

LYME CENTRAL SCHOOL DISTRICT
(PREPARING TODAY'S STUDENTS TO BE TOMORROW'S CITIZENS)

STRATEGIC PLAN



2018 - 2023

STRATEGIC PLANNING...



the collaborative process of developing an organizational roadmap that is used to communicate established priorities, focus energy and resources, clarify intended outcomes and strengthen operations in a student-centered educational environment

Committee Members

Many thanks to the following LCS stakeholders for contributing to the development of Lyme Central School District's 2018-2023 Strategic Plan:

Ms. Michele Bariteau
Mr. Terrence M. Brennen
Mrs. Erin Cordova
Mr. Barry Davis
Ms. Sarah Denney
Ms. Lydia J. Doolittle
Ms. Patricia Gibbons
Mrs. Mary Guyette
Mr. Eric Heath
Mrs. Shari Hilts
Mr. Steve Hunt
Mrs. Deanna Lothrop
Mrs. Cammy J. Morrison
Mr. Gary Nicholson
Mr. Charlie O'Brien
Mrs. Heather O'Brien
Mr. Scott N. Radley
Mrs. Janice Shepard
Mr. Rob Stevenson
Mrs. Christina Trottier
Mrs. Deborah J. Wilkinson

CORE BELIEFS

We, the LCS Stakeholders, believe:

- All students can learn
- Relationships, inclusion, and camaraderie are essential
- Education is the cornerstone to a happy, healthy and productive life
- We are all partners in the learning process
- Positive home/school/community partnerships are vital to student success
- Technology is a tool
- Change is necessary for growth to occur
- We must lead by example
- Success is as individual as the student

“We all share a common goal - we want our children to succeed.”

~Bob Taft~

OUR MISSION

PREPARING TODAY'S STUDENTS
TO BE TOMORROW'S CITIZENS



Board of Education

Mrs. Deanna Lothrop--President

Mrs. Kathy Dyer--Vice President

Mr. Terry Countryman--Member

Mrs. Kathy Gardner--Member

Mr. Ray McIntosh--Member

Mrs. Lynn Reichert--Member

Mr. Scott Rickett--Member

The Board of Education will serve in partnership with all District Stakeholders (community, administration and staff) pledging to provide the oversight and resources necessary for the District's administration and staff to address the identified strategic issues, monitor progress and demonstrate the achievement of strategic goals as articulated within the Strategic Plan.

Colored Codes

Action Steps to be addressed--2018-19

Action Steps--COMPLETED--2018-19

Each summer, District staff and administration will review the Strategic Plan and determine which Action Steps will be addressed during the upcoming school year.

This information will be shared as part of the Strategic Plan which will remain posted on the District's website.

Bi-monthly progress updates will be provided during regularly scheduled Board of Education Meetings throughout the year.

Target: Teaching and Learning
Strategic Issue: Academic Achievement
Goal #1: Maintain or Increase student proficiency on state assessments
(level 2s to 3s; reaching mastery)

Action Steps	Responsibility	Measurement
Review assessment data	Administration, Teachers	Interim Assessments, State Assessments, Multiple measures
Implement strategies for reading comprehension and targeted vocabulary (such as tier II words)	Teachers, Support Staff	Interim Assessments, State Assessments, Multiple Measures, Classroom Observations, Rubric/Checklist
Implement test taking strategies into the classes	Teachers, Support Staff	Interim Assessments, State Assessments, Multiple Measures, Classroom Observations, Rubric/Checklist
Complete a data analysis on students' writing skills-specifically cross-content essays	Administration, Teachers	Interim Assessments, State Assessments, Cognos Reports
Review of AIS Program and develop consistent procedures for AIS	Administration, Counselor, Psychologist, Teachers	Committee Developed, Updated Document, BOE Presented and Approved
Address and analyze educational gaps for individual students *should be data-driven	Administration, Guidance Counselor, Psychologist, Teachers	Professional Learning Community Created to Identify and Close Gaps *data reviewed
Implement a 2-3 day summer institute focused on instructional strategies and practices to enhance performance and increase proficiency	Administration, Teachers	Summer Institute Offered to Staff
Provide opportunities to encourage literacy enrichment	Administration, Staff, Parents	"One book, one district", PARP, Reading Week, Author Visit, DEAR
Provide parent workshops on strategies to support students' learning	Administration, Teachers, Parents	Literacy Evenings, *Tied to Book Fair Seasons
Develop partnerships with community organizations to enhance literacy	Local Libraries, Teachers, Community Groups, Businesses	Elks Lodge Dictionary Donation, Field Trips to Libraries, etc.

