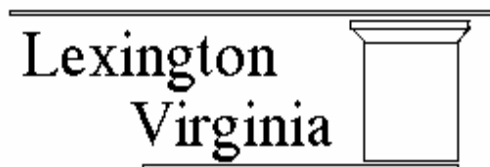


LEXINGTON CITY SCHOOLS

SIX-YEAR SCHOOL IMPROVEMENT PLAN



2007 – 2013

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**Members of the Lexington City School Board
As of July 1, 2007**

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Mrs. Marylin Alexander, Board Member

Mr. Aaron Bruce, Board Member

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Mrs. Patricia Knick, Deputy Clerk of The Lexington City School Board

Superintendent of Lexington City Schools

Dr. Daniel E. Lyons

Lexington City Schools Administrative Staff

Lisa A. Clark, Principal at Harrington Waddell Elementary School

Richard Dowd, Principal at Lylburn Downing Middle School

Debbie Woody-Maschal, Director of Special Education

INTRODUCTION

Lexington City Public Schools is proud to present its Six-Year Plan for the improvement of the educational system used to teach the students of our division. This plan requires commitments from the School Board, the Superintendent, administrators, teachers, staff members and the citizens of Lexington.

The purpose of this plan is to provide a tool for stating major initiatives and a framework for implementing short term plans to accomplish them. Budgetary commitments are also noted throughout the plan. The success of this plan will be measured in the coming years as the plan will be continually reviewed and revised.

Our current plan is a result of many hours of work by many people. Many of our previous goals have been met while others have been revised to meet the changing needs of our students. We will continue to revise our plan to make certain that our students are being provided the best possible public education.

LEXINGTON CITY SCHOOLS COMPREHENSIVE PLAN: 2007-2013

EXECUTIVE SUMMARY

The Lexington City School Board's Comprehensive Plan: 2007-2013 updates the goals and objectives set forth in The Lexington City School Board's previous plan which covered the years 2002-2008. Building upon the previous plan, the two-year update reflected in this document provides the framework for resources and policy development to continue Lexington City School's forward momentum in student achievement.

MISSION STATEMENT

The mission of Lexington City Schools is to provide progressive educational opportunities and challenging experiences that are responsive to the needs and talents of all students.

VISION STATEMENT

Lexington City Schools is a community of learners that includes students, teachers, parents, area residents, School Board and administration. This community is engaged in learning the skills needed to be effective users of ideas and information, as well as those skills that promote sensitive human relations, self-understanding, and the integration of total life experiences.

STATEMENT OF CORE VALUES

We believe all students should have high expectations for themselves as lifelong learners; We believe all students should learn and exercise civility and respect for one another; We strive for all students to discover and celebrate the rich cultural diversity of the larger community; and, We believe all students can and should acquire the knowledge, skills, and attitudes to act as resourceful and responsible citizens in a democratic society.

OBJECTIVES

Objective 1: The Lexington City School Board will continue to meet and strive to exceed the quality standards as set forth by the Virginia Board of Education.

Objective 2: The Lexington City School Board will provide leadership and resources to help eliminate achievement gaps between groups of students and increase the academic success of all students.

Objective 3: The Lexington City School Board will provide leadership and resources to low performing schools and will recognize all schools as they move towards excellence.

Objective 4: The Lexington City School Board will work to establish a pre-K program to help ensure that all young children, especially the at risk population, are ready to enter kindergarten with the skills they need for success.

Objective 5: The Lexington City School Board will establish policies that support the attainment of literacy skills of all students, Kindergarten through grade 8.

Objective 6: The Lexington City School Board will establish policies and standards that enhance the preparation, recruitment, and retention of educational personnel, including their meaningful, ongoing professional development.

Objective 7: The Lexington City School Board will provide leadership in implementing the provisions of state and federal laws and regulations.

Objective 8: The Lexington City School Board will create safe and secure learning environments conducive to ensuring the teaching and learning process.

