



STRATEGIC PLAN: 2023-2028

Our Vision:

Engage. Enlighten. Empower.

Our Mission:

Engaging, enlightening, and empowering students and community, together, through education.

We believe in:

- student-centered decision making
- partnering with stakeholders to maximize student achievement
- embracing diversity and high expectations for all
- supporting social, emotional, and physical safety for students and staff
- dedicated and innovative employees
- consistent, clear, and open communication

STRATEGIC AREA: STUDENT SUPPORT AND ACHIEVEMENT

Goals:	<ol style="list-style-type: none">1. Foster a supportive learning environment that values equity, diversity, and collaboration2. Offer engaging student learning experiences across all schools to address students' needs and interests to ensure all students meet and exceed state standards3. Develop life skills for students to engage, lead, and serve the community
Actions/Performance Measures	<ol style="list-style-type: none">1.1 Elementary Behavioral technicians<ul style="list-style-type: none">• Reduce discipline referrals by 10%1.2 District Grade Level Collaboration<ul style="list-style-type: none">• All schools will send a representative to grade level collaboratively• Increase proficiency on state reading, math, and science assessment by 10%• Increased proficiency on local reading and math assessment by 10%• Increase proficiency levels of identified subgroups by 5% on state assessments

	<p>2.1 Increase course offerings</p> <ul style="list-style-type: none"> • Every secondary school will have fine arts course offerings shown in the master schedule • Reduce chronic absenteeism by 3% • Three schools will offer 21st CCLC (Century Community Learning Centers) programs for 2023-2024 • Schools will offer afterschool programs • The district will offer summer programs • Increase the percentage of EL students attaining their yearly growth target on ACCESS by 12% <p>2.2 Prepare for launching MTSS for 2024-2025</p> <ul style="list-style-type: none"> • Sign-in sheets for meetings and trainings • Process manual created for MTSS <p>2.3 CAP/E3 training for teachers and administrators</p> <ul style="list-style-type: none"> • Increase the number of students receiving a qualifying AP score by 5% <p>2.4 Modified middle school schedule (1.5 periods for ELA and Math)</p> <ul style="list-style-type: none"> • Increased proficiency on state reading and math assessment by 10% • All secondary schools will meet the state ACCESS target score for EL students • Increase proficiency levels of identified subgroups by 5% on state assessments <p>2.5 Student discourse (student academic conversations)</p> <ul style="list-style-type: none"> • Increased proficiency on state reading, math, and science assessment by 10% • Increased proficiency on local reading and math assessment by 10% • All schools will meet the state ACCESS target score for ELL <p>2.6 Learning Walks (Pre-K-12)</p> <ul style="list-style-type: none"> • All schools will conduct learning walks throughout the 2023-2024 school year <p>2.7 Grade Level Math PLCs (Professional Learning Communities)</p> <ul style="list-style-type: none"> • Increased proficiency on state math assessment by 10% • Increased proficiency on local math assessment by 10% • Increased proficiency levels of identified subgroups by 5% on state assessment <p>2.8 Elementary math coaches at local schools (for lowest math performing schools)</p> <ul style="list-style-type: none"> • Hire local school elementary math coaches • Increased proficiency on state math assessment by 10% • Increased proficiency on local math assessment by 10% • Increased proficiency levels of identified subgroups by 5% on state assessments <p>2.9 Invest in curricula/materials that support instructional best practices for grade-level proficiency</p> <p>3.1 Service Learning projects</p>
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	<ul style="list-style-type: none"> • All schools will implement on service learning project for the 2023-2024 school year <p>3.2 Student Leadership</p> <ul style="list-style-type: none"> • All schools will have a student leadership group <p>3.3 Demonstrate a range of communication and social skills to interact effectively (soft skills)</p> <p>3.4 English Learner Strategies</p> <ul style="list-style-type: none"> • Training for all staff • Increase EL ACCESS by 12% • Hire 2 additional EL Teachers • Continue Lexia English pilot and add other schools <p>3.5 Portrait of a graduate</p> <ul style="list-style-type: none"> • Academic Knowledge • Financial Literacy • Healthy Living • Leadership and Service • Digital Literacy • Effective Communicator and Collaborator • Critical Thinking/Problem Solver • Integrity • Resilient
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STRATEGIC AREA: STAKEHOLDER ENGAGEMENT AND COMMUNICATION

