

INITIAL DRAFT: NEAR-TERM PRIORITIES PLUS 45- AND 90-DAY DELIVERABLES

Sept. 6, 2022

PAGES 1-2 - EXECUTIVE SUMMARY

PRIORITIES	CHALLENGES and/or SHORT-TERM ACTION PLANS
<p>1. Increase safety/security vigilance through effective protocols and practice.</p>	<p>Challenge: LCSD 1 must take wise precautions to protect students and staff. Actions:</p> <ul style="list-style-type: none"> A. Safety drills reviewed and completed for appropriate training for students and staff. B. Working with state and local LE, increase safety/security measures and presence. <p><i>Note: This priority will not be discussed Sept. 6. We are still working with other agencies to ensure alignment and coordination of effort on the Action Plans. Discussion with the Board will occur ASAP.</i></p>
<p>2. Increase the percentage of students who are progressing on-time with the requisite skills for success at their current grade levels.</p>	<p>Challenges and Problem Statement:</p> <ul style="list-style-type: none"> A. About half of students in grades 3-5 and almost two-thirds of students in grades 6-8 need to accelerate growth in math. B. About half of students in grades 3-8 need to accelerate growth in English language arts.
<p>3. Improve the conditions that lead to student success by utilizing a system of advocacy for each child that facilitates healthy social and emotional growth.</p>	<p>Challenges:</p> <ul style="list-style-type: none"> A. Emotional, behavioral, and social systems of support are implemented inconsistently across the district. B. Survey data indicate the number of students and staff facing mental or emotional health issues is increasing significantly.
<p>4. Expand strategies to attack staffing shortages.</p>	<p>Challenge: The number of vacancies across positions is greater than the number of qualified candidates accepting positions. Actions:</p> <ul style="list-style-type: none"> A. Increase pathways for Lexington One graduates to become Lexington One employees. B. Diversify recruitment and retention strategies
<p>5. Address near-term communication needs.</p>	<p>Challenge: Ensure the community is well-informed about important issues during the Chief Communications Officer transition period..</p>

	<ul style="list-style-type: none"> A. Ensure the community has ample opportunity to be knowledgeable of all Board of Trustee candidates ahead of Nov. elections. B. Prepare communication team, district leaders, and school contacts for Chief Communications Officer transition.
<p>6. Use resources wisely to address 2022-23 priorities and longer-term strategic plan goals.</p>	<ul style="list-style-type: none"> A. Given inflation and labor shortage crises, develop a path forward for successful completion of the 2018 Building Program. B. Mobile learning devices for students and staff are out of date and warranties have expired. Develop a refresh plan. C. Ensure adequate resources to address immediate priorities and strategic goals.

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DETAIL: PRIORITIES WITH SUGGESTED 45- AND 90-DAY DELIVERABLES

PRIORITY 1: Increase safety/security vigilance through effective protocols and practice.

A. Ensure safety drills are reviewed and completed for appropriate training for students and staff.

By the end of 45 days - October 20, 2022	By the end of 90 days - January 12, 2023
Provide intensified lockdown drills at every school in the district.	Schedule second lockdown drill to be completed by Jan 31.
Complete CRASE (Citizen Response to Active Shooter Event) training at every school.	Schedule second semester CRASE training (online).

B. Working with state/local law enforcement partners, increase safety/security measures and presence.

By the end of 45 days - October 20, 2022	By the end of 90 days - January 12, 2023
Implement a clear bag procedure for district athletic events.	Working with first responders, local law enforcement, EMT, emergency health providers, ensure effective tools, connectivity, and strategies in the event of a crisis.
In collaboration with other law enforcement agencies, conduct unannounced “safety visits” at each school to ensure standard safety protocols are being observed consistently.	In collaboration with other law enforcement agencies, continue to conduct unannounced “safety visits” at each school to ensure standard safety protocols are being observed consistently.
Work with community, board, and SLED leaders regarding the possibility of a school safety training center.	Finalize decision for the school safety training center.
Finalize terms with contract security company to provide 100 percent armed security coverage at elementary schools (up from 50 percent during the 2021-2022 school year).	Fill all school positions with the contract security company.
Complete two behavioral threat assessment trainings for administrators, school psychologists, school ,counselors, and school resource officers.	Complete two additional behavioral threat assessment trainings for administrators, school psychologists, school counselors, and school resource officers.

