



STRATEGIC PLAN: 2019-2024



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To see the detailed strategic
steps for each goal, please visit
the Strategic Plan section of the
Superintendent's webpage on
www.lmtsd.org

LETTER FROM THE SUPERINTENDENT

Dear Lower Moreland Township School District and Community,

Lower Moreland Township School District's strategic plan was established by involving stakeholders to generate and respond to ideas, analyze relevant data, and identify gaps between "what is" and the ambitions described in the vision as goal areas. All of this work was undertaken with the aim of ensuring that we continue to be a high performing school district.

Being a high performing school district takes years of sustained commitment. For many years, the professional and research literature has identified various characteristics of effective schools. According to this literature, identifying the core purpose of a school district is one of the most important elements in sustaining a strong program coherence which positively impacts student achievement and growth. Lower Moreland Township School District's strategic plan is focused on achieving a shared vision for all stakeholders to understand their role in achieving the goals.

Additionally, one key aspect of a good strategic plan is where it is kept, or more importantly, where it is not kept. A strategic plan cannot be effective if it sits unopened on a shelf. The Lower Moreland Township School District will ensure accountability for this plan through leadership and planning that reflect and support a focus on organizational excellence and collaboration among all stakeholders. Communicating these key elements to both the Board of School Directors and the school community is essential to the plan's success.

Lower Moreland Township School District is proud to share "LMTSD Ready," a summary of the common beliefs and values, imagination and enthusiasm of stakeholders as well as specific goals, which focuses attention and effort across the next five years. For the full copy of our strategic plan, please visit my webpage on www.lmtsd.org

Sincerely,



Scott Davidheiser, Ed.D.
Superintendent of Schools



The Lower Moreland Township School District has recently completed a strategic planning process that will guide the future of the learning environment, programs, services, and achievement of its students for the next five years. The development of this plan involved input and contributions from hundreds of school and community stakeholders. The entire process evolved over the course of the 2018-2019 school year and culminated with school board approval in June of 2019.

Expressed in the plan are a vision statement, a mission statement, and a listing of shared core beliefs. LMTSD holds high academic expectations for its students but also values a nurturing, accepting, and safe environment for all. The plan is focused on five key goal areas.

THESE AREAS ARE:

- **Curriculum and Instruction / Professional Development**
- **Finance/ Facilities**
- **School and Community Connections**
- **Student Services**
- **Technology**

Within these focused goal areas, specific performance objectives have been established and each is accompanied by implementation strategies to promote attainment. Over the life of the plan, there will be a strong commitment to results management and open communication to all interested stakeholders.



A school district strategic plan is a document that provides a road map for strengthening and improving the learning environment and achievement of its students. Plans are typically designed to address a five-year duration and are developed through a planning process that involves representatives from every corner of a school district and its community. While such a plan is required by the Pennsylvania Department of Education, it is more importantly an organized process and tool for educational systems to use so the road ahead can be thoughtfully addressed for the welfare and achievement for all of its students.

Plan documents typically contain clear statements of a district's vision, mission, and core beliefs. These elements then provide a foundation that supports the more detailed goals and strategies that guide improved programs, practices, and achievement for children.

To create these integrated parts, a great deal of advanced homework must occur. A school district should do an in-depth needs assessment that involves a number of important dimensions. These dimensions include:

- **an inventory of previous accomplishments**
- **an analysis of current challenges**
- **a review of relevant performance, programming, services, and operational data**
- **perception feedback from a cross-section of stakeholders**
- **candidly expressed insights through thoughtful discussion**

In total, LMTSD engaged in thorough data reviews, a strengths and challenges analysis, extensive stakeholder surveying, and focus group meetings.

Armed with the rich findings from these needs assessment steps, the planning committee was able to conduct six meetings during the 2018-2019 school year and apply this information to create a meaningful plan for the future.

The completed draft of the plan was then approved by the board of school directors in June of 2019.



MEMBERS OF THE PLANNING TEAM

In order to effectively develop a meaningful strategic plan, it is important to involve the thoughts and voices of a rich cross section of school-community stakeholders. While it may sometimes sound like broad-based long-term planning is best served as a management function, the truth is that plans that reflect insights and wisdom from the wider community serve to make a plan better and more meaningful. To that end, the Lower Moreland Township School District carefully involved a mix of 67 representatives to work on the planning team. These representatives were drawn from all corners of the school district and community. Involved in the process were students, parents, community members, support staff, teachers, and administrators. **It is with great appreciation that the Lower Moreland Township School District extends a richly deserved thank you to all planning team members.**

STRATEGIC PLANNING COMMITTEE MEMBERS

FACILITATOR: Dr. Scott Davidheiser Ed.D.

