

LAKE WORTH ISD

STRATEGIC PLAN

2022-2027



Your future. WORTH it

OUR MISSION

LWISD empowers all learners through meaningful connections to discover their future and prepare for success.

OUR VISION

LWISD: The innovative district of choice where all are empowered through personalized learning and leaders are made.

Table of Contents

EXECUTIVE SUMMARY 2

PLANNING TIMELINE..... 3

SWOT ANALYSIS..... 4

STRATEGIC PLANNING DESIGN TEAM 7

STRATEGIC PLANNING ACTION TEAM 8

CORE DISTRICT STATEMENTS 9

GRADUATE PROFILE 10

STRATEGIC PRIORITIES AND GOALS 11

STRATEGIC PLAN ON A PAGE..... 12

STRATEGIC PLAN 2022-2027 13

DEPLOYMENT PLAN..... 25

MONITORING CYCLE..... 26

EXECUTIVE SUMMARY

Strategic planning is a collaborative process designed to initiate change in a district by aligning and prioritizing key targets and clarifying for administration the vision and goals of its stakeholders. Visionary districts that embrace continuous improvement utilize strategic planning as a means for establishing a shared direction for guiding the district's priorities for the next 3 to 5 years.

In October 2021, Lake Worth ISD initiated its visioning work with various stakeholders representing teachers, administrators, parents, students, community members, and business partners. Prior to the initial meeting, the **Strategic Planning Design Team** responded to a questionnaire as a means for capturing the perspective and voice of each individual stakeholder. The responses collected from the survey were utilized throughout the strategic planning retreat to encourage discussion and support consensus-building. **Consensus** was used as the approach for decision-making over majority-rule to ensure unity by the membership.

Over three days, the Strategic Planning Design Team worked together to understand and address the following questions:

1. Where and who are we as a district?
2. Where do we want to be as a district in the next 3 to 5 years?
3. What must we focus on to get to where we want to be?
4. How will we know when we have achieved our goals?

The Strategic Planning Design Team began the planning process by evaluating the current state of the district through a comprehensive review of current data. The data reviewed included student performance data, stakeholder perceptions, financial influences, and demographic/enrollment trends. The committee members also reviewed the SWOT analysis collected from the prerequisite survey to discuss what was identified as the district's strengths, weaknesses, opportunities, and threats.

Through the review of data and SWOT analysis, the committee members, were able to begin developing the core statements for the district termed the "MMVV" or **Mission, Motto, Vision and Values**. The core statements provide the framework for the strategic plan and clarify the heart and hope of the district. In alignment with the core statements, a **Graduate Profile** was designed to define the competencies each graduate should demonstrate at the conclusion of their K-12 academic journey. The committee was intentional about each word in the MMVV and Graduate Profile to ensure an accurate and clear reflection of the district.

With the initial two questions answered, the committee worked to identify what would need to be prioritized to carry the district towards its intended vision in the next 3 to 5 years. There were 5 strategic priorities established as key areas of focus for the district: Academic Excellence and Instructional Relevance, Life-Ready Students, Community Cultures and Partnerships, Engaged and Committed Personnel, Innovative Learning Environments, and Responsible Stewardship.

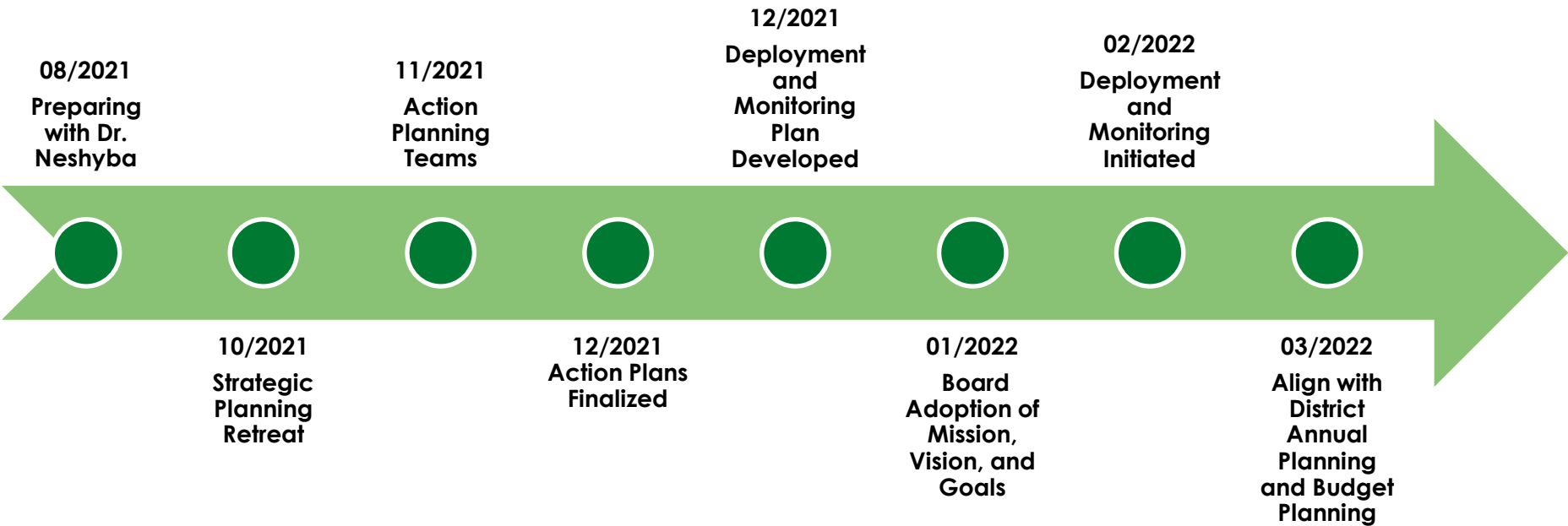
In alignment with the priorities, the Strategic Design Team set the **goals** under each priority; and the **measures** to determine achievement of these goals. The goals were designed utilizing a SMART (specific, masurable, achievable, relevant, time bound) goal framework for the purpose of moving the vision from motive to action. The goals must be approved by the Board in accordance with AE (Legal).