PRIORITY 2: Increase the percentage of students who are progressing on-time with the requisite skills for success at their current grade levels.

A. About half of students in grades 3-5 and about two-thirds of students in grades 6-8 must accelerate growth in math.

By the end of 45 days - October 20, 2022	By the end of 90 days - January 12, 2023
Each school has a detailed action plan to address areas of growth. The action plan has been shared with the level director and chief academic officer. A summary of school action plans has been provided to the Board of Trustees to review.	Schools have implemented the detailed action plan and will be engaged in mid-year review meetings.
Schools have administered the fall i-Ready benchmark and the data has been analyzed to help refine areas of growth.	Schools will be engaged in the winter i-Ready benchmark test. Upon completion, data will be analyzed for growth and shared with the board.
Each school has identified students in need of extra help, placed them in appropriate levels of assistance, and established a system to monitor their progress.	A progress monitoring system for students in need of extra help is being implemented. Schools have adjusted resources to meet the needs of students during the second semester.
Data-informed, research-based high-dosage tutoring and after school programs have been planned and implementation has begun.	The district has analyzed data and outcomes to adjust the allocation of current resources during the second semester. Budget priorities for the next fiscal year have been identified.
School leaders have conducted walkthrough observations in all math classrooms and documented the degree to which teachers are implementing the district's instructional model.	School leaders will have provided detailed feedback to all math teachers regarding their implementation of the district's instructional model.
Math model classroom and labsite experiences are established and the scheduling and observation protocols have been communicated. Intervention model classroom experiences are being planned for the second semester.	Math model classroom and labsite experiences are open and visits are actively happening. Data is being collected and analyzed on the number of visits and the goals set by teachers who visited. Intervention model classrooms are established and available for visits.
The district has solicited input from school staff regarding their technology support needs for teaching and learning.	The district has analyzed the input and prioritized school needs to determine staffing solutions, including a model for distribution of support across multiple schools.
The Technology and Innovation and Instructional Services divisions will have identified how technology integration will best support and enhance the workshop instructional model.	A staffing model for digital learning coaching support for elementary and secondary schools will be developed.

B. About half of students in grades 3-8 need to accelerate growth in English language arts.

By the end of 45 days - October 20, 2022	By the end of 90 days - January 12, 2023
Each school has a detailed action plan to address areas of growth. The action plan has been shared with the level director and chief academic officer. A summary of school action plans has been provided to the Board of Trustees to review.	Schools have implemented the detailed action plan and will be engaged in mid-year review meetings.
Schools have administered the fall i-Ready benchmark and the data has been analyzed to help refine areas of growth.	Schools will be engaged in the winter i-Ready benchmark test. Upon completion, data will be analyzed for growth and shared with the board.
Each school has identified students in need of extra help, placed them in appropriate levels of assistance, and established a system to monitor their progress.	A progress monitoring system for students in need of extra help is being implemented. Schools have adjusted resources to meet the needs of students during the second semester.
Data-informed, research-based high-dosage tutoring and after school programs have been planned and implementation has begun.	The district has analyzed data and outcomes to adjust the allocation of current resources during the second semester. Budget priorities for the next fiscal year have been identified.
School leaders have conducted walkthrough observations in all ELA classrooms and documented the degree to which teachers are implementing the district's instructional model.	School leaders will have provided detailed feedback to all ELA teachers regarding their implementation of the district's instructional model.
ELA model classroom and labsite experiences are established and the scheduling and observation protocols have been communicated. Intervention model classroom experiences are being planned for the second semester.	ELA model classroom and labsite experiences are open and visits are actively happening. Data is being collected and analyzed on the number of visits and the goals set by teachers who visited. Intervention model classrooms are established and available for visits.
The district has solicited input from school staff regarding their technology support needs for teaching and learning.	The district has analyzed the input and prioritized school needs to determine staffing solutions, including a model for distribution of support across multiple schools.
The Technology and Innovation and Instructional Services divisions have identified how technology integration will best support and enhance the workshop instructional model.	A staffing model for digital learning coaching support for elementary and secondary schools has been developed.