Objective 9: The Lexington City School Board will implement a timeline for construction of a new elementary school and renovation of the middle school.

Statutory Requirement for updating the Comprehensive Plan

§ 22.1-253.13:6. Standard 6. Planning and public involvement.

- A. The Lexington City School Board of Education shall adopt a statewide comprehensive, unified, long-range plan based on data collection, analysis, and evaluation. Such plan shall be developed with statewide participation. The Lexington City School Board shall review the plan biennially and adopt any necessary revisions. The Lexington City School Board shall post the plan on the Department of Education's website if practicable, and, in any case, shall make a hard copy of such plan available for public inspection and copying.

This plan shall include the objectives of public education in Virginia, including strategies for improving student achievement then maintaining high levels of student achievement; an assessment of the extent to which these objectives are being achieved; a forecast of enrollment changes; and an assessment of the needs of public education in the Commonwealth. IN the annual report required by § 22.1-18, The Lexington City School Board shall include an analysis of the extent to which these Standards of Quality have been achieved and the objectives of the statewide six-year improvement plan have been met. The Lexington City School Board shall also develop, consistent with, or as a part of, its comprehensive plan, a detailed comprehensive, long-range plan to integrate educational technology into the Standards of Learning and the curricula of the public schools in Virginia, including career and technical education programs. The Lexington City School Board shall review and approve the comprehensive plan for educational technology and may require the revision of such plan as it deems necessary.

ENROLLMENT PROJECTIONS

STUDENT POPULATION 2007-2013

	FY08	FY09	FY10	FY11	FY12	FY13
K	53	51	54	58	55	53
1	46	53	51	54	58	55
2	52	46	53	51	54	58
3	50	52	46	53	51	54
4	51	50	52	46	53	51
5	<u>53</u>	<u>51</u>	<u>44</u>	<u>52</u>	<u>46</u>	<u>53</u>
Subtotal	305	304	300	314	317	324
6	63	53	51	44	52	46
7	60	63	53	51	44	52
8	<u>60</u>	<u>60</u>	<u>63</u>	<u>53</u>	<u>51</u>	<u>44</u>
Subtotal	183	176	167	148	147	142
9	38	34	34	39	42	36
10	34	38	34	34	39	42
11	42	34	38	34	34	39
12	<u>33</u>	<u>42</u>	<u>34</u>	<u>38</u>	<u>34</u>	<u>34</u>
Subtotal	147	148	140	145	149	151
Division Total	635	628	607	607	613	617

Lexington City School Board Objectives 2007-2013

The School Board objectives are constantly evolving. They are revised every two years and must be viewed as a continuous process of assessment and evaluation, all of which lead to adjustments as needed. They are also tied closely to the requirements of state and federal statutes and regulations and on the availability and appropriation of funding for public education.

The School Board must remain aware of and responsive to regulatory or statutory requirements. Thus, The Lexington City School Board will make policy decisions based on changes at the state and federal levels in the areas of:

- Special education regulations;
- Standards of Learning in history (2008); math (2009); English (2010), and science (2010), followed by the curriculum framework changes and updates, and textbook adoption; and
- Standards of Quality

The Lexington City School Board's objectives and goals are designed to move the school division to excellence. The objectives define the priorities for the actions and strategies that will be used to set policies and directions for the schools.

Measures for Objectives

The Lexington City School Board is committed to evaluating its progress in leading its schools towards excellence. Part of that commitment involves assessing The Lexington City School Board's progress towards meeting the objectives described in The Lexington City School Board's comprehensive plan and the system described in The Lexington City School Board's vision and mission statements. The methods of evaluation will provide information that describes how well The Lexington City School Board meets its objectives and the state of education in Lexington.

The actions of The Lexington City School Board are intended to support all students' ability to achieve to their highest potential. Some actions may not have a direct impact on student achievement and will therefore be monitored over a period of time.

