



Success for Every Student

Strategic Plan

2023-2026

Levittown School District

Draft Strategic Plan 2023-2026

V6 rev2253100pm

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This Strategic Plan is the result of a multi-year process facilitated by stakeholders from across the district. Utilizing surveys and feedback loops, all members of our school community had an opportunity to take part in identifying and prioritizing areas of focus for the three-year period beginning with the 2023-2024 academic year.

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Executive Summary

This report is a summary of activity by the Board of Education and Task Force in pursuit of creating a strategic plan for the Levittown Public Schools. Strategy is defined here as a set of actions designed to accomplish goals that are consistent with Levittown School District values, vision, and mission, and the constraints of organizational time, resources, and capacity. This strategic plan is a brief compilation of District principles and actions.

The Board of Education initiated the process of planning by highlighting several central issues and a preliminary set of values that could offer an initial focus for the Task Force. These areas of focus included:

- Student Preparation for Post-Secondary Life
- Human Capital
- Student Wellbeing
- Long Term Success and Sustainability

The Task Force fleshed out these focus areas, identifying critical concerns and ways in which these topics present themselves in Levittown. They set goals and strategies, including action plans to offer specific direction for each area. A “Strengths, Weaknesses, Opportunities, Threats (SWOT)” analysis laid out the challenges and opportunities noted by Task Force members. Values, beliefs and policy parameters were detailed to denote the organizational tone and approach that would need to be the guideposts for implementation.

2. Introduction

What is a Strategic Plan?

...[A strategic plan is] a systematic process through which an organization agrees on and builds key stakeholder commitment to priorities that are essential to its mission and responsive to the organizational environment.

From Strategic Planning for Nonprofit Organizations (2015) Michael Allison and Jude Kaye

What is the Process of Strategic Planning?

- The Strategic Planning Task Force reports to the Board of Education and the Superintendent of Schools.
- The job of the Strategic Planning Task Force is to recommend to the Board of Education and to the Superintendent a focused set of recommendations that are consistent with the values and resource constraints of the organization.
- The Task Force is made up of District personnel and select community members. Board of Education input comes from the parameters given to the Task Force and final edits of the draft document.
- The Strategic Planning Task Force recommends to the Board of Education and Superintendent a focused set of recommendations, consistent with the values and resource constraints of the organization.
- The Task Force, therefore, listens to every stakeholder, but engages in the difficult process of focus, not accumulation.

Core Foundations of the Strategic Planning Process

Values (provided by the Board of Education)

- Collaboration/Teamwork
- Creativity
- Growth
- Problem Solving
- Flexibility
- Positive Attitude
- Passion
- Compassion

- Social Responsibility
- Accountability
- Pride in Community

Beliefs (provided by the Board of Education)

- Helping students find their passion.
- Providing a place where students grow and thrive.
- Socially responsible students who grow into global citizens.
- Challenging students to be culturally responsible.
- Excellence in social, emotional and academic literacy.

Summary Belief Statement

In helping students grow into socially responsible global citizens who are passionate and productive members of society, our schools will provide a safe environment that supports all students academically, socially, and emotionally.

Policy Parameters

As the district strives to achieve “Success for Every Student” through the development of this strategic plan, it will be guided by the following parameters:

Organizational Parameters (recommended by the Board of Education)

- We will demonstrate a proactive approach to creating a positive mindset for all members of the Levittown school community.
- We will strive for a sense of unity and excellence in all we do.
- Students and staff will work to foster a welcoming and affirming environment where all students feel seen and heard.
- Students will be exposed to contemporary life experiences.
- All District employees will cultivate an environment of respect for each other and model a productive learning environment.

Policy Parameters (recommended by the Task Force)

Student concerns (from student task force members and surveys):

- All students will be educated with equal commitment.
- The importance of service to the community will be emphasized.
- The needs of students will be foremost in all educational decisions.
- Students and staff will respect themselves, each other, and the learning environment.