PRIORITY 3: Improve the conditions that lead to student success by utilizing a system of advocacy for each child that facilitates healthy social and emotional growth.

A. Emotional, behavioral, and social systems of support are implemented inconsistently across the district.

By the end of 45 days - October 20, 2022	By the end of 90 days - January 12, 2023
Each school has a detailed action plan to address areas of growth. The action plan has been shared with the level director and chief academic officer. A summary of school action plans has been provided to the Board of Trustees to review.	Schools have implemented the detailed action plan and will be engaged in mid-year review meetings.
The district has drafted year one goals for an elementary behavior intervention program to include processes and procedures, resources, and professional learning.	The district is executing year one goals for the new elementary behavior intervention program.
Each school has established a team that is using the social and emotional learning resources and activities provided by the district.	School-based teams have gathered feedback regarding the implementation of the social and emotional learning resources and activities and made revisions where needed for the second semester.
Baseline discipline and attendance data has been collected and analyzed to help refine areas of growth.	The district has analyzed discipline and attendance data and outcomes to adjust school practices and student interventions.

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B. Survey data indicate the number of students and staff facing mental or emotional health issues is increasing significantly.

By the end of 45 days - October 20, 2022	By the end of 90 days - January 12, 2023
The district will be administering the behavioral health assessment with all students whose parents consented and staff who choose to participate. (Pursuant to Act 213; S.C. Code Section 59-33-520)	The district has completed the behavioral health assessment with all participating students and staff, and started interventions for students. (Pursuant to Act 213; S.C. Code Section 59-33-520)
School mental wellness teams are set up and have an established process, meeting at least monthly.	School mental wellness teams are engaging in monthly meetings and monitored for effectiveness.
The district has expanded mental health partnerships for students, families and staff to include community agencies.	The district has fully implemented the Governor's Rehabilitative Behavioral Health Services (RBHS) for in-school mental health counseling.
The district has communicated with employees regarding how to access the Employee Assistance Program (EAP).	As soon as possible after the first semester ends, review pertinent data to determine program use rate and effectiveness.

PRIORITY 4: Expand strategies to attack staffing shortages.

Challenge: The number of vacancies across positions is greater than the number of qualified candidates accepting positions.

- A. Increase pathways for Lexington District One graduates to become Lexington District One employees.**
- B. Diversify recruitment and retention strategies.**

By the end of 45 days - October 20, 2022	By the end of 90 days - January 12, 2023
Collaborate with local universities to brainstorm pipelines for current Lexington One students to become future Lexington One employees (in partnership with Instructional Services.)	Develop a draft implementation plan with participating agencies
Draft plan of Support for Teacher Cadets, Practicum Students and Student Teachers, including meeting with Instructional Services to collaborate regarding teacher cadets.	Develop a data tracking system for contacts and follow through.
Begin the pilot professional learning cohort for 10 supervisor and 10 nonsupervisor support staff members (in partnership with Instructional Services.)	Evaluate the pilot program and survey members; Collect needs assessment and progress data to see changes that need to be made
Execute a Support Staff Information and Recruitment Fair.	Collect baseline data from the recruitment fair and data regarding the number in attendance and hired. Develop plans for future support staff fairs (including a spring fair in 2023.)
Increase the “awareness of benefits” of Lexington One Employees by collaborating with Communications to develop a flier for HR and schools to utilize to promote specific benefits of working in Lexington One.	Continue developing a "benefits calculator" or report that showcases personalized benefits of working in Lexington One (retirement, insurance, etc).
Partner with the Carolina TIP program to engage with recent USC graduates.	Collect and examine data on how TIP candidates are progressing in comparison to those not involved in this program.
Expand work eligibility for international teachers through initiating lawful permanent residency applications for identified educators through initial PERM application filings. <i>(*for EE at maxout of other pathways)</i>	Continue to expand work eligibility for international teachers through initiating lawful permanent residency applications for identified educators through subsequent immigration phases. <i>(*for EE at maxout of other pathways)</i>
Develop a plan to conduct stay interviews with teachers in their third year of teaching (in collaboration with Instructional Services.)	Share plans for stay interviews with schools and develop a plan for collecting and disaggregating the data.