Objective 1: The Lexington City School Board will continue to meet and strive to exceed the quality standards as set forth by the Virginia Board of Education.

The Lexington City School Board will continue to hire Highly Qualified teachers and paraprofessionals.

The Lexington City School Board will strive to maintain a student teacher ratio of 18:1 in grades K-5; and 22:1 in grades 6-8.

The Lexington City School Board will provide leadership to continually use student data to make instructional and curriculum decisions. Revisions to curriculum standards will be based on identified student needs.

The Lexington City School Board will enhance the curriculum and standards by providing leadership that enriches the curriculum beyond the standards providing a multitude of learning opportunities for the students in Lexington.

Objective 2: The Lexington City School Board will provide leadership and resources to help eliminate achievement gaps between groups of students and increase the academic success of all students.

The Lexington City School Board will provide leadership in the area of eliminating achievement gaps between the majority of the population and the students who:

- are economically disadvantaged;
- have disabilities;
- are English language learners;
- belong to subgroups consistent with the NCLB subgroups, which have historically achieved lower levels of academic performance than the majority of the students.

The Lexington City School Board will support curriculum development.

The Lexington City School Board will support instructional practices in reading comprehension, writing, and grammar at the elementary grades K-5 to develop a program that meets each child at their individual instructional level. The School Board will continue to support reading instruction.

The Lexington City School Board will provide a well coordinated gifted education program that provides opportunities for students to experience and learn from enriching opportunities. The School Board will also provide support and resources to classroom teachers to enable them to recognize the needs of gifted students and ensure that those needs are being met in the regular classroom.

The Lexington City School Board will provide a special education program with a focus on early intervention that enables students to meet their individual goals as set forth in their Individual Education Plans. The School Board will also provide training and

support for regular education and special education teachers in the areas of differentiated instruction to enable them to eliminate the achievement gap between the regular education students and the special education students. The School Board will continue to support a model of instruction that provides the least restrictive environment for special education students by maintaining the level of staffing required to support an inclusive instructional setting.

The Lexington City School Board will continue to support the Visiting Teacher position to enable representation on community boards such as Family Assessment and Planning Team (FAPT), Rockbridge CARES, RAISE (Early Intervention Services), Rockbridge Area Special Education Advisory Council, Rockbridge Area Transition Council, Prevention Task Force, and local outreach programs.

The Lexington City School Board will review, adopt, and purchase instructional materials that are aligned with the Standards of Learning and support the gifted, special education, and ESL programs.

Objective 3: The Lexington City School Board will provide leadership and resources to schools and students and will recognize all schools and students as they move towards excellence.

The Lexington City School Board will support activities that assist students to enable them to meet or exceed accountability standards.

The Lexington City School Board will support instructional initiatives such as Response to Intervention that will enable classroom teachers to use varied assessments and the data from those assessments to provide appropriate instructional strategies and interventions in the regular classrooms.

The Lexington City School Board will provide support for the continuation of learning throughout the summer with a curriculum that will reinforce and extend learning that has occurred throughout the year.

The Lexington City School Board will support before and after school programs which reinforce and extend learning opportunities beyond the regular day.

The Lexington City School Board will provide support to schools to enable them to recognize students' progress and achievement.

Objective 4: The Lexington City School Board will work to establish or partner with a Pre-K program to help ensure that all young children, especially the at risk population, are ready to enter kindergarten with the skills they need for success.

The Lexington City School Board will develop a pre-K program to support at risk students in Lexington staffed by a highly qualified teacher and highly qualified paraprofessionals.

The Lexington City School Board will support activities which facilitate the establishment of a pre-K program including, but not limited to:

- Establish a pre-K council that will identify and write a curriculum (members to include a kindergarten teacher, the, the special education director, the elementary school principal, parents, community members, school board members)
- Develop a system of identification for pre-kindergarten students;
- Provide funding for staff, supplies, and curriculum for a pre-K program;
- Provide professional development opportunities for pre-K staff;
- Maintain a pre-K classroom with a teacher student ratio 1:18 (with paraprofessionals)

Objective 5: The Lexington City School Board will establish policies that support the attainment of literacy skills of all students, Kindergarten through grade 8.