Finance/Facilities

Mark McGuinn
 Julie O'Malley
 Matt Heiland
 Rich Becker
 Craig Freeman
 Leslie Jones
 Eleanor Hwan
 Denise Ernst
 Ray McLaughlin
 Alan Joseph
 Chloe Rudderow
 Cindy Martino
 Megan Smith

School & Community Connections

Cheryl Galdo
 Bill Miles
 Sharon Franciosa
 Barb Kavanaugh
 Amy Mattioli
 Nicole Kyvernitis
 Rachel Frankel
 Jeff Zucker
 Sharon Bornstein
 Jessica Shein
 Anthony Samarco
 Nancy Green
 Jeanette Courduff

Curriculum & Instruction/ Professional Development

Julien Drennan
 Anthony Veneziale
 Ernie Rehr
 Cathy Siciliano
 Jennifer McGuigan
 Mary Huckin
 Deborah Soto-Diaz
 Michelle Shwarz
 Matt Gannon
 Alex Gliwa
 Brian Courduff
 Cindy Archutowski
 Michelle Alicea

Student Services

Frank Giordano
 Brian Swank
 Tony Tamaccio
 Kristen Hutchinson
 Erin Fahy
 Colleen Avington
 Jennifer Handler
 Lu Ann McKenna
 Joe Codispoti
 Nathan Linder
 Erin McCormick
 Jennifer Gormley
 Dana Lynch

Technology

Jason Hilt
 Jen Dilks
 Michael Bourdreau
 Andrea Wadsworth
 Evan Weisblatt
 Ellen Zschunke
 Rick Blackwell
 Christine Ciccone
 Phillip Uliano
 Agnes Kroll
 Kylie Tammaro
 Camryn VanArtsdalen
 Lance Freeman

GUIDING LIGHTS:

OUR VISION | OUR MISSION | OUR SHARED CORE BELIEFS

In order to develop relevant future goals, it is first critical to establish a shared vision, mission, and set of core beliefs. Once established, these three components of a strategic plan serve as a beacon or guiding light to help shepherd priorities and meaning to the goal-setting process.

VISION:

Lower Moreland Township School District will be an exemplary learning community committed to preparing and empowering all learners for success in a dynamic world.

MISSION:

Lower Moreland Township School District will foster individual growth and success in a nurturing environment that engages students in meaningful and empowering learning experiences. In partnership with students, families, staff and community members, the district will provide opportunities for students to collaborate, create, communicate and think critically.

SHARED CORE BELIEFS:

1. All students have unique attributes, talents and interests. Therefore, each learns in different ways and at varying rates.
2. Growth and development are important outcomes in the learning process and require:
 - safe, respectful and supportive environments.
 - a well-rounded and rigorous curriculum that fosters academic and social and emotional education.
 - inclusive communities in which all members are empowered and demonstrate tolerance, empathy and resilience.
3. Learning is dependent upon model teaching that reflects current learning theory and pedagogy.
4. Education is a shared responsibility, dependent upon open communication and collaboration among students, school personnel, families and the Lower Moreland Township community.
5. Lower Moreland Township schools are a vital part of the community. Diversity of culture and beliefs enrich learning opportunities.



TIMELINE OF PLANNING ACTIVITIES

NOVEMBER 2018

Surveys were sent to stakeholders including community members, parents, students, support staff, teachers, and administrators

NOVEMBER 2018-JANUARY 2019

Focus groups were conducted across all stakeholder groups

STRATEGIC PLANNING GOALS: 2019-2024

CURRICULUM & INSTRUCTION/ PROFESSIONAL DEVELOPMENT:

FOCUS AREAS & THE ROAD TO LMTSD READY

21ST CENTURY LEARNING ENVIRONMENTS

Demonstrate practices in collaborating, creating, communicating and/or critical thinking while using 21st century skills and technology resources during student learning activities or assessments.