Goals:	<ol style="list-style-type: none"> 1. Maintain opportunities for community and parental involvement. 2. Foster staff and parent relationships that support student learning. 3. Improve communication with and among parents, teachers, students, and community partners. 4. Seek and expand community partnerships to support the district's vision, mission, and strategic goals. 5. Maintain and strengthen relationships with post-secondary partners. 6. Maintain and strengthen Career Technical Center relationships with local business and industry.
Actions/Performance Measures:	<ol style="list-style-type: none"> 1.1 School-wide events <ul style="list-style-type: none"> • Back to School Open House • Family nights 1.2 Parent Resource Rooms 1.3 Parent Teacher Organization (PTO) 2.1 Bi-annual parent/teacher conferences 2.2 Superintendent Advisory Committees (Parent, Certified, Classified) 2.3 Student Senate 3.1 Development of a communications plan to be shared with schools, community, and stakeholders 3.2 Increase engagement across multiple platforms including social media, websites, newsletters, and LCS App 3.3 Surveys

	<p>4.1 Continued involvement in Chamber and Economic Development Agency meetings</p> <p>4.2 Strengthen relationships with local agencies (County Commission, EMA, Sheriff's Department, Town of Ardmore, Town of Elkmont)</p> <p>4.3 Individual schools will maintain partnerships with business and industry</p> <p>5.1 Memorandum of Agreements with UNA, Calhoun, Athens State, UAH, and other post-secondary institutes</p> <p>6.1 Host Industry Advisory Committee meetings</p> <p>6.2 Partner with business and industry to host student events</p> <ul style="list-style-type: none"> • Your Money, Your Life • Job Fair • Signing Day
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STRATEGIC AREA: RESOURCES AND OPERATIONAL EFFECTIVENESS

Goals:	<p>1. Continue to promote student safety through training, programs, and well-maintained facilities</p> <p>2. Continue to maximize the use of financial resources to strengthen operational efficiency and effectiveness</p> <p>3. Continue to maintain an adequate fund balance</p> <p>4. Enhance and maintain the system's transportation services</p> <p>5. Continue to provide current and relevant technology resources in support of a student-centered learning environment</p> <p>6. Continue to provide facilities that support and enhance the educational program</p> <p>7. Enhance and maintain equipment and personnel to effectively and efficiently provide nutritional meals for learners</p>
Actions/Performance Measures:	<p>1.1 Annual review of safety plans</p> <ul style="list-style-type: none"> • Every LCS facility will be 100% compliant • Every LCS facility will comply with monthly mandated safety drills <p>1.2 Safety Programs</p> <ul style="list-style-type: none"> • Yearly enhancement of safety programs (i.e., SafeDefend, Rave Emergency Communication System, BadgePass) • Yearly professional development for employees • Bi-annual training for new employees • Upgrade camera system • Continue to partner with the Limestone County Sheriff's Office to provide SROs • Upgrade to a digital radio system • Annual review of Student Code of Conduct <p>2.1 Develop an annual budget to achieve the district's priorities</p> <ul style="list-style-type: none"> • Annual budget presentation to the BOE and community <p>3.1 Monitor resource allocations through accurate, transparent financial reporting</p> <ul style="list-style-type: none"> • Monthly budget reports and financial statements to the BOE and community

	<ul style="list-style-type: none"> • Annual audit by the Alabama Department of Public Examiners <p>4.1 Monitor and adjust inventory of buses to meet the transportation demand</p> <ul style="list-style-type: none"> • Maintain documentation of annual state and local inspections • Continue to maintain fleet renewal plan • Continue to follow the State Transportation Plan • Enhance and maintain preventative maintenance <p>4.2 Monitor and adjust personnel to meet the transportation needs</p> <ul style="list-style-type: none"> • Reduce the number of vacancies for bus drivers by alternative methods • Find ways to recruit and retain bus drivers <p>5.1 Maintain and improve digital infrastructure to increase the district's efficiency</p> <ul style="list-style-type: none"> • Network analytics • Upgrade servers • Technology resource purchases • State Technology Plan <p>5.2 Maintain current inventory of devices for students and staff</p> <p>5.3 Provide digital curriculum to support student achievement</p> <ul style="list-style-type: none"> • Increase student connectivity at home <p>5.4 Monitor and collect service requests for maintenance and technology</p> <p>6.1 Construct and maintain facilities as needed to support the increased student population</p> <ul style="list-style-type: none"> • Annual review of school capacity and enrollment • Annual building assessments of all LCS facilities • Annual aggregate age assessments of LCS facilities <p>6.2 Maintain and adjust Capital Plan and Athletic Facilities Plan based on projection of needs</p> <p>7.1 Increase participation for breakfast and lunch</p>
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STRATEGIC AREA: QUALITY STAFF AND PROFESSIONAL DEVELOPMENT