The Lexington City School Board will support and document new policies that support literacy instruction for all students.

The Lexington City School Board will support training for teachers that enables them to better deliver literacy instruction to all students in all sub-groups.

Objective 6: The Lexington City School Board will establish policies and standards that enhance the preparation, recruitment, and retention of educational personnel, including their meaningful, ongoing professional development.

The Lexington City School Board will provide tuition support for college-level courses taken by classroom teachers, administrators, and program directors.

The Lexington City School Board will work with organizations such as TTAC, regional school divisions, and institutes of higher learning to provide further instruction for teachers, administrators, and program directors in content directly related to their responsibilities.

The Lexington City School Board will provide opportunities for teachers, administrators, and program directors to meet as content teams throughout the school year to discuss, review, plan, and develop curriculum and aligned assessments.

The Lexington City School Board will support the establishment of a professional development plan and schedule for the administrators, teachers, and staff.

Objective 7: The Lexington City School Board will provide leadership in implementing the provisions of state and federal laws and regulations.

The Lexington City School Board will implement and document policies and practices that demonstrate leadership in and compliance with implementing provisions of state and federal laws and regulations.

Objective 8: The Lexington City School Board will create safe and secure learning environments conducive to ensuring the teaching and learning process.

The Lexington City School Board will support and implement the Crisis Management Plan that has been developed to promote a safe and secure learning environment.

The Lexington City School Board will support schools in conducting fire drills, tornado drills, crisis drills, and mock drills that utilize local police, SWAT teams, and the fire department.

The Lexington City Schools will continue to support school initiatives (video sign-in, locking all outside doors except the front door during the school day) that keep the schools secure during the school day.

Objective 9: The Lexington City School Board will implement a timeline for construction of a new elementary school and renovation of the middle school.

The Lexington City School Board will schedule phases of construction and renovation for the elementary and middle schools.

Strategies to Implement Objectives

Objective 1: The Lexington City School Board will continue to meet and strive to exceed the quality standards as set forth by the Virginia Board of Education.

Background: Lexington City Schools has made AYP for 2 years as a division and each school has made AYP for the past 3 years. Both schools and the division are accredited by the Virginia Department of Education and recognized as a SACs Super District for Quality Schools. Lexington City Schools exceeds the Standards of Quality guidelines for staff. All Lexington City teachers and administrators meet the definition for Highly Qualified Teachers.

Strategies:

Action	Date Completed
1. Employ highly qualified personnel in all areas of instruction.	On-going
2. Maintain a class size that maximizes the instructional process.	On-going
3. Maintain full accreditation for all Lexington City Schools as described by the Virginia <i>Standards of Accreditation</i> and meet adequate yearly progress as required by the Federal <i>No Child Left Behind Act of 2001</i> .	On-going

Objective 2: The Lexington City School Board will provide leadership and resources to help eliminate achievement gaps between groups of students and increase the academic success of all students.

Background: According to the Analysis of subgroup performance reports, students with disabilities, minority students, English language learners, and low socio-economic students score lower on Standards of Learning assessments than other students at all grade levels. These subgroups are small in number and the same students might be included in more than one subgroup.

Lexington City Schools currently provides tuition reimbursement for all staff and encourages teacher participation in professional conferences.

Lexington City Schools supports legislation that provides equitable assessment opportunities for ESL students. Lexington City Schools provides English instruction to ESL students who do not meet the proficiency benchmark on standardized ELP assessments.

Lexington City Schools has a Special Education advisory committee that meets regularly to update and revise the annual plan. The Special Education plan

provides guidelines for the instruction of special education students and is aligned with Federal and State standards as well as the Lexington City Schools curriculum.