In November 2021, various members from the design team along with additional stakeholders came together to further the work of the design team through the creation of action plans. The **Strategic Action Teams** included members from the Strategic Design Team to ensure alignment and intention was carried forward. Each person on the Strategic Action Team was assigned to one of the six district priorities based on their interest, expertise, or experience. The committee members worked to create annual action steps to ensure the long-range goals were achieved.

The action plans are living documents and should be consistently reviewed, revised, and updated to ensure the district's strategic goals are fully achieved. Progress and revisions to the action plans should be reported to the Board of Trustees each year as a means of accountability and ongoing focus.

For the strategic plan to become embedded in the culture of the district, the plan must be deployed in a manner that fosters support and commitment from all stakeholders. Under the leadership of the Board of Trustees and the Superintendent, the strategic plan for Lake Worth ISD provides the framework for transforming the district and making the vision a reality for LWISD students today and in the future.

PLANNING TIMELINE



SWOT ANALYSIS

Strengths	Weaknesses	Opportunities	Threats
Communication with Staff	Parent and Community involvement (lack of)	Affordable technology	Sweeping impact of technology
Uppermost levels of administration are very involved and hands-on	Transparency with staff at the district & campus levels	More community activities/partnerships	Better pay and ratings in surrounding districts
Communicating with Parents and Community	Lack of Communication as a whole	Create an after school program & opportunities	Fast growing community
Plenty of resources for teachers to use	Teacher and administrator retention	Creating & utilizing an advisory committee	Student achievement scores
Presenting district initiatives	Staff bonuses (retention, performance)	Utilize local resources to full potential	Response plans for the needs of diverse families in the district
Public relations	Staff unable to download software as needed	Utilize PTO to help with volunteer opportunities on each campus	Missing opportunities due to size of district
Social media communication has improved	Not having all the services students need	Alumni Association	Political agendas
The district values its students	Recognition of both students and employees	Establishing a Community Outreach program, back pack program, etc	Outdated facilities
Superintendent is personable and visible	Gaps in higher level learning opportunities	Parental involvement opportunities	At-Risk population is growing
District is generous in the days available for time off	Ability to teach classes with multiple skill levels	Partnerships with local learning institutions	Migratory students and families
Culture and climate	Teacher to Parent communication	Create a LWISD Police Department	Instructional delivery model
Continued focus on what is best for students rather than what is politically correct	Each elementary campus doing different things (activities, curriculum, etc...)	HS Students complete volunteer hours and support the community and elem. schools	New housing/apartments that are being planned over the next 3-5 years
Small town atmosphere; feel	Accountability & follow through	Finding More Resources for Student's Success	English Learner population is growing
Staff at administration is present at events	Aligning how we do what we do	Create a Scope and Sequence	Discipline issues with students
Professional support	Monitoring of campus improvement plans	Advancements for teachers	Over crowded classes - secondary
Embracing diversity	Slow to embrace change	Open House at campuses	Lack of Curriculum understanding
Professional development opportunities	Challenging student behaviors & lack of discipline	Student mentoring programs focused on careers using professionals in fields of interest	Lack of space at the middle school
Strong sense of community; close knit	Planning for growth	Saturday School	Aggressive students
LWISD staff are accepting, positive and friendly	Some departments can be adversarial and forget we are all on the same team	Utilizing outside vendors that will provide free incentives for students	Competition from charter schools and surrounding districts
School board is active, supportive, care deeply about students & staff; act quickly & decisively	Teacher and administrator capacity (skills and knowledge)	Ask LWISD & neighboring district grads in college to be LWISD teachers	Enrollment numbers may be outpacing some structures/classrooms