Transportation - There continues to be a high number of bus driver vacancies.*

By the end of 45 days - October 20, 2022	By the end of 90 days - January 12, 2023
Research salary and contract information for transportation personnel in surrounding districts.	Develop recommendations regarding transportation personnel for 2023-24 budget planning.
Include transportation recruitment and hiring information at Adult Education at NLCLC.	Collaborate with the communications division to continue our electronic advertising campaign for transportation positions.
Collaborate and participate with HR in the Support Staff Information and Recruitment Fair.	

**This Action Plan is the responsibility of the Transportation Department (in collaboration with Student Supports and HR).*

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PRIORITY 5: Address near-term communication needs.

A. Ensure community has opportunities to be knowledgeable of Board of Trustee candidates ahead of Nov. elections.

By the end of 45 days - October 20, 2022	By the end of 90 days - January 12, 2023
<p>Collaborate, video/livestream and share recording of the board candidate forum hosted by the League of Women Voters</p> <p>Collect information from candidates and use this information to create webpage highlighting all candidates</p> <p>Share the webpage about candidates in Inside Voice newsletter</p>	<p>Coordinate swearing in of new board members in collaboration (in conjunction with Superintendent's Office)</p> <p>Take photographs of new board members, update website with newly-elected board member</p> <p>Share news release/webpage introducing newly-elected board members</p> <p>Coordinate listening session with Superintendent with parents, staff and students in each attendance zone</p>

B. Prepare communication team, district leaders, and school contacts for Chief Communications Officer transition.

By the end of 45 days - October 20, 2022	By the end of 90 days - January 12, 2023
<p>Continue training communication staff on School Messenger (mass communication system)</p> <p>Organize commonly-used communication templates; create templates of commonly-used communications</p> <p>Working with HR, assist with CCO search as appropriate (focus groups, surveys, etc.)</p> <p>Send save-the-dates for LMS dedication; create program; work with school to plan event</p>	<p>Assist with training and transition of new CCO (if onboarded before my departure)</p> <p>Complete organization of files/documents</p> <p>Wrap up ongoing projects including, but not limited to, HR recruitment flier, scheduling of employee/student highlight videos</p>

PRIORITY 6: Use resources wisely to address 2022-23 priorities and longer-term strategic plan goals.

A. Given inflation and labor shortages, develop a path forward for successful completion of 2018 Building Program.

By the end of 45 days - October 20, 2022	By the end of 90 days - January 12, 2023
Secure a guaranteed maximum price for renovation work at Forts Pond Elementary School	Secure a guaranteed maximum price for elementary school #19.
	Identify a site for elementary school #18

B. Mobile learning devices for students and staff are out of date and warranties have expired. Develop a refresh plan.

By the end of 45 days - October 20, 2022	By the end of 90 days - January 12, 2023
Distribute a survey to teachers to gather feedback on their technology needs	Analyze survey results and share the information with the technology working group.
Create the plans for a technology working group to study device and software application use in the district.	Assemble the technology working group and gather their input on the technology refresh plan.
Develop a technology audit tool that will be used on visits to schools.	Conduct technology audits of schools and organize the information.
Conduct an inventory of the Mobile Computing Devices in the district.	Develop and analyze the usage of software applications across the district.
Develop a preliminary refresh plan to determine a timeline and budget.	

C. Ensure adequate resources to address immediate priorities and strategic goals.

By the end of 45 days - October 20, 2022	By the end of 90 days - January 12, 2023
Continue to review the projection of enrollment and staffing allocation for FY 2023-2024.	Continuing analyzing the FTEs needed to support the growth of students and initiatives. Prepare suggested funding sources to cover any additional FTEs.
Review ESSER budget and positions that will need to be funded from other sources when the ESSER funds expire.	Provide a suggestion of a new funding source or reallocation of funds for services that are not providing the results we need based on data.

Please be thinking about the deliverables you believe are reasonably possible for the district to achieve by June 2023.

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