Lexington City Schools employ a full time gifted coordinator and has a gifted advisory committee that reviews and revises the gifted education plan for the division. The gifted plan is designed to meet the needs of Lexington City students enrolled in the program as well as serve students incidentally through classroom instruction and differentiation.

Lexington City Schools currently provides Spanish education for students in grades 1-4 at the elementary school. Spanish, French, and Latin education is provided for students in grades 6-8 and these students have the opportunity to earn up to two high school credits for completion of the courses.

Lexington City Schools’ principals are responsible for developing and updating curriculum and pacing guides and for keeping the teachers informed of best practices in instruction.

Lexington City Schools provides after school remedial education opportunities for these students as well as a differentiated curriculum in order to meet the needs in the regular classrooms.

Lexington City Schools provide family involvement opportunities through advisory boards, textbook committees, curriculum committees, and the PTA.

Strategies:

Action	Timeline
1. Support a curriculum development plan.	Annually/on-going
2. Support professional development and technical assistance for instructional staff.	On-going
3. Seek opportunities for assessing LEP students’ English language proficiency and content knowledge in an equitable manner.	On-going
4. Review and revise the Regulations Governing Special Education Programs for Children with Disabilities	On-going/annually
5. Review and revise the Regulations Governing Educational Services for Gifted Students.	On-going/annually
6. Review and revise curriculum guides to assure alignment with state standards to ensure appropriate content instruction.	On-going
7. Encourage school administrators to find innovative ways to bring foreign language study for all students starting at the earliest	On-going

elementary school level possible.	
8. Support initiatives that provide additional instruction and family involvement to all subgroups of NCLB	On-going

Objective 3: The Lexington City School Board will provide leadership and resources to schools and students. Lexington City Schools will recognize all schools and students as they move towards excellence.

Background: The Lexington City Schools currently provides funding for research-based instructional materials. However, there is a need for coordination of instructional programs K-8.

Lexington City Schools provide intervention and remediation programs before and after school and throughout the summer. The principals and teachers are responsible for developing the remedial programs.

Lexington City Schools’ administrators and teachers look at SOL data in order to make informed curriculum decisions that impact instructional settings.

Lexington City Schools employees a full-time gifted coordinator to oversee the gifted education plan and curriculum. However, there is a need for a curriculum coordinator to collaborate with the gifted coordinator to develop differentiated lessons for classroom teachers in order to meet the needs of all students.

Lexington City Schools offers the least restrictive setting for the special needs students. There is a need for curriculum coordination between special education teachers and regular classroom teachers in the area of modifying instruction.

Strategies:

Action	Timeline
1. Promote research-based instructional interventions that help improve student achievement.	On-going
2. Establish recognitions and incentives for schools and students that demonstrate improvement and excellence in student achievement, closing the achievement gap, and addressing overall educational excellence.	On-going
3. Develop effective intervention and remediation programs targeting students in need of additional support.	On-going
4. Review all SOL assessment data in order to make appropriate curriculum and instruction decisions.	On-going

5. Continue to support a well coordinated gifted education program which provides opportunities to accelerate, enrich and extend learning for students.	On-going
6. Provide support to classroom teachers to help them implement programs and differentiated instruction for all students.	On-going
7. Continue to enhance the special education program to allow students to fully participate in the regular curriculum to the greatest extent.	On-going

Objective 4: The Lexington City School Board will work to establish a Pre-K program to help ensure that all young children, especially the at risk population, are ready to enter kindergarten with the skills they need for success

Background: The Lexington City Schools currently does not have a Pre-K program. We work cooperatively with the Headstart program with little input on instructional issues.