Providing updated technology to staff and students	Testing deadlines overlap	Partnerships to support student clubs	Low academic performance
Commitment to improving all aspects of the district	Enforcing procedures/expectations for students and staff	Offer more robust wages and benefits packages to attract and retain top talent.	Declining enrollment
Great location makes for close proximity for travel and partnering opportunities	More strategies for motivating underprivileged students	Adopt a school program with business support schools	Lack of community involvement at elementary
The districts works to provide the best resources, and programs for our students	Identity issue - gaps exist for serving Hispanic and African American students and families	Work with the local food bank to feed students over the weekend	Change in demographics
Getting the curriculum lined out and solid across the district	Leaders not holding their team and teachers accountable	Utilize ESC Region 11 PD and support services more	Attracting and retaining teachers (salaries & benefits)
Size of classes, campuses	Type of CTE offerings	Big brothers/Big sisters, mentors	Community resources for our families
Care and passion for students; whole child	Instructional Practices	Central hub for clear communication of needs	Safety and security at campuses
Safety is First	More Outside activities for students	Parent language classes - ESL classes	Communication
Student-focused; Students first	Program planning and fidelity	Field Trips	Financial Assistance/ Funding
Utilizes and analyzes instructional data	District-created Scope & Sequence needed	Continue Communities in Schools partnership	High number of out of district enrollment
Classlink	After school programs	All Star Dads	Lack of teachers
Community within the teams	Dated Facilities; look utilitarian; not maintained	Market the Child Nutrition Department better	Late notice of teacher, social, or TEA changes
Diverse Perspectives	Lack of staff	Utilize Professional Development time well	Expansion
District size supports change and act more efficient	Support for post-partum mothers	Increase staff morale to retain our great teachers	Home/family challenges
Branded elementary schools	More focused professional development	Grant funding / Fundraising efforts	Lack of respect from students and parents
Many campus support staff positions (MTSS, MRT, EL leads, instructional specialists, SPED)	Focus-Lots of initiatives and projects are constantly added	Create a parent orientation evening for elementary students	Access to the outside area of the buildings
Supporting staff/students in times of need	Student extracurricular opportunities at elementary	Foundation for both bullied and bullying students	Shipping delays of needed school items
Consistent evaluations and planning	Technology infrastructure	Efforts to address student learning loss from 20-21	Bullying and cyber-bullying
Mental health counselors and instructional coaches	Too much on people's plate impacting effectiveness	Leverage open enrollment with advertising & incentives to attract high caliber students to LWISD	Doing things the same way instead of adjusting with the demographic changes
The district shows that it values its employees	Programs to match the job market	Motivation to unite as a community	Mental health and SEL of students and staff
Directors with tenacity to overcome adversity & advocate for positive improvements	Money spent on things not needed - need to consolidate	Create a student 'drop-box' to put a card into that explains their fears due to COVID, etc.	Maintaining updated, attractive facilities (a place people want to send their child)
Quality of teachers and staff	Family health plan is expensive; Insurance cost	Blue Zone district and being healthy	Need for long range planning

Advertising Events	Class sizes are too large	Spotlight our students & their successes	Students not being identified in multiple ways
Value Gender Roles	More youth programs and clubs	Implement an employee and student recognition program	Politics, inflation, media hype
Competitive pay; Teacher incentives	Mentoring new administrators	Create job study opportunities for HS students	Failure of following of AIPs
Provides instructional strategies for teachers	Implementing professional development correctly	District "Clothes Closet" for families of the district to visit	Willingness of parents and community members to participate
Pride of our athletes and scholars	SpEd Department	Peer partners	Teacher buy-in to mandates from the top
Providing Free Meals to All Students	Serving < 50% of Students for Breakfast (39%)	Create a Parent Welcome Center	COVID 19 threats with staff and students
Technology Department	User-friendly TEKS Resource page and lesson pacing guide; scope and sequence	Serving > 50% of Students breakfast & >85% lunch	Drifting away from the fundamental aspects of education will eventually eliminate the very reason we exist as an educational institution
Administrators listen to teachers and collaborate to problem solve areas to help students grow	Not allowing teachers to collaborate with specific grade level teams/subject areas during professional development	Maintain high standards for academics and behavior in all schools.	Hopelessness in students/students need to know they have value to Texas and the world
An unwavering dedication to excellence	Teacher / student data is not in a centralized location; multiple programs	Promote volunteerism with LW Senior Citizens	Challenging home environments
Positive/Friendly Front Office staff	New teacher PD - limited curriculum/assessment	Stress relief outings for teachers	Competitive salaries
Strong relationship with the City of Lake Worth	Leadership & staff training on school security	Parenting classes	Student learning gaps due to COVID-19
Technology -one to one student ratio	Lack of instructional specialist that assist teachers with at risk students	Establish a trades-oriented campus offering hands on training and certifications	Section 8 housing growth
Expanded enrollment by being a good, positive district	Following other districts vs boldly forging our own path	Individualized Professional Development Plans	
High expectations for both staff and student performance	Hesitancy to remove the "cancer in the locker room" employees that offer no real value; drive down moral and drive good staff away	Reading Recovery training for Master Reading Teachers	
	Lack of Diversity Amongst the Teaching Staff		

STRATEGIC PLANNING DESIGN TEAM

COMMITTEE MEMBER	ROLE SERVED
Christi Allen	Campus Principal
Cassie Amason	Classroom Teacher
Diana Avila	Student
Mac Belmontes	Board Member
Karey Bennett	Classroom Teacher
Brittany Brake	Classroom Teacher
Sylonda Burns	Campus Principal
Andrew Carter	District Administrator
Ashlee Clark	District Administrator
Wilson Daggs	Community Member
Sherry Dickens	District Administrator
Jennifer Edenfield	District Administrator
Cristina Gallagher	Parent
Jessica Gauthier	District Administrator
Kelly Giddens	Campus Principal
Tish Ginther	District Administrator
Elena Gonzalez	Parent
Stephanie Harbin	District Administrator
Carrie Harrison	Campus Principal
Reagan Hernandez	Student
Cynthia Hickerson	Campus Librarian/Lead
Donna Hutson	Board Member
Gary Kuykendall	District Administrator
Jose Lara	Campus Principal
Carol Max	Classroom Teacher