Program and Accountability:

- All major program and facility changes require a documented cost-benefit analysis, adequate resources, staff development, and Board of Education input.
- The Strategic Planning Team will reconvene at least every two years to review the Strategic Plan, evaluate its progress, and communicate this information to the community.

Mission Statement of the Task Force

All stakeholders will work together to improve the school community through collaboration, analysis of data and implementation of agreed upon strategies.

Norms chosen by the Task Force

- Respect
- Acceptance
- Active Listening
- Confidentiality
- Trust
- Ability to ask questions
- Judgment free

3. Focus Area Descriptions

A. Student Preparation for Post-Secondary Life

Teaching methods, course offerings, and extracurricular opportunities must continuously evolve in order to ensure student success after graduation.

Contributing factors:

- Need for training in varied instructional strategies.
- Importance of extracurricular programming and elective offerings.
- Reliance on necessary budgetary resources to support student programming.

Goal: Enhance instruction to ensure all students are prepared for post-secondary life.

B. Human Capital Needs

The quality of programs and services is affected by human capital issues, including the lack of candidates in particular positions as well as a greater need for ongoing staff development in all areas.

Contributing factors:

- Importance of developing additional recruitment methods in order to attract and retain new employees.
- Teacher shortages in certain disciplines.
- Difficulty in retaining and attracting staff in certain areas (transportation, monitors, etc)

Goal: Retain and maintain a highly-trained and highly-effective staff.

C. Student Well-being

In an ever-evolving society, school safety is the number one priority that must be constantly evaluated and enhanced. This includes promoting a positive school environment where all students feel safe and supported.

Contributing factors:

- Availability of resources to enhance safety.
- Increased threats to school safety.
- Challenges related to disruptive behaviors.

Goal: Enhance building safety protocols and implement more effective behavior strategies K-12 to create the optimal environment to support student learning.

D. Long-Term Success and Sustainability

With all the challenges that exist related to costs, inflation, school funding, and budgetary constraints, it is critical to develop long-range plans to ensure fiscal stability and state-of-the-art facilities.

Contributing factors:

- Levittown does not have a large commercial tax base.
- District facilities are a benefit to both students and community members, so maintenance of these facilities is of great importance.
- A shift in focus should be made to promote district successes to a greater extent.

Goal: Ensure a strong fiscal position, a well-maintained infrastructure, and a positive public relations image.

Portrait of a Graduate
(DRAFT)

PORTRAIT OF A GRADUATE



GRADUATES OF LEVITTOWN PUBLIC SCHOOLS ARE:

