, science & technology program, information technology program & performing arts program at middle school level; information technology & IB program at high school level.
 - ▶ Conduct annual evaluations of each program considering quality of instruction offered as well as number of students enrolled, school capacity & District-wide needs.
 - ▶ Provide school choice to meet special needs of families with economic or medical hardships.
 - ▶ Provide programs to meet unique academic & behavioral needs of students in special circumstances, such as Ghazvini Learning Center, PACE, 100 Success Academy & SAIL.
 - ▶ Provide variety of programs for adult learners to be successful in changing economy through Adult & Community Education & Lively Technical Center.
 - ▶ Continue to provide year-round access to LCS Virtual School for all LCS students.

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FIVE PILLARS OF STRATEGIC PLAN

2. Safe Environment

Goal 1: Provide safe school & work environments.

- Actions:**
- ▶ Increase school perimeter security. Complete school security perimeter fencing projects with funding from Capital Outlay & Homeland Security grant funds.
 - ▶ Utilize/enhance school security camera systems to increase perimeter security & deter crime.
 - ▶ Implement 24-hour school safety center to monitor school security systems & coordinate emergency/security responses.
 - ▶ Reduce number of student incidents on school buses.
 - ▶ Enhance bus video & audio security cameras to monitor bus routes to control incidents & evaluate driver performance.
 - ▶ Provide more energy efficient, safer & cleaner bus inventory. Drawing on goals of DEP, work together to implement comprehensive compressed natural gas (CNG) bus system.

Goal 2: Ensure schools & activities are free of weapons & drugs.

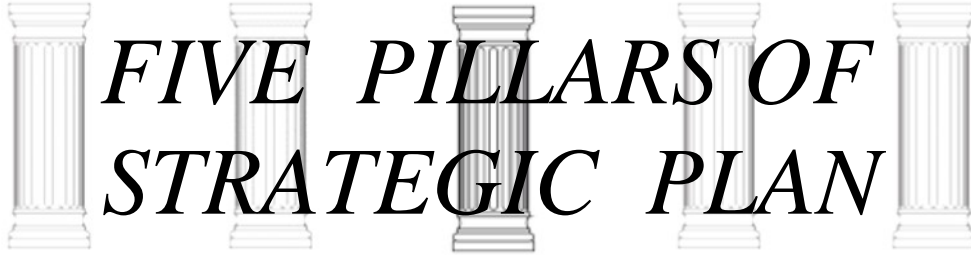
- Actions:**
- ▶ Coordinate with Leon County Sheriff's Office to provide school resource deputies (presently consisting of 22 deputies & eight elementary school safety officers).
 - ▶ Provide prevention programs & activities related to weapons & drugs, including safe & drug-free schools grant program.
 - ▶ Develop projects & coalitions supporting efforts to maintain weapon- & drug-free schools.
 - ▶ Publicize & enforce weapon- & drug-free school zones.
 - ▶ Build on current success in pursuing state & federal grant programs for weapon & drug programs for students.

Goal 3: Reduce student suspensions & expulsions.

- Actions:**
- ▶ Build partnerships among LCS departments & divisions to implement programs & policies that reduce suspensions without jeopardizing student safety.
 - ▶ Increase administrative monitoring & ownership of School Environmental Safety Incident Reports (SESIR).
 - ▶ Report quarterly SRD activity related to alternatives to arrests & suspensions.
 - ▶ Implement training related to suspension & expulsion with attention to zero tolerance & disproportionate representation of minority groups.
 - ▶ Provide mechanism for schools to document & track office referrals to identify students needing support or areas of weakness for school.
 - ▶ Facilitate restorative justice training & implement restorative justice programs in schools with higher rate of suspensions & expulsions.

Goal 4: Be prepared for crises.

- Actions:**
- ▶ Maintain crisis response manuals at each school, worksite & classroom that are National Incident Management System compliant. Training will continue to be conducted regularly.
 - ▶ Administrators & crisis team members receive FEMA certification related to NIMS & incident command training that meets Homeland Security Presidential Certifications.
 - ▶ Conduct full-scale exercises involving multiple agencies & Regional Domestic Security Task Force. Such exercises must include safety plans & “after” reports.
 - ▶ Maintain active participation in Region 2 Domestic Security Task Force.



FIVE PILLARS OF STRATEGIC PLAN

3. Quality Resources

Goal 1: Provide highly qualified teachers, administrators & staff.

- Actions:**
- ▶ Continue to provide high quality systemic professional development for instructional staff based on master in-service professional development plan updated annually to meet changing needs of teachers & students.
 - ▶ Teachers & administrators will develop deliberate practice plans based on instructional practice & school data from previous year that includes professional development activities & instructional strategies focused on student achievement.
 - ▶ Base all professional development & training for instructional & non-instructional staff on school improvement plans & student performance data as indicators of areas for improvement.
 - ▶ Evaluate successful Career Development Initiative for non-instructional staff & determine most productive way to move forward.
 - ▶ Provide comprehensive training for school bus operators in areas of bus safety, driving & for all programs such as ESE, homeless, foster care, CBI, field trips & alternative schools.
 - ▶ Create customer service award that recognizes individuals & sites providing exemplary service to parents & other visitors. Develop system that will establish expectations, provide training & support, provide reward system & incorporate customer service into employee evaluations.