Target: Teaching and Learning
Strategic Issue: Academic Achievement

Goal #2: Investigate options and develop plan(s) for extended day/year programming

Action Steps	Responsibility	Measurement
Survey staff to determine perceived needs	PDP Committee	Collected information from survey
Prioritize survey results	PDP Committee	Prioritization completed and results shared with appropriate stakeholder groups
Investigate options for addressing specific achievement needs by grade level/subject or course	Administration, Grade Level Teams	Options shared with appropriate stakeholder groups
Develop a planned approach for addressing specific achievement needs by grade level/subject or course and criteria for student participation	Administration, Grade Level Teams, LCSTA Representative	Share developed criteria with stakeholder groups
Identify financial requirements of extending the day/year, based on student data (multiple measures*).	Administration, Transportation Director, Business Official	Consider current spending plan and identify funding sources
Implement Programming (Secure Staffing, Transportation, Materials, Equipment, Notify Parents of Eligible Students)	Administration, Staff, Transportation Director, Clerical Staff	Review Student Data, Monitor Student Progress (multiple measures*)

*Test scores, teacher referral, reading logs, survey results, progress reports, benchmarks, pre/post testing, etc.

Target: Teaching and Learning
Strategic Issue: Academic Achievement

Goal #3: Professional Development Committee annually identifies and prioritizes PD needs based on district, administrative and teacher professional goals to enhance student achievement

Action Steps	Responsibility	Measurement
Survey staff to determine perceived needs	PDP Committee	Collected information from survey
Annual Goal Development	BOE, Superintendent	Submission of Published Goals
Identify Professional Development Priorities	PDP Committee	Priority List Developed and Shared
Annual Goal Development	Administration, Teachers	Submission of Goals
Substitute Training	Administration, Staff, Substitutes	Substitute Staff Handbook

Target: **Teaching and Learning**

Strategic Issue: **Academic Rigor**

Goal #1: **Eligible secondary students will take at least one AP, College Preparation or College Credit Bearing or Developmental course before graduating from High School.**

Action Steps	Responsibility	Measurement
Review data to determine current levels of participation in AP/College level course offerings	Director of Pupil Services, School Counseling Department	Participation Levels Identified and Reported
Explore options for coursework selections offered through NYS colleges & universities	Administration, Teachers, School Counseling Department	Course Description Bulletin updated as new offerings become available
Increase parental participation in course request, career planning meetings with guidance	School Counseling Department, Parents, Students	Increased attendance rates by parents at planning meetings

Target: **Teaching and Learning**

Strategic Issue: **Academic Rigor**

Goal #2: **Develop transparency and communicate grading procedures and practices**

Action Steps	Responsibility	Measurement
Organize vertical alignment and departmental meetings (Grade Level Clusters & Departments)	Administration, Teachers	CPT Calendar-Meetings scheduled, held, & recorded
Brainstorm and sharing current grading practices at Elementary and Secondary Levels	Administration, Guidance Counselor, Teachers	Grading procedures and practices shared and recorded

Target: **Teaching and Learning**

Strategic Issue: **Academic Rigor**

Goal #3: **Identify, Increase and Implement STEAM**

(Science;Technology;Engineering;Arts;Mathematics) Related Course/Extracurricular Offerings