 CRITICAL THINKERS & PROBLEM SOLVERS 

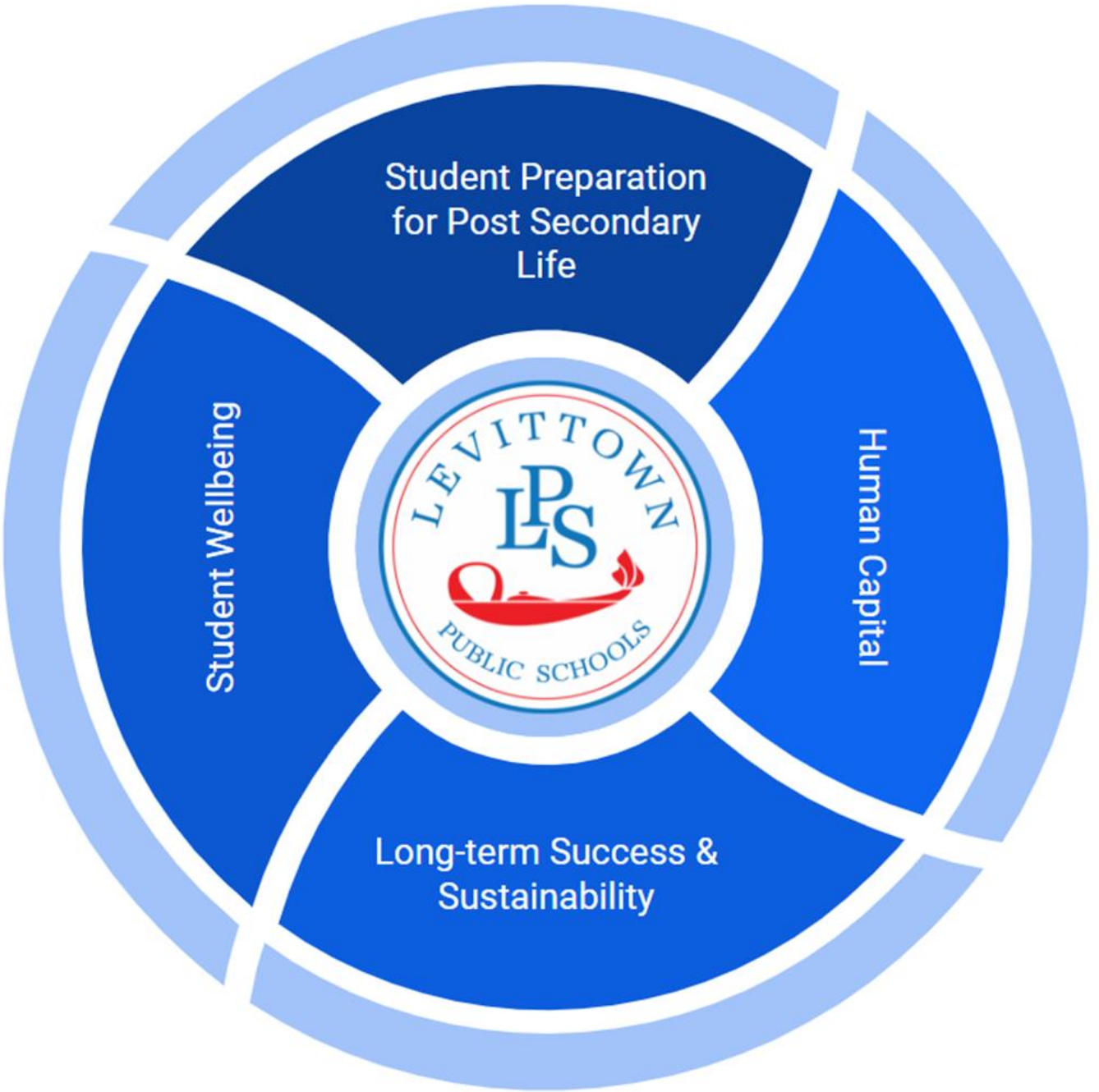
 RESILIENT & ADAPTABLE 

 EFFECTIVE COMMUNICATORS 

 ETHICAL & EMPATHETIC 

 CIVICALLY ENGAGED 





STRATEGIC PLAN OVERVIEW

Area 1: Student Preparation for Post-Secondary Life

Core Objective #1: By 2025 there will be a 10% increase in the overall number of students who feel they are prepared for postsecondary life based on student surveys.

Strategy #1: Prepare all students to be ready for post-secondary life by providing them with comprehensive social, emotional, and academic skills through an educational program that offers varied experiences and opportunities and celebrates diversity and inclusivity.

Operational Objectives	Leadership Responsibility
1.1 Harness the interests, resources, and talents of community and business groups to address limited financial resources and increasing enrollment.	District Administration
1.2 Develop a comprehensive workshop series that promotes understanding, respect, and gives students skills needed to navigate a diverse learning community.	Board of Education, District Administration, Teachers Center
1.3 Enhance extracurricular opportunities that meet the needs and interests of all students.	District Administration, Teachers Center
1.4 Review all academic programs to ensure all course offerings are rigorous and relevant.	Principals & Directors
1.5 Ensure all students are exposed to courses that focus on basic life skills.	Directors
1.6 Explore additional relevant opportunities for students on a career path.	Principals
1.7 Enhance teaching methodologies and grading practices so that all students find success.	District Administration