COMMITTEE MEMBER	ROLE SERVED
Brent McClain	District Administrator
Tosh McGaughy	District Administrator
John McIntosh	Community Member
Adrian Nunez	Student
Damirion Polty	Student
Amber Rodgers	Auxiliary Staff
Landon Rollins	Community Member
Samona Salas	Parent
Ashley Smith	Classroom Teacher
Kinzley Stuart	Student
Bobby Stults	Campus Principal
D'Ann Sullivan	Classroom Teacher
Kinsey Teague	Classroom Teacher
Eric Tingle	District Administrator
Jennifer Torres	Auxiliary Staff
Sherri Trujillo	Classroom Teacher
Bryanna Vazquez	Student
Armando Velazquez	Board Member
Scott Weaver	Auxiliary Staff
Tracy Welch	District Administrator
Lisa Welsh	Classroom Teacher
Jaclyn West	District Administrator
Nicole Woolridge	Classroom Teacher
Melissa Workman	Classroom Teacher
Beth Ziegler	Auxiliary Staff

STRATEGIC PLANNING ACTION TEAMS

COMMITTEE MEMBER	ROLE SERVED
Christi Allen	Campus Principal
Cassie Amason	Classroom Teacher
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Jaclyn West	District Administrator
Nicole Woolridge	Classroom Teacher
Melissa Workman	Classroom Teacher
Beth Ziegler	Auxiliary Staff

CORE DISTRICT STATEMENTS

MOTTO

Your future.WORTH it

MISSION

LWISD empowers all learners through meaningful connections to discover their future and prepare for success.

VISION

LWISD: The innovative district of choice where all are empowered through personalized learning and leaders are made.

VALUES

- Building positive relationships
- Creating a connected community
- A culture of service and support
- The power of collaboration
- Continuous improvement
- Student-centered learning
- Decision-making supported by data

GRADUATE PROFILE

Lake Worth ISD PORTRAIT OF A GRADUATE

A Bullfrog for...



L

LEADER

selfless
influential
collaborative

I

INNOVATIVE

critical thinker
open-minded
adaptable

F

FOCUSED

motivated
self-driven
determined

E

EMPOWERED

resilient
independent
confident

your future. WORTH it

STRATEGIC PRIORITIES AND GOALS

Academic Excellence and Instructional Relevance

GOALS:

- Develop personalized learning plans for 100% of LWISD students
- Increase accountability ratings as all campuses to a B or higher
- Provide viable curriculum for 100% of courses with aligned resources

Life-Ready Students

GOALS:

- Graduate 100% of seniors with the life-ready skills necessary to be prepared after graduation
- Increase our college, career, and military readiness accountability ratings by 12% annually

Community Cultures and Partnerships

GOALS:

- Grow cultural community awareness by 10% annually
- Increase corporate partnerships at the district level by 10% annually
- Increase community outreach to create opportunities by 50% of students and staff to give back annually

Engaged and Committed Personnel

GOALS:

- Increase employee diversity by 5% annually to reflect the student population
- Grow staff development satisfaction rating to 90% or higher through quality, targeted training
- Obtain an annual increase of 10% in employee retention rates

Innovative Learning Environments

GOALS:

- Upgrade ≥50% of campus common spaces to support collaborative learning and exploration
- Adapt ≥75% classrooms to support innovative learning
- Enhance facilities to support ≥3 CTE or choice programs

Responsible Stewardship

GOALS:

- Ensure 90% of district resources are accounted for annually
- Increase alternative funding by 10% over the next 3-5 years

STRATEGIC PLAN ON A PAGE



LWISD Strategic Plan 2022-2026

your future. WORTH it

MISSION

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VISION

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VALUES

- Building positive relationships
- Creating a connected community
- A culture of service and support
- The power of collaboration
- Continuous improvement
- Student-centered learning
- Decision-making supported by data



Academic Excellence & Instructional Relevance

- Develop personalized learning plans for 100% of LWISD students
- Increase accountability ratings at all campuses to a B or higher
- Provide viable curriculum for 100% of courses with aligned resources



Engaged & Committed Personnel

- Increase employee diversity by 5% annually to reflect the student population
- Grow staff development satisfaction rating to $\geq 90\%$ through quality, targeted training
- Obtain an annual increase of 10% in employee retention rates



Life-Ready Students

- Graduate 100% of seniors with the life ready skills necessary to be prepared after graduation
- Increase our college, career, and military readiness accountability ratings by 12% annually



Innovative Learning Environments

- Upgrade $\geq 50\%$ of campus common spaces to support collaborative learning and exploration
- Adapt $\geq 75\%$ classrooms to support innovative learning
- Enhance facilities to support ≥ 3 CTE or choice programs



Community Cultures & Partnerships

- Grow cultural community awareness by 10% annually
- Increase corporate partnerships at the district level by 10% annually
- Increase community outreach to create opportunities for 50% of students & staff to give back annually



Responsible Stewardship

- Ensure 90% of district resources are accounted for annually
- Increase alternative funding by 10% over the next 3-5 years