CURRICULUM & INSTRUCTIONAL PROGRAMMING

Design and implement a K-12 STEM curriculum that fosters students' creativity and critical thinking skills. Include it in the program of studies and building level planning guides.

Develop and implement a K-12 curriculum for social and emotional learning that focuses on students and increases their capacity to demonstrate habits that are linked to success in life.

COLLEGE AND CAREER READINESS

Articulate a set of curricular and co-curricular learning experiences that will elevate K-12 students' knowledge and skills in the area of college and career readiness.

SCHEDULING FOR LEARNING

Ensure that curriculum, programs and opportunities support the development of defined skills that LMTSD graduates should possess are delivered in a 21st century learning environment, and meet the needs of all students using the "Lions Can" framework.

TEACHING AND LEARNING

Empower all staff with professional development on differentiation and instructional technology to increase students' abilities in the areas of communication, collaboration, creativity and critical thinking. The use of these tools and approaches will be observable in teachers' instructional practices.



JANUARY 2019

Results of surveys were shared with school and township community

FEBRUARY 2019

A Strategic Planning Committee was formed including 67 members in total and representing all stakeholder groups

FINANCE/FACILITIES

FOCUS AREAS & THE ROAD TO LMTSD READY

COMMUNITY/GOVERNMENT RELATIONS

Connect with school community members, local, state, and federal elected officials annually to review financial plans to increase awareness of the District’s financial landscape.

COST CONTROL

Conform to the Act 1 index annually, while maintaining a belief that the index should be viewed as a ceiling and not a target. Review spending associated with staffing and outsourced services. Assess options for reducing energy costs and bulk purchases.

ENROLLMENT AND GROWTH

Review enrollment projections annually, complete facility assessments, and analyze building utilization in order to plan for appropriate educational needs.

REVENUE STREAMS

Identify potential nontraditional revenue sources.

Pursue EITC sources, alumni/donor giving programs, foster business, and community partnerships. Reestablish an educational foundation. Explore tuition-based options for nonresidents.

SCHOOL & COMMUNITY CONNECTIONS

FOCUS AREAS & THE ROAD TO LMTSD READY

BUILDING PARTNERSHIPS

Develop strategic partnerships with local businesses, Lower Moreland Township, religious entities, alumni, academic institutions, families with students in the District, and homeowners without students in the District to foster a sense of community, to raise funds, to bring opportunities to our students, and to bring in volunteers to enhance skill sets.

BUILDING PRIDE

Improve the appearance of schools and create district events that foster pride and community among all stakeholders.

CELEBRATING A DIVERSE COMMUNITY

Plan at least five multi-cultural and multi-generational opportunities, thus fostering global citizenry among students and community alike.

COMMUNITY INVOLVEMENT

Create at least five annual opportunities that connect our households without students in the District to our schools to build their support of district initiatives.

INFORMATION INPUT

Expand and enhance the mechanisms used to share information with parents, staff, and community.



TIMELINE OF PLANNING ACTIVITIES

MARCH-MAY 2019

The Strategic Planning Committee met six times. From these efforts, a plan was drafted.

JUNE 2019

The Strategic Plan was proposed to and approved by the School Board



STUDENT SERVICES

FOCUS AREAS & THE ROAD TO LMTSD READY

Social And Emotional Wellness

Provide all students instruction in executive functioning skills using research-based curriculum. This will lead to students across the District displaying an increased understanding and use of these skills, as evidenced by achieving pre-determined benchmarks at each building.

IEP/504

K-12 special education staff will demonstrate the ability to communicate progress in the IEP documents via narrative and visual means.

Parent/District Relationships

Establish a yearly calendar of training dates for parents / guardians and other community members to relay essential information about intervention programs in use throughout the District's Special Education Department as well as any current initiatives in place to improve student performance.

Related Services

Increase the number of students receiving consultative services by 10 percent with the intent of creating more effective integration of services into the general education setting.

Safety Net Programming

Create an action plan to assist in making appropriate progress, with the goal of ensuring that all students meet proficiency standards identified by semester benchmarks.

TECHNOLOGY

FOCUS AREAS & THE ROAD TO LMTSD READY

Building Systems and Infrastructure

Annually provide adequate wired and wireless connectivity and bandwidth throughout the buildings which will support instructional efforts and allow for the needs of the future. Support well-managed infrastructure, software, resources and tools, the One2One technology program, efficient repair procedures, and implement annual budget and equipment refresh protocols.