Action Items	Start Date	End Date
1.1 Harness the interests, resources, and talents of community and business groups to address limited financial resources and increasing enrollment.		
1.1.1 Collaborate with Levittown Chamber of Commerce to create Junior Chamber of Commerce Club for High School Students.	9/1/2023	9/1/2024
1.1.2 Work with Chamber of Commerce and Department of Curriculum & Instruction to implement virtual enterprise program.	9/1/2023	6/30/2024
1.1.3 Reinstitute program where former graduates return to share their experiences with current students.	9/1/2023	Ongoing
1.1.4 Identify community capacity and interest in developing internship opportunities for career-bound students.	9/1/2024	6/30/2025
1.2 Develop a comprehensive training and workshop series that promotes understanding, respect, and helps students to acquire the skills needed to navigate a diverse learning community.		
1.2.1 Establish a district advisory committee to focus on creating a culture of belonging in the district.	9/1/2023	Ongoing
1.2.2 Through committee and surveys, identify needs related to creating a culture of belonging in each school.	12/1/2023	Ongoing
1.2.3 Review district policies to ensure they promote a culture of belonging for all students and staff.	7/1/2023	6/30/2024
1.3 Enhance extracurricular opportunities that meet the needs and interests of all students.		
1.3.1 Review current extracurricular offerings to ensure robust opportunities are available to all students.	9/1/2023	6/30/2024
1.3.2 Survey students in grades 6-12 to collect feedback about opportunities students are seeking.	5/1/2024	6/30/2025
1.4 Review all academic programs to ensure course offerings are rigorous and relevant.		
1.4.1 Review all elementary curricular programs.	9/1/2023	6/30/2024
1.4.2 Analyze student survey responses and course catalog electives to determine new course opportunities for students.	9/1/2023	11/30/2023
1.4.3 Work with district directors to review programming in all secondary (6-12) subjects to identify areas for growth (Art, Business, English, Family and Consumer Science, Math, Music, Physical Education, Science, Social Studies, Technology, World Language). Compare offerings to other districts to ensure we offer the most compelling course catalog.	9/1/2023	6/30/2025

1.4.4 Develop specific pathways for students in the course catalog who are seeking a particular career path (ex: Teaching, Business, Medical, etc.).	9/1/2024	6/30/2025
1.4.5 Increase the number of college credit offerings for students, including non-accelerated courses.	9/1/2023	Ongoing
1.4.6 Create additional academic opportunities that provide for greater real-world, hands-on learning both during the school year and as options for families during the summer (including the reopening of the Outdoor Learning Center).	9/1/2024	9/1/2025
1.5 Ensure all students are exposed to courses that focus on basic life skills including communication, time management, stress management, financial management, developing a growth mindset, and civic readiness.		
1.5.1 Explore expansion of the number of students who take and pass a financial literacy course prior to graduation.	9/1/2025	6/30/2026
1.5.2 Review technology and family & consumer science curriculums to ensure relevant life skills are taught.	9/1/2025	6/30/2026
1.5.3 Ensure our students graduate with an understanding of the essential features of digital technologies, how to communicate and create using those technologies, and how to be safe in a tech-dominated world.	9/1/2025	6/30/2026
1.5.4 Expand the number of students who receive a diploma endorsement for biliteracy.	9/1/2023	6/30/2024
1.5.5 Create a pathway for students to be recognized for civic readiness.	9/1/2023	6/30/2024
1.6 Explore additional relevant opportunities for students on various paths including college, career and military service.		
1.6.1 Review internal processes to ensure that high school students seeking to explore vocational opportunities are provided the opportunities through attendance at half-day programs starting in 11th grades (BOCES, etc.).	9/1/2023	6/30/2024
1.6.2 Develop Vocational Fairs that provide students with exposure to different vocations as well as the military in 9th and 10th grades.	9/1/2023	6/30/2024
1.6.3 Offer annual opportunities for students to attend college trips hosted by the high schools.	9/1/2023	Ongoing
1.6.4 Begin offering training and support for middle school students to utilize Naviance.	9/1/2022	Ongoing
1.6.5 Create an online video library of School Counseling Department presentations.	9/1/2023	Ongoing

1.7 Enhance teaching methodologies and grading practices so that all students find success.		
1.7.1 Provide enhanced training on reading and mathematics instruction to teachers at the elementary level.	9/1/2023	Ongoing
1.7.2 Work with administrators and teachers on developing equitable grading practices.	9/1/2024	6/30/2025

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Area 2: Human Capital

Core Objective #2: By 2025, results on district climate surveys administered to employees will improve by 10%.