STRATEGIC PLAN 2022-2027

Academic Excellence and Instructional Relevance

Goal 1: Develop personalized learning plans for 100% of LWISD students				
Measures: Lead: Developed Learning Plans; Lag: STAAR/EOC Domain 1 Results				
Action Steps	Measures	Owner	Funding	Timeline
1 Create committees to develop the Personalized Learning Plan templates and implementation processes	1 stakeholder committee developed; 100% of templates and processes are established	Assistant Superintendent of Teaching & Learning	\$1,000 for meeting supplies and food	Year 2
2 Train teachers on the Personalized Learning Plan templates and processes	100% of teachers are trained	Director of Curriculum & Instruction	\$5,000 for supplies and food	Year 3
3 Implement monitoring plan to ensure fidelity of usage	100% of Personalized Learning Plans are monitored annually	Assistant Superintendent of Teaching & Learning	\$1,000 for meeting supplies and food	Year 3

Goal 2: Increase accountability ratings at all campuses to a B or higher				
Measures: Lead: MAP Growth Predictions; Lag: STAAR/EOC Accountability Ratings				
Action Steps	Measures	Owner	Funding	Timeline
1 Train staff on state accountability systems and how it applies at the district, campus, and classroom levels	100% of academic staff will receive annual training	Assistant Superintendent of Teaching & Learning	\$5000 for training resources or contracted services	Year 1
2 Develop and implement an aligned district-wide intervention and enrichment system to ensure growth on state assessments	1 district wide intervention system developed; 100% of campuses will implement the system	Assistant Superintendent of Teaching & Learning	\$60,000 for intervention resources	Year 2
3 Establish a system to track student engagement and attendance and address needs based on data to increase learning opportunities	1 tracking system completed; 80% of students will receive increased learning opportunities	Assistant Superintendent of Teaching & Learning; Assistant Superintendent of Finance & Operations	\$20,000 for a tracking system	Year 2

4	Require 2 annual parent/student/teacher conferences for all grades to share STAAR/EOC scores, Personalized Learning Plans, and student progress	80% participation in annual parent teacher conference	Assistant Superintendent of Teaching & Learning	\$6,000 for refreshments	Year 1
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Goal 3: Provide viable curriculum for 100% of courses with aligned resources					
Measures: Lead: Curriculum Documents and Curriculum Alignment; Lag: STAAR/EOC Domain 1 Results					
	Action Steps	Measures	Owner	Funding	Timeline
1	Complete a curriculum audit and establish a timeline and plan for addressing findings	1 curriculum audit completed; 100% of timeline and plan completed	Director of Curriculum & Instruction	\$50,000 for audit and planning	Year 2
2	Create a system for training and monitoring implementation of curriculum resources	1 system is to be created; 100% of staff will be trained on the system	Director of Curriculum & Instruction	\$1,000 for meeting, supplies, and food	Year 1
3	Create curriculum work groups to collaborate on the writing and/or revising of curriculum for courses without a defined curriculum	4 meetings annually	Director of Curriculum & Instruction; Director of Advanced Academics & CCMR	\$1,000 for meeting, supplies, and food	Year 3
4	Send all teaching and learning staff to curriculum design and/or audit training	100% of teaching and learning staff will attend curriculum design and/or audit training	Assistant Superintendent of Teaching & Learning; Director of Curriculum & Instruction	\$10,000 for conference registration and fees	Year 1

Life-Ready Students

Goal 1: Graduate 100% of seniors with the life-ready skills necessary to be prepared after graduation					
Measures: Lead: Skills Progress; Lag: Total Skills Demonstrated by Graduates					
Action Steps	Measures	Owner	Funding	Timeline	
1 Establish a process for selection and placement in community/business internships for secondary students.	10% of 11th and 12th grade students will have at least one internship opportunity; 100% of selection/placement process will be executed	Director of Advanced Academics & CCMR	\$3000 for internship marketing efforts & student transportation	Year 4	
2 Create and implement graduate portfolio requirements for 7th-12th grade students	100% of portfolio requirements will be determined; 80% of 7th-12th grade students complete the requirements of the portfolio	Assistant Superintendent of Teaching & Learning	\$250 for printing, meeting supplies	Year 2	
3 Identify and adjust courses, programs, and pathways that provide life-ready skills	100% of courses, programs, and pathways will be researched, evaluated, & aligned annually	Director of Advanced Academics & CCMR	\$10,000 for printing, meeting supplies, campus visits	Year 1	
4 Develop and deploy a communication and training plan to communicate portfolio expectations to 7th-12th grade students and parents	100% of communication and training plan completed and executed; >50% of parents responded (sign-in sheets, email read receipts)	Communications Coordinator	\$10,000 for printing costs, software	Year 1	
5 Define a skills checklist (ie. preparing taxes, credit, budgets, etc.) by grade level in alignment with the district's graduate profile	100% of checklist items created	Assistant Superintendent of Teaching & Learning	\$250 for printing, meeting supplies	Year 1	