Action Steps	Responsibility	Measurement
Survey students/parents/staff/ community members regarding areas of interest	Administration, Guidance Counselor	Survey Results
Survey local/regional businesses regarding specific workforce needs	Administration, Guidance Counselor	Survey Results
Survey regional school districts to determine potential shared course offerings	Administration, Guidance Counselor	Survey Results
Assess current technology infrastructure.	Administration, Technology Director	Annual Report to Superintendent
Utilize technology to broaden learning opportunities.	Administration, Guidance Counselor, Technology Director, Teachers	Report of increased usage
Identify scheduling and staffing requirements of implementation	Administration, Guidance Counselor, LCSTA Representative	Presentation to Superintendent prior to approval of spending plan
Identify financial requirements of implementation (staffing, materials, equipment, etc.)	Administration, Business Officer, LCSTA Representative, Technology Director	Presentation to finance committee prior to approval of spending plan
Implement Course Offerings	Guidance Counselor, Teachers, BOE, LCSTA	Courses listed in Course Description Bulletin, Master Schedule Released

Target: Health and Wellness

Strategic Issue: Social/Emotional Awareness

Goal #1: Educate stakeholders regarding resources available to address the social-emotional needs of students.

Action Steps	Responsibility	Measurement
Organize a Health and Wellness Fair for District and Community Stakeholders	Health & Wellness Committee, Administration, Health Teachers, School Counselor., Parents, PIVOT, MFLC, Child Advocacy Center, Students	Advertise and Hold the Health and Wellness Fair, Satisfaction Survey
Invite local/regional agency representatives to District Functions (open house; p/t conference days; Supt. Conference Days, assemblies, small group sessions, etc.)	Health & Wellness Committee, Administration, PIVOT, MFLC, School Counselor	Invitations Extended to Local Partners
Implement at least 3 informational sharing sessions for students/staff	School Nurse, PIVOT, MFLC, School Counselor, Health & P.E. Teachers, Students, Child Advocacy Center, Local Organizations	Informational Sessions Held, Satisfaction Survey
Organize field trips for parents &/or students to at least 2 local/regional facilities that provide social/emotional well-being services	Credo, SMC, PIVOT, MFLC, Children's Home, River Hospital, Planned Parenthood, Hospice, Other Local Organizations	Visits to At Least 2 Area Facilities, Satisfaction Survey
Develop at least 1 program(s) to provide social strategies for students of all backgrounds	Administration, Teachers, Parents, School Counselor, PIVOT, Psychologist	Program developed and implemented

Target: Health and Wellness

Strategic Issue: Physical Health Awareness

Goal #2: Educate stakeholders on the importance of living a healthy lifestyle

Action Steps	Responsibility	Measurement
Complete a needs assessment survey regarding healthy living habits	Health & Wellness Committee, Health Teachers	Completed needs assessment survey
Complete a needs assessment survey regarding substance abuse (gr. 8, 10, 12)	PIVOT	Completed needs assessment survey
Organize a Health and Wellness Fair for District and Community Stakeholders	Health & Wellness Committee, Administration, Health Teachers, Guidance Dept., Parents, PIVOT, Students	Attendance at event, Satisfaction survey
Invite local/regional agency representatives to District Functions (open house; p/t conference days; Supt. Conference Days, assemblies, small group sessions, etc.)	Health & Wellness Committee, Administration	At least two agencies participate throughout the course of the school year
Initiate an annual "Get Active" Day	Health & Wellness Committee, Students	Attendance at event
Participate in National Campaigns such as Jump Rope for Heart, President's Physical Fitness Test, etc.	P.E. Teachers	Certificate(s) of Completion,
Identify opportunities for participation in athletics or extracurricular activities; Update and expand the weight rm	Athletic Director, Sports Committee, P.E. Teachers, LCSTA	Participation based on sports rosters
Institute water safety program that includes First Aid, AED Training & CPR	Administration, Guidance Department, Teachers, Local Agencies	Program Implemented
Investigate opportunities for updating/expanding weight room equipment and staffing	Administration, P.E. Teachers, Coaches, Business Office, Students, Varsity Club, Building & Grounds	Presentation by Committee
Review current playground equipment and opportunities for a physical fitness trail &/or ropes course type structures	Buildings & Grounds, Admin, Parents, Teachers, Students, Community Members	Convene Outdoor Health Committee