Strategy #2: Attract, retain and support a high-quality staff that also reflects the diverse makeup of our school community to ensure an excellent education for the students of the Levittown School District.

Operational Objectives	Leadership Responsibility
2.1 Focus on ways to attract more candidates with varied backgrounds & experiences to the Levittown School District.	District Administration
2.2 Develop methods for collecting feedback from existing employees.	District Administration
2.3 Continue to foster a positive working environment for all staff members.	District Administration & Building Level Administration
2.4 Review FTE numbers in all departments to ensure adequate staffing is available to support all students' needs.	District Administration & Building Level Administration
2.5 Identify and develop recruitment strategies for specific areas of in-district operations that are under-employed and/or are difficult to staff.	District Administration
2.6 Enhance the training provided for staff related to job specific skills, staff mental health and dealing with change.	District Administration

Action Items	Start Date	End Date
2.1 Focus on ways to attract more candidates with varied backgrounds & experiences to the Levittown School District.		
2.1.1 Human Resources will advertise and post vacancies with job descriptions in multiple publications/websites that reach broader audiences.	7/1/2023	Ongoing

2.1.2 Human Resources will work with local and national colleges and universities to recruit quality candidates.	9/1/2023	Ongoing
2.1.3 Review and enhance official hiring procedures to ensure the process is efficient, fair, and transparent.	9/1/2024	Ongoing
2.2 Develop methods for collecting feedback from exiting employees.		
2.2.1 Review and revise the district exit survey for employees.	9/1/2024	6/30/2025
2.2.2 Annually review the data collected from employee exit surveys.	9/1/2025	Ongoing
2.2.3 Utilize data to determine appropriate changes to district operating procedures to improve staff retention.	9/1/2025	Ongoing
2.3 Continue to foster a positive working environment for all staff members.		
2.3.1 Collect data from all employees to get feedback on their working environment.	11/1/2023	Ongoing
2.3.2 Create an enhanced Teacher Induction Program to support new teachers across all four years of the tenure process.	9/1/2023	6/30/2024
2.3.3 Develop summer leadership retreat program for administrators.	9/1/2023	6/30/2024
2.3.4 Identify and implement strategies for enhancing staff member job satisfaction and wellness.	9/1/2024	Ongoing
2.4 Review FTE numbers in all departments to ensure adequate staffing is available to support all student needs.		
2.4.1 Compare school counseling caseloads to Nassau County districts to ensure the district is in line with similar districts.	2/2/2023	6/30/2023
2.4.2 Explore opportunities to add a dedicated college advisor and/or a bilingual counselor at each high school.	9/1/2023	6/30/2024
2.4.3 Examine district FTE in mental health support in order to ensure district capability in meeting the emotional needs of students.	9/1/2022	Ongoing
2.5 Identify and develop recruitment strategies for specific areas in district operations that are under-employed and/or are difficult to staff		
2.5.1 Identify departments and positions that are understaffed and/or difficult to staff.	9/1/2022	12/31/2022
2.5.2 Develop strategies for filling positions in hard-to-staff areas.	1/1/2023	6/30/2023
2.6 Enhance the training provided for staff related to job specific skills as well as staff mental health.		
2.6.1 Provide training to support staff members in regards to best practices (clerical), including the creation of additional district manuals related to various	9/1/2024	10/1/2025

critical positions (ex: security, clerical, etc.) and job expectations for all positions.		
2.6.2 Provide training to teachers in regards to developing positive relationships with students and colleagues.	9/1/2023	9/2/2024
2.6.3 Provide ongoing training to administrators in regards to dealing with challenging situations and interpersonal conflict.	9/1/2024	6/30/2025
2.6.4 Review research related how to support adults in sustaining long-term changes in order to assist staff members with adjusting to changes in the educational system.	7/1/2025	6/30/2026

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Area 3: Student Wellbeing

Core Objective #3: Improve student and parent responses on climate surveys by 10% for questions related to school safety, student behavior, and student wellbeing.