Goals:	<p>1. Amplify the exposure of employment opportunities in order to recruit and hire qualified personnel</p> <p>2. Expand professional development opportunities relevant to each employee</p> <p>3. Increase career development opportunities for employees at all levels</p> <p>4. Invest in a process that promotes the retention of qualified personnel</p>
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<p>Actions/Performance Measures:</p>	<ul style="list-style-type: none"> 1.1 Host an annual career fair 1.2 Attend community, local schools, and university recruiting events 1.3 Career-Tech-Teaching and Learning Class 1.4 Leverage the use of social media to promote employment opportunities, certifications, and graduate studies 1.5 Alternate Certification programs in partnership with local universities <ul style="list-style-type: none"> • Attendance Records from career and recruiting fairs • Increase student participation in Teaching and Learning classes 1.6 Strengthen relationships with all universities to recruit student teachers 1.7 Improve substitute recruitment through trainings, salaries, and benefits 2.1 Survey employees to identify professional development needs 2.2 Use Compliance Director to provide mandatory trainings 2.3 Increase emphasis on providing relevant training to support staff 2.4 Promote STEM, NBCT, TEAMS, and other recognized certifications 2.5 Provide awareness of opportunities for graduate studies <ul style="list-style-type: none"> • 100 percent participation in mandatory trainings • Use multiple social media platforms to provide information on certification and graduate studies 3.1 Grow leaders through Limestone Lead 3.2 Increase openings for teachers to provide turn around training 3.3 Expand pool of mentors for beginning teachers 3.4 Promote services on advisory committees, leadership teams, and similar district level groups <ul style="list-style-type: none"> • Agenda and sign-in sheets for Limestone Lead 4.1 New Employee Orientation for all new employees 4.2 New Teacher Academy for all new certified staff 4.3 Mentoring programs for all employees 4.4 Provide information from PEEHIP for the betterment of employee's social and emotional health and substance abuse programs 4.5 Train administrators on strategies to increase employee retention 4.6 Expand employee awareness of available benefits 4.7 Employee satisfaction surveys and exit interviews <ul style="list-style-type: none"> • Reduce the percentage of new employees who separate from LCS • Sign-in sheets for New Teacher Academy and Mentoring • PD sign-in sheets 4.8 Annual review of LCS Salary Schedule
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STRATEGIC AREA: GOVERNANCE

Goals:	<ol style="list-style-type: none">1. Ensure the School Board is up to date with state training2. School leaders remain current and knowledgeable on state and federal laws, regulations, and policies that affect school programs, services, and resources for children and families3. Leadership will participate in various meetings and conference trainings held by state and national organizations4. Governance team will be involved in long-range planning for the district5. Maintain and update board policies as needed to reflect current laws and regulations6. Maintain board policy to ensure system effectiveness and efficiency7. Governance team and staff will supervise the evaluation process and improve professional practice
Actions/Performance Measures:	<ol style="list-style-type: none">1.1 Annually subscribe to the Alabama Association of School Boards Policy Pipeline2.1 Annually participate in Policy Pipeline webinars2.2 Planned professional development sessions to address pertinent needs of the district2.3 Continue involvement in District 8 Superintendent meetings and School Superintendent Association conferences and Legislative Assignment meetings3.1 Document participation in required trainings4.1 Hold bi-annual reviews of the strategic plan through work sessions5.1 Staff will review board policies and procedures to adhere to any changes in state or federal laws6.1 Simbli board meeting management software7.1 Staff evaluations will take place on an annual basis