Target: Health and Wellness
Strategic Issue: Climate and Culture of the District
Goal #3: To foster an inclusive environment in which stakeholders demonstrate pride/confidence in the district

Action Steps	Responsibility	Measurement
Convene a committee to create and conduct surveys to elicit feedback regarding school climate and culture and evaluate results	Staff, Administration, Parents, Students	Committee Created, Survey Completed
Promote school spirit	Students, Staff, Administration, Parents, Community Members, PTSO, Booster Club, Alumni Association	Attendance at School Sponsored Activities, Participation in school spirit activities
Provide team-building activities for staff members	Staff, Administration	Hold minimum of 1 event per year, Satisfaction Survey/Feedback
Promote stakeholder partnerships/volunteerism within the district	Administration, Staff, Parents, Community Members	Volunteer request form data, Sign-in data
Improve transparency and communication amongst stakeholder groups	Administration, Staff, BOE, Parents, Community Members, Students	Track website usage, social media hits and comments, newsletter mailing list

Target: **Safe and Secure Learning Environment**
 Strategic Issue: **Infrastructure Security Procedures**

Goal #1: **Increase security measures to ensure safety of staff, students, and visitors.**

Action Steps	Responsibility	Measurement
Meet with first responders and local agencies to evaluate current security conditions	Administration	Minutes from meeting
Review Emergency Response Procedures and update as needed	Administration, BOE, Staff	Faculty Meeting Held, BOE minutes
Notify students, staff, parents, community members of new procedures	Administration	Website and Social Media postings, letters sent home, elementary newsletters updated
Provide community-wide crisis response training	Administration, Local Law Enforcement	Attendance at event
Repurpose existing entryway to meet the recommendations of local law enforcement	Head of Maintenance	Construction completed, modification implemented, entryway manned
Implement pilot plan for enhanced security measures and facility hardening	Administration, Building & Grounds, Staff, Students	Welcome booth operational for trial period
Implement new security plans	Administration, Building & Grounds, Staff, Students, Parents, Visitors	Welcome booth operational
Provide Active Shooter Training	Administration, Staff, Substitutes, BOE Members	Training Held, Satisfaction Survey

Target: Developing Citizens of Tomorrow

Strategic Issue: Character Education

Goal #1: Investigate, Develop and/or Implement K-12 Programs to Enhance Social Experiences and Acceptance for all Students

Action Steps	Responsibility	Measurement
Continue focus on monthly Character Education topics	Character Ed Committee, Student Council, staff	Topic presented monthly by Student Council Members
Schoolwide framework for character education GRIT	Administration, staff, students	Signs posted, participation in GRIT board shout-outs
Awards Assembly to promote citizenship, character	Administration, staff, parents, students	Attendance at events
Hold pep rallies and social awareness Assemblies	Administration, staff, students, outside agencies	Participation in events
Promote Angel Tree, Toys for Tots, Shop with a Cop, support the local food pantry, relay for life, and other charitable organizations	Students, Staff, Administration, Parents, Community Members	Participation in events
Veterans Day, and Flag Day Celebrations Military Appreciation	Administration, Staff, Students, Parents, Community Members, Veterans	Attendance at events

Target: Developing Citizens of Tomorrow

Strategic Issue: Multidisciplinary Opportunities

Goal #2: Increase the number of electives, extracurricular opportunities and/or clubs for students in grades 6-12