Financial Resources

Explore, identify, and grow suitable revenue streams that allow the flexibility to adopt new, innovative technologies.

Innovative Learning

Include innovative technology applications in planned curriculum across all areas and all grade levels K-12, thus exposing students to a variety of technology tools with a wide range of applications which they can apply independently both in school and future endeavors.

Instructional Technology

Utilize technology to differentiate instruction, thus engaging students in learning experiences that promote the 4 C's.

Technology Operations

Stress the importance of comprehensive technology operations policies and procedures throughout the duration of the strategic plan to ensure data is secure, students are safe, and systems are up-to-date and functioning optimally.

JULY-SEPT 2019

The approved strategic plan was shared within the school district and community

JUNE 2020

Annual reviews will occur with the School Board and evidence and support will be provided to ensure accountability measures



BECOMING LMTSD READY: THE ROAD AHEAD

To accomplish the goals set forth in our strategic plan, a number of exciting new programs, services, and resources will be placed in motion over the next five years. Some of these new initiatives are highlighted below:

- Professional development and facilities adaptations to support 21st Century instruction
- Implementation of STEM curriculum (Science, Technology, Engineering, and Math)
- Electronic student portfolios relating to college and/or career goals
- Professional development and programming to prepare for differentiated instruction
- Community newsletters, forums, and online tutorials
- Improvements in video, website, and podcasting capabilities
- Implementation of a Social/Emotional Curriculum (featuring executive functioning, self regulation, and trauma informed education)
- Introduction of a Cyber Academy



OUR COMMITMENT TO RESULTS & OPEN COMMUNICATION

The true importance of a strategic plan is that it serves as a blueprint for future direction and accomplishment. Often the fear and criticism of long range planning is that plans gets tucked away, lost, or ignored over time. Rather than being a living, vital resource, they slowly fade away.

It is the sincerest expectation and promise to our schools, students, parents, and community that extensive attention will be devoted to our "blueprint" for the future and that progress and results will be delivered and reported.

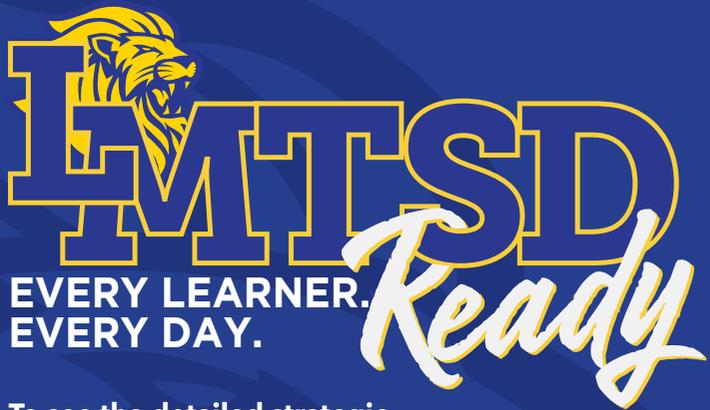
The district will maintain the highest level of results management, accountability, and communication so that progress is measured, results are monitored, and progress is openly reported.

Plans have been put into place to maintain a review cycle for all goals. This cycle will consist of relevant data collection, data analysis, and interim plans for continuous improvement to reach goal attainment.

Further, progress will be reported publicly each year so interested stakeholders can monitor the work the district is doing to fulfill the goals of the plan.







To see the detailed strategic steps for each goal, please visit the Strategic Plan section of the Superintendent's webpage on www.lmtsd.org

twitter.com/LMTSD

DO YOU HAVE A PAW PASS?

If you're a Lower Moreland resident age 60 or older, become a Lower Moreland Paw Pass card holder! The Paw Pass entitles you to free or discounted rates to LMTSD theatre productions, sporting events, and enrichment programs.

Paw Pass card holders receive:

- Free entry to the dress rehearsal of the Murray Avenue and LMHS drama club productions
- Free entry to the Saturday matinee of the LMHS spring musical
- Discounted rates to the other drama club show times
- Free entry to regular season football, basketball, and wrestling athletic events played in the District
- Discounted rates for adult enrichment courses

SIGN UP TODAY!

Request a card and schedule of events by calling 215-938-0272 or email wweir@lmtsd.org.

Lower Moreland Township
School District
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