Goal 2: Increase our college, career, and military readiness accountability ratings by 12% annually					
Measures: Lead: CCMR Progress Data; Lag: STAAR/EOC Domain 3 Accountability Ratings					
Action Steps	Measures	Owner	Funding	Timeline	
1 Provide sustained opportunities to all students (PK-12) to learn about career paths	100% of campuses will have 1 or more career event annually	Director of Advanced Academics & CCMR	\$5000 annually for event resources and promotion	Year 1	
2 Implement a CTE "certification success plan" to support students with passing exams prior to graduation	100% of "certification success plan" completed for each CTE certification	Director of Advanced Academics & CCMR	\$5,000 for extra duty pay, mentoring, tutoring, certification supplies	Year 2	
3 Expand CTE course offerings and certification programs based on student identified interests	2 offerings identified from student interests survey results proposed annually	Director of Advanced Academics & CCMR	\$250 for printing, meeting supplies	Year 2	
4 Survey and evaluate the capacity and interest in a ROTC program to support military readiness	100% of high school students surveyed for interest in ROTC program	Director of Advanced Academics & CCMR	\$500 for researching programs	Year 2	

Community Cultures and Partnerships

Goal 1: Grow cultural community awareness by 10% annually				
Measures: Lead: Event Participation; Lag: Community Satisfaction Ratings				
Action Steps	Measures	Owner	Funding	Timeline
1 Create district-level community events that celebrate the district's cultural diversity.	2 events annually will be held; >1,500 participants will attend	Communications Coordinator	\$8000 for event food, decorations, and entertainment	Year 1
2 Create a social media plan that establishes a consistent focus on stories that highlight the culture of the district	10% annual increase in social media impressions	Communications Coordinator	\$500/year, per campus for communications stipend	Year 1
3 Hold an annual event to celebrate Bullfrog traditions and orient the community to new traditions	1 yearly celebration event; 10% annual increase in participation	Communications Coordinator	\$5000 for advertising, salaries, decorations, and entertainment	Year 2

Goal 2: Increase corporate partnerships at the district level by 10% annually				
Measures: Lead: Partnership Efforts Attempted; Lag: Corporate Partnerships Secured				
Action Steps	Measures	Owner	Funding	Timeline
1 Establish a baseline of current community partnerships to determine opportunities for further engagement and to track growth.	100% of current community partnerships will be identified	Communications Coordinator	\$500 for time and survey resources	Year 1
2 Hire a district-level position focused on community outreach and partnerships.	1 person hired	Director of Human Resources	\$60,000 for salary and benefits	Year 2
4 Create a corporate partnership program with scaled levels based on contribution.	1 partnership level a year	Assistant Superintendent of Finance & Operations	\$3500 for commemorative plaques, meals, and recognitions	Year 3
5 Create a business and community partnership banquet to celebrate and acknowledge contributions and connections.	1 banquet per year	Communications Coordinator	\$3000 for venue, food, entertainment, and recognition items	Year 3

Goal 3: Increase community outreach to create opportunities for 50% of students and staff to give back annually				
Measures: Lead: Volunteer Hours Completed; Lag: Percentage of Staff/Student Participation				
Action Steps	Measures	Owner	Funding	Timeline
1 Create a tracking system for student/staff service hours to determine acknowledgements and recognitions.	100% of staff and student service hours will be effectively tracked	Assistant Superintendent of Teaching & Learning; Director of Human Resources	\$2000 for purchase of system	Year 2
2 Implement a recognition program to annually acknowledge service hour milestones for students and staff.	1 student and staff per campus recognition each term	Assistant Superintendent of Teaching & Learning; Director of Human Resources	\$300 for recognition items	Year 2
3 Develop a service project database of opportunities for students and staff.	1 database for community service opportunities for students and staff	Assistant Superintendent of Teaching & Learning; Director of Human Resources	\$1000 for purchase of database access	Year 3
4 Add student service hours to academic transcripts for graduating seniors.	100% seniors' transcripts reflect service hours	Assistant Superintendent of Finance & Operations	\$900 for extra duty pay and/or contract	Year 3

Engaged and Committed Personnel

Goal 1: Increase employee diversity by 5% annually to reflect the student population				
Measures: Lead: Diverse Employees Hired; Lag: Annual Employee Demographic Reports				
Action Steps	Measures	Owner	Funding	Timeline
1 Create a district marketing plan that utilizes and highlights diverse staff	50% of applicants will indicate they applied due to marketing efforts	Director of Human Resources; Communications Coordinator	\$75,000 for marketing	Year 2
2 Secure partnerships with universities to increase diverse candidate pool	3 partnerships will be added within five years	Director of Human Resources	\$5,000 for travel	Year 1
3 Establish a recruitment plan to expand and attract a diverse candidate pool	5% annual increase in diverse candidates hired	Director of Human Resources; Communications Coordinator	\$25,000 for job fairs, travel, and materials	Year 1
4 Establish a tuition reimbursement program to support High School graduates that select to teach in LWISD	>1 LWISD graduate will be hired	Director of Human Resources	\$3,000 per graduate per year	Year 3