Action Steps	Responsibility	Measurement
Create a parent/student/teacher interest survey to determine courses/extracurricular opportunities of interest	School Counselor, Student Council, Class Officers	Survey created
Survey students/parents regarding areas of interest	School Counselor, Student Council, Class Officers	Survey Disseminated
Create a list of priorities based on survey information	School Counselor	Priority list presented to administration
Determine staffing and fiscal resources to develop/offer new courses/activities	Administration, Business Official, LCSTA Representative	Presentation to superintendent prior to approval of spending plan
Identify number of new offerings to be supported by year	School Counselor, Administration, BOE, Business Official	Course Description Bulletin created, Master Schedule released, extracurricular opportunities advertised

Target: Developing Citizens of Tomorrow

Strategic Issue: Community Partnerships

Goal #1: Explore opportunities to develop internships, mentoring programs, etc. with local and/or regional partners

Action Steps	Responsibility	Measurement
Organize meetings with local/regional businesses	Administration, Staff, BOE, local/regional businesses, student leadership groups	Meetings held and recorded
Review internship models utilized in other organizations including JCC and BOCES	Administration, School Counselor, Staff, JCC Career Services	Models reviewed and options presented to Administration
Review extended day mentoring options	Administration, Staff, BOE, School Counselor, LCSTA	Options for LCS identified and presented
Develop a plan for addressing mentoring needs, annually	Administration, Staff, BOE, School Counselor, Community Members, Parents, Students	Plan developed. Plan monitored and updated annually

Target: Developing Citizens of Tomorrow

Strategic Issue: Community Partnerships

Goal #2: Increase Collaboration with Local/Regional Businesses, Higher Education Institutions, Community Organizations, and Fort Drum

Action Steps	Responsibility	Measurement
Organize meetings with local/regional businesses	Administration, Staff, BOE, local/regional businesses, student leadership groups	Meetings held and recorded
Invite guests and guest speakers to school events	Administration, Staff, student leadership groups	Events advertised and attended
Collaborate on joint ventures such as town bicentennial, sports activities, etc.	Administration, Staff, student leadership groups	Meetings held and recorded, events attended
Attendance at Lyme Youth Committee meetings	Administration, BOE Member	Meetings attended and recorded
Tri-Board Meetings with school, Town of Lyme and Village of Chaumont	Administration, BOE, Town of Lyme Board, Village Board, Community Members	Meetings attended and recorded
Organize field trips to community partners	Admin, Transportation, Teachers, Community Partners	Field trips scheduled and carried out

Target: Fiscal Responsibility

Strategic Issue: **Maintain and sustain the district's financial stability**

Goal #1: **Develop an annual budget that supports the district goals and needs**

Action Steps	Responsibility	Measurement
Present budget for the following school year	Administration, Business Official	Presentation of Proposed Spending Plan
Vote on proposed budget	Community Members	Budget Vote Held
Research alternative funding options to support district initiatives	Administration, Teachers, Stakeholders	Applications Filed; Contacts Made to Appropriate Agencies, etc.

Target: Building and Grounds

Strategic Issue: **Maximizing Operational Space**

Goal #1: **Ensure efficient use of available space in the district**

Action Steps	Responsibility	Measurement
Conduct a building condition survey	Architects	Completed Building Condition Survey
Review building condition survey results	Building & Grounds Committee, Administration	Architect Presentation, BOE Minutes
Prioritize and communicate needs for building & grounds improvements	BOE, Administration	Final recommended changes presented in public forum
Develop a plan for repurposing underutilized spaces	Administration, Building & Grounds Committee, BOCES Health & Safety Dept. (as needed)	Published plan
Determine the fiscal resources needed to repurpose or create new spaces	Administration, Business Official, Finance Committee	Presentation of Budget Recommendations
Implement changes	Administration, Staff	Satisfaction Survey