Goal 2: Provide state-of-the-art educational technology, materials & facilities.

- Actions:**
- ▶ Provide intelligent classrooms throughout District.
 - ▶ Ensure student accessibility to technology on campus.
 - ▶ Increase instructor & classroom use of technology.
 - ▶ Utilize technology to streamline workflow & reduce paperwork.
 - ▶ Implement enterprise resource planning system for District business practices that provides increased efficiencies, long-term savings & more secure financial practices.
 - ▶ Conduct long-range planning to accommodate world-class school district.
 - ▶ Provide additional student stations to meet District pre-K needs.

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FIVE PILLARS OF STRATEGIC PLAN

4. Engaged Community

Goal 1: Improve communication & collaboration with all LCS stakeholders.

- Actions:**
- ▶ Enhance capacity of technology to expand & streamline online information sharing.
 - ▶ Expand production capability & programming of WLCS, cable channel 23.
 - ▶ Continue Superintendent's *Community Conversations*, which bring topics to community for input & also allow questions & issues to be raised by public.
 - ▶ Maintain current practice of holding regular meetings with principals, DAC, Student DAC & other stakeholder groups to promote transparency & "open door" policy.
 - ▶ Conduct communication training sessions for principals & assistant principals, who – for parents – are face of LCS.

Goal 2: Increase community involvement throughout LCS.

- Actions:**
- ▶ Continue to enhance support for District volunteer & mentor initiatives. With more than 11,500 volunteers & more than 250 business partners, these programs are front line in LCS' mission.
 - ▶ Expand existing partnerships & establish new ones with public and nonprofit social service agencies -- including faith-based organizations -- to communicate more effectively with these organizations & our families.
 - ▶ Create collaborations with City of Tallahassee, Leon County & Tallahassee Area Chamber of Commerce that provide mutual support & increased awareness of LCS.
 - ▶ Promote & support Foundation for Leon County Schools as primary support mechanism for teachers and classrooms.



FIVE PILLARS OF STRATEGIC PLAN

5. Fiscal Stewardship & Transparency

Goal 1: Promote value & benefits of taxpayer investment in LCS through transparency (*Florida Statutes 215.985, 1011.03 & 1011.035*).

- Actions:**
- ▶ Publish budgeted capital projects online (LCS website) separately by site each fiscal year, with semi-annual updates.
 - ▶ Publish capital project completions online separately by site each fiscal year.
 - ▶ Continue to publish entire budget online.
 - ▶ Publish budget amendments online during year immediately subsequent to Board approval.
 - ▶ Continue to publish audited financial reports online.
 - ▶ Update quarterly the status of planned corrective actions described in audited financial statements.
 - ▶ Publish cost-per-student by function online as evidenced by audit reports & current budgeted year with five years of comparative data.

Goal 2: Implement culture of continuous improvement, including application of best business practices.

- Actions:**
- ▶ Earn professional recognition awards, such as ASBO (Association of School Business Officials) Meritorious Budget Award &/or Sterling Awards. Continue to attain ASBO Meritorious Budget Award yearly & achieve Sterling Award by fiscal year 2019.
 - ▶ Establish benchmarking metrics with comparable school districts &/or industry standards to refine current practices in Finance, Transportation & Human Resources departments to align with best practices. Determine gaps & identify processes to optimize efficiency & effectiveness.

- ▶ Using Sterling expertise to complete assessment of cycle time & cost, establish cost savings & cycle time reduction goals overall for Finance, Transportation & Human Resources departments, to be achieved through improvement efforts.
- ▶ Publish total operational budget used for classroom instruction & support with goal of increasing percentage used for these purposes. (*Classroom instruction is defined [in Florida Dept. of Education Redbook**] as the function “instruction.” Classroom support is defined within functions as “pupil personnel,” “instructional & curriculum development services,” “instructional staff training,” & “instructional related technology.”*)
- ▶ Publish hours per year of training within business operations to provide employees job-related continuing professional education with goal of fewer audit findings & more efficient operations. (*Includes training, professional development, continuing Education & certifications, if applicable, for CFO, Human Resources, Transportation & Technology/Information Services.*)
- ▶ Reduce overall number of financial audit comments, prioritizing corrective actions to reduce/eliminate future related findings, as evidenced by number & severity of comments compared on year-to-year basis. (*Order of severity of findings: 1. Material Weakness; 2. Significant Deficiency; 3. Compliance & Other Matters.*)
- ▶ Reduce overall number of Internal Account audit comments, prioritizing corrective actions to reduce or eliminate future related findings, as evidenced by number & severity of comments compared on year-to-year basis.
- ▶ Convene LCS Audit Committee at least two times per school year. Ensure Audit Committee is comprised of credentialed members with sufficient financial, operational & audit expertise. Develop instrument Audit Committee can use to provide feedback on District operations for Superintendent and Board.

^{***} Florida Dept. of Education Redbook defines, describes & mandates uniform accounting structure that must be used by all public K-12 school districts in Florida for financial reporting.

The complete LCS Strategic Plan can be found on the District website at www.leonschools.net.