Goal 2: Grow staff development satisfaction rating to 90% or higher through quality, targeted training				
Measures: Lead: Staff Interest Surveys; Lag: Staff Satisfaction Surveys				
Action Steps	Measures	Owner	Funding	Timeline
1 Develop a process for creating and executing personalized staff development plans based on teacher identified growth goals	100% of teachers will have a personalized learning plan; >75% of the plans are implemented	Director of Curriculum & Instruction	\$25,000 for planning, coaching PD and substitutes	Year 2
2 Create and conduct an annual staff interest survey to measure professional development needs	100% of staff will receive survey; >75% of staff will respond	Assistant Superintendent of Teaching & Learning	\$1,000 for survey	Year 1
3 Develop ongoing peer to peer professional development opportunities that inspire empowerment and continuous improvement	10% of staff will conduct pd; >50% of staff will form partnerships and participate	Director of Curriculum & Instruction	\$10,000 for extra duty stipends	Year 3

Goal 3: Obtain an annual increase of 10% in employee retention rates				
Measures: Lead: Employee Exit Data; Lag: Employee Retention Rates				
Action Steps	Measures	Owner	Funding	Timeline
1 Establish and execute an employee morale plan based on analysis of engagement survey and assessed staff buy in	70% of employees are identified as engaged on the engagement survey	Director of Human Resources	\$10,000 for morale boosters and survey	Year 1
2 Establish an employee recognition program to acknowledge the accomplishments of all employees	100% of program will be developed and executed	Director of Human Resources	\$5,000 for certificates and trophies	Year 1
3 Implement campus and district leadership coaching to support with creating positive campus/department climates	70% of employees in the leader's campus/department are identified as engaged on the engagement survey	Assistant Superintendent of Teaching & Learning; Director of Human Resources	\$10,000 for professional development materials	Year 2

Innovative Learning Environments

Goal 1: Upgrade 50% or more of campus common spaces to support collaborative learning and exploration					
Measures: Lead: Plans for Common Space Upgrades; Lag: Upgrades Common Spaces and Percentage of Use for Collaboration/Exploration					
Action Steps	Measures	Owner	Funding	Timeline	
1 Complete a district facility audit and capacity survey to measure feasibility of increased collaboration space	100% of campus facilities will be audited	Assistant Superintendent of Finance & Operations; Director of Maintenance and Operations	\$125,000 for contracted audit	Year 2	
2 Establish a district committee to set standards and processes for designing collaborative spaces	1 district committee established, 100% of district standards and processes developed	Assistant Superintendent of Finance & Operations; Director of Maintenance & Operations	\$3000 for survey marketing/communication efforts	Year 2	
3 Develop and execute a renovation plan with included costs and timeline	100% of the renovation plan with included costs and timeline will be completed	Assistant Superintendent of Finance & Operations; Director of Maintenance & Operations	\$3000 for survey marketing/communication efforts	Year 3	

Goal 2: Adapt 75% or more classrooms to support innovative learning					
Measures: Lead: Plans for Adapting Classrooms; Lag: Number of Classrooms Adapted					
Action Steps	Measures	Owner	Funding	Timeline	
1 Utilize a district committee to create options and guidelines for classroom adaptations to arrange innovative learning	1 district committee established; 100% of choice board/portfolio options developed	Assistant Superintendent of Teaching & Learning; Director of Curriculum & Instruction	\$20,000 for contracted support and committee meetings	Year 1	
2 Develop a replacement cycle to define timelines based on analyzed costs	100% of the replacement cycle will be defined for all facility classrooms	Assistant Superintendent of Finance & Operations; Director of Maintenance & Operations	\$25,000 for contracted support	Year 1	
3 Provide all K-5 classrooms with makerspace carts and supporting instructional guides	100 % of K-5 classrooms will have a makerspace cart in supporting instructional guides	Assistant Superintendent of Teaching & Learning; Director of Curriculum & Instruction	\$175,000 Local Money	Year 3	

Goal 3: Enhance facilities to support 3 or more CTE or Choice programs				
Measures: Lead: Programs Identified; Lag: Facility Enhances Completed				
Action Steps	Measures	Owner	Funding	Timeline
1 Survey students and families to measure interests in CTE and Choice program options	60% survey response rate	Director of Advanced Academics & CCMR; Director of Curriculum & Instruction	\$3000 for survey marketing/communication efforts	Year 1
2 Complete a cost analysis for the highest ranked CTE and Choice programs based on measured interest	65% of CTE and Choice programs will have a completed cost analysis based on available facilities	Director of Advanced Academics & CCMR; Director of Curriculum & Instruction	\$75,000 for cost analysis	Year 2
3 Establish a stakeholder committee to evaluate and recommend CTE and Choice program options based on interest and feasibility	1 committee to be established, with 80% of CTE and Choice programs to be developed and implemented	Director of Advanced Academics & CCMR; Director of Curriculum & Instruction	\$2000 for survey marketing/communication efforts	Year 2
4 Create college/career exploration centers at the middle and high schools	100% college/career exploration centers will be created at the middle school & high school	Director of Advanced Academics & CCMR	\$40,000 per campus, local & CTE money	Year 2
5 Develop a career exploration lab in all elementary libraries	100% of the elementaries will receive a career exploration library	Director of Advanced Academics & CCMR	\$8,000 per campus, local money	Year 3