Strategies:

Action	Timeline
1. Support activities that will establish a Pre-K program. Begin initial enrollment studies	2008-2009
2. Establish a Pre-K council that will identify and write a curriculum (members to include, elementary principal, special education director, parent, community members, school board member)	2009-2010
3. Develop a system for identification of Lexington City at risk pre-schoolers, provide funding for staff, supplies, and curriculum	2010-2011
4. Maintain a Pre-K council, update curriculum, maintain staff	On-going

Objective 5: The Lexington City School Board will establish policies that support the attainment of literacy skills of all students, Kindergarten through grade 8.

Background: The Lexington City Schools currently employees one full-time Title I teacher and one part-time teacher in the elementary school for literacy instruction.

Lexington City Schools' administration will develop a plan for staff development.

Lexington City Schools will promote literacy programs that meet the individual needs of students allowing them to experience success as they move forward.

Lexington City Schools will review the instructional practices and develop a clear consistent program.

Lexington City Schools currently provides reading instruction to all sixth graders. Supplemental reading instruction in the seventh and eighth grade is limited to those students who are identified as students who perform below grade level.

Strategies:

Actions	Timeline
1. Encourage staff development for teachers in the area of “teaching reading” and “reading in the content areas.”	On-going
2. Support programs to promote improved adolescent reading in all content areas.	On-going
3. Promote instructional programs that challenge each student to become more literate without frustrating or discouraging them.	On-going
4. Continue to review instructional practices in reading comprehension, writing, and grammar at all levels to develop a clear consistent program.	On-going
5. Provide additional reading instruction or support for those middle school students in need.	On-going

Objective 6: The Lexington City School Board will establish policies and standards that enhance the preparation, recruitment, and retention of educational personnel, including their meaningful, ongoing professional development.

Background: Lexington City Schools provides tuition reimbursement for personnel. There is a need for a division-wide professional development plan and schedule for teachers and administrators.

Strategies:

Actions	Timeline
1. Continue to provide tuition reimbursement for college level courses	On-going
2. Work with outside organizations and other local school divisions to provide professional development opportunities	On-going

3. Support administrators and teachers who have achieved graduate degrees.	On-going
4. Support teachers who achieve National Board Certification	On-going

Objective 7: The Lexington City School Board will provide leadership in implementing the provisions of state and federal laws and regulations.

Background:

Strategies:

Actions	
1. Continue to monitor progress of schools in meeting Adequate Yearly Progress requirements.	On-going

Objective 8: The Lexington City School Board will create safe and secure learning environments conducive to ensuring the teaching and learning process.

Background: Lexington City Schools has developed a division-wide comprehensive Crisis Management Plan. Each school has a crisis management team and practices drills regularly. Each school has an electronic sign-in system that identifies all visitors and provides them with visitor passes.

Each school employs a guidance counselor who works with students and staff on school safety issues including, but not limited to bullying, character education, and crisis management.

Strategies:

Actions	Timeline
1. Support the implementation of the Crisis Management Plan	On-going
2. Support schools in conducting fire drills, tornado drills, crisis drills, and mock drills that utilize local emergency services	On-going

Objective 9: The Lexington City School Board will implement a timeline for construction of a new elementary school and renovation of the middle school.

The Lexington City School Board will schedule phases of construction and renovation for the elementary and middle schools.

Actions	Timeline
Evaluate options for Lylburn Downing Community Center	July – August 2007
Investigate details of Literary Fund Loans	July – August 2007
City Council approval of Waddell Site	September 2007
City Council approval of request for Literary Fund loans	September 2007
School Board approval of request for Literary Fund loans	October 2007
School Board adoption of project reimbursement resolution	October 2007
School Board authorize architects' design contract	October 2007
Planning Commission consideration of conditional use permit for LDMS and Waddell	2008
Planning Commission approval of site plan for LDMS and Waddell	2008
Bid LDMS	March 2009
Begin renovation of LDMS	June 2009
Complete renovation of LDMS	June 2010
Begin Construction of Waddell	July 2010
Move Waddell students to LDMS	August 2010
Complete Waddell	July 2011