Strategy #3: Develop strategies for enhancing school security and student behavior in order to create a safe school community that respects and embraces all people.

Operational Objectives	Leadership Responsibility
3.1 Develop enhanced school security protocols to continuously provide the safest possible environment for students and staff.	District Administration
3.2 Review all district communication protocols and provide enhancements where needed in order to ensure all stakeholders review emergency and typical school information.	District Administration
3.3 Require students and teachers to express themselves in a socially appropriate way while finding common ground, and engage parents and the larger community to establish shared norms and values that embrace and support all students.	All Staff Members
3.4 Help students to identify emotions and to develop appropriate coping strategies.	All Staff Members
3.5 Develop and implement a student behavior/character education program K-12.	All Staff Members
3.6 Continue to enhance the district's educational efforts in relation to drug use, mental health, and overall wellness.	All Staff Members

Action Items	Start Date	End Date
3.1 Develop enhanced school security protocols to continuously provide the safest possible environment for students and staff.		
3.1.1 Hire a School Security Supervisor or Consultant.	1/1/2023	6/30/2023
3.1.2 Evaluate physical plant security as well as all district security protocols through a security audit/assessment by outside consultant.	1/1/2023	6/30/2023

3.1.3 Create a timeline for enhancing district security protocols based upon recommendations from security assessment.	7/1/2023	12/31/2023
3.1.4 Create a system for ongoing testing of school safety protocols.	1/1/2024	6/30/2024
3.1.5 Enhance communication with school families in reference to school safety.	9/1/2023	6/30/2024
3.1.6 Ensure the RAVE app is available to all staff members who request it.	9/1/2023	Ongoing
3.1.7 Install air conditioning in all first-floor classrooms so that windows can remain securely locked.	9/1/2023	6/30/2024
3.1.8 Provide training to mental health staff members in threat assessment.	7/1/2023	6/30/2024
3.1.9 Provide support and training for security aides to promote internal calibration in regards to responses to various security related situations.	7/1/2023	6/30/2024
3.2 Review all District communication protocols and provide enhancements where needed in order to ensure all stakeholders review emergency and typical school information.		
3.2.1. Establish a committee to review district communication strengths and weaknesses and provide suggestions for improvement.	9/1/2023	6/30/2024
3.2.2 Review and implement appropriate suggestions from the communications committee.	7/1/2024	6/30/2025
3.2.3 Develop a comprehensive district communications plan.	7/1/2025	6/30/2026
3.3 Require students and teachers to express themselves in a socially appropriate way while finding common ground, and engage parents and the larger community to establish shared norms and values that embrace and support all students.		
3.3.1 Provide additional professional development through training and support in the area of staff-staff communication, staff-parent communication and staff-student communication.	9/1/2023	Ongoing
3.3.2 Provide students with an opportunity to celebrate diversity through food, culture, music, and tradition.	9/1/2023	Ongoing
3.3.3 Work with PTA and other community members in bringing a variety of cultural arts programs to schools as well as additional PTA sponsored events.	9/1/2023	Ongoing
3.3.4 Reboot Creating a Culture of Belonging committees (School Climate Committees) in each building.	9/1/2023	Ongoing
3.3.5 Ensure School Climate Committees review school climate data to recommend strategies for improving	9/1/2023	6/30/2023