Responsible Stewardship

Goal 1: Ensure 90% of district resources are accounted for annually					
Measures: Lead: Resource Inventory Count; Lag: Percentage of Accounted Resources					
Action Steps	Measures	Owner	Funding	Timeline	
1 Compile all district instructional resources into an online database that is internally accessible for transparency	1 database will be fully developed; 100% of instructional resources will be tracked	Director of Technology; Director of Curriculum & Instruction	\$8,000 for development of database	Year 1	
2 Survey each campus for their instructional needs to provide the opportunity for input on instructional materials.	100% of campuses will be surveyed annually with 100% participation	Director of Curriculum & Instruction; Assistant Superintendent of Teaching & Learning	\$500 for survey	Year 1	
3 Create a district process for acquiring campus instructional resources, approval for consistency and bulk purchasing when possible.	100% of requisitions will be submitted in alignment with the defined process	Director of Curriculum & Instruction; Assistant Superintendent of Teaching & Learning	\$100 for paper	Year 1	
4 Require all expenditures to identify goal alignment to the strategic plan	90% of requisitions are aligned to the strategic plan	Assistant Superintendent of Teaching & Learning; Assistant Superintendent of Finance & Operations	\$100 for paper	Year 2	

Goal 2: Increase alternative funding by 10% over the next 3 to 5 years				
Measures: Lead: Alternative Funding Attempted; Lag: Alternative Funding Acquired				
Action Steps	Measures	Owner	Funding	Timeline
1 Employ or contract with a grant writer to seek alternative funding opportunities	1 grant writer will be hired or contracted	Assistant Superintendent of Finance & Operations	\$85,000 for salary	Year 4
2 Expand and promote the Lake Worth ISD Education Foundation to increase donations, contributions, and awareness.	25% increase in foundation contributions. 10% increase in LWEF involvement.	Assistant Superintendent of Finance & Operations; Communications Coordinator	\$1,000 for incentives	Year 1
3 Establish a stakeholder committee for finance to explore efficiency and investment opportunities for the district	100% of campuses will provide one employee and one parent representative.	Assistant Superintendent of Finance & Operations	\$1,000 for meeting refreshments	Year 2

DEPLOYMENT PLAN

Timeline	Deployment Action	Owner
01/2022	Post strategic plan on the district website	Communications Coordinator
	Remove past core statements from campuses	Assistant Superintendent of Teaching and Learning
02/2022	Create a training on the strategic plan for principals to share with staff	Assistant Superintendent of Teaching and Learning
	Develop talking points for leaders and board members	Superintendent; Communications Coordinator
03/2022	Align Board meeting presentations with strategic goals	Superintendent
04/2022	Create a visual that shows the action plan progress	Superintendent; Communications Coordinator
	Post the strategic plan on a page in all facilities	Assistant Superintendent of Teaching and Learning; Communications Coordinator
	Post the graduate profile in every classroom	Assistant Superintendent of Teaching and Learning; Communications Coordinator
	Integrate core statements and strategic plan into employee onboarding	Director of Human Resources
08/2022	Add MMVV and goals to the employee handbook	Director of Human Resources
	Create a convocation activity or speaker that focuses on the strategic direction of the district	Superintendent; Assistant Superintendent of Teaching and Learning; Communications Coordinator
	Share Strategic Direction with City Council and Civic Groups	Superintendent
	Align administrator evaluations with strategic goals	Superintendent; Assistant Superintendents
09/2022	Communicate the strategic plan with the student advisory council	Superintendent
	Highlight schools/departments that are demonstrating efforts to achieve the vision	Assistant Superintendent of Teaching and Learning

11/2022	Align district and campus improvement plans with strategic goals/action plans	Assistant Superintendent of Teaching and Learning
01/2023	Publish an annual community update regarding plan progress	Communications Coordinator
	Report annual progress to the Board of Trustees	Superintendent
As Needed	Add Strategic Plan to New Board Member Orientation	Superintendent

MONITORING CYCLE

January/February	<ul style="list-style-type: none"> Monthly progress check of strategic actions and scorecard with Superintendent's Cabinet/Strategic Owners Quarterly review of CIP progress with campuses and DIP with Superintendent's Cabinet (January) Annual strategic plan progress report shared with internal and external stakeholders Annual strategic plan progress update to the Board of Trustees
March/April	<ul style="list-style-type: none"> Monthly progress check of strategic actions and scorecard with Superintendent's Cabinet/ Strategic Owners Quarterly review of CIP progress with campuses and DIP with Superintendent's Cabinet (April) Campus showcase presented to Board of Trustees to demonstrate strategic goal progress Annual stakeholder survey and staff survey to measure understanding of strategic direction
May/June	<ul style="list-style-type: none"> Monthly progress check of strategic actions and scorecard with Superintendent's Cabinet/ Strategic Owners
July/August	<ul style="list-style-type: none"> Monthly progress check of strategic actions and scorecard with Superintendent's Cabinet/ Strategic Owners Quarterly review of CIP progress with campuses and DIP with Superintendent's Cabinet (July) Alignment of annual campus and district improvement plans with strategic goals
September/October	<ul style="list-style-type: none"> Monthly progress check of strategic actions and scorecard with Superintendent's Cabinet/ Strategic Owners Quarterly Review of CIP Progress with Campuses and DIP with Superintendent's Cabinet (October)
November/December	<ul style="list-style-type: none"> Monthly progress check of strategic actions and scorecard with Superintendent's Cabinet/ Strategic Owners Campus Showcase presented to Board of Trustees to demonstrate strategic goal progress Staff Survey to measure understanding/application of strategic direction
Repeat Annually	