school culture so that all students have a sense of belonging.		
3.4 Help students to identify emotions and to develop appropriate coping strategies.		
3.4.1 Create workshops to help all staff recognize and identify emotional setbacks students may be encountering, and provide strategies that teachers and support staff can utilize with students.	9/1/2024	6/30/2025
3.4.2 Schedule additional Challenge Day programs for High School students which focus on SEL skills for adolescents.	9/1/2023	Ongoing
3.5 Develop and implement student behavior/character education programs K-12.		
3.5.1 Review "Get.A.Voice" character education/anti-bullying program at elementary schools to determine effectiveness (measured through student surveys and additional district data points).	9/1/2024	6/30/2025
3.5.2 Review RISE character education/anti-bullying program to determine effectiveness (measured through student surveys and additional district data points).	9/1/2024	6/30/2025
3.5.3 Promote extracurricular programs such as POSIDIV and MACCEPT.	9/1/2023	Ongoing
3.5.4 Expand/Enhance character education programs to Wisdom Lane Middle School, MacArthur HS, and Division Avenue HS.	9/1/2024	6/30/2025
3.5.5 Explore feasibility of implementing "Peaceful Playground" program in all elementary schools.	9/1/2024	6/30/2025
3.5.6 Implement Responsive Classroom program in grades K-5.	9/1/2023	6/30/2025
3.5.7 Investigate the feasibility of implementing an advisory period in the middle schools in order to enhance mentoring opportunities for students through the creation of an exploratory committee.	9/1/2024	6/30/2025
3.6 Continue to enhance the District's educational efforts in relation to drug use, mental health, and overall wellness.		
3.6.1 Continue to explore ways of working with Levittown Community Action Coalition to reduce substance abuse in the district.	9/1/2023	Ongoing
3.6.2 Work with local mental health providers to determine feasibility of creating an onsite mental health support program at Levittown Memorial Education Center.	9/1/2023	6/30/2023
3.6.3 Evaluate effectiveness of changes to the district's LEADD program.	9/1/2023	6/30/2023

Area 4: Long Term Success & Sustainability

Core Objective #4: Continue to maintain fiscally responsible budgets, a well-maintained infrastructure, and improve district ranking on at least one local or national ranking metric.

Strategy #1: Work with all stakeholders to carefully and strategically manage the budget, district facilities, and district public image.

Operational Objectives	Leadership Responsibility
4.1 Review current budget costs to map out a more reliable five-year projection.	District Administration
4.2 Explore ways to reduce district reliance on fund balance and reserves.	District Administration
4.3 Enlighten the community on the successes of the Levittown School District.	District Administration
4.4 Increase the number of teachers who pursue National Board Certification in the Levittown School District.	District Administration
4.5 Work to brainstorm ways to increase visibility of the district.	Board of Education & District Administration
4.6 Expand the number of opportunities for staff members to present publicly on Levittown initiatives at educational conferences.	District Administration
4.7 Increase the status of Levittown Schools on one or more ranking systems locally or nationally.	District Administration
4.8 Develop a plan for addressing critical areas noted on the District's Building Condition Survey while limiting the need for District issued debt.	District Administration
4.9 Enhance operating procedures in the district to ensure long-term efficiency and success.	Board of Education & District Administration

Action Items	Start Date	End Date
4.1 Review current budget costs to map out a more reliable five-year projection.		
4.1.1 Identify areas in the budget that can be reduced over time.	7/1/2023	Ongoing
4.2 Explore ways to reduce district reliance on fund balance and reserves.	7/1/2023	Ongoing
4.3 Educate the community on the successes of the Levittown School District.		
4.3.1 Utilize District Newsletters to highlight the best of the district.	7/1/2023	Ongoing
4.3.2 Streamline the District website in order to showcase the best of the District.	7/1/2024	Ongoing
4.3.3 Create expectations for each school for social media usage.	7/1/2024	6/30/2024
4.3.4 Investigate use of additional signage to promote the programs of the Levittown School District	7/1/2024	6/30/2025
4.3.5 Investigate the use of radio programming to advertise the Levittown School District.	7/1/2023	6/30/2024
4.4 Increase the number of National Board Certified Teachers in the Levittown School District.		
4.4.1 Create a list of current National Board Certified Teachers (NBCTs) in the Levittown School District.	7/1/2023	10/1/2024
4.4.2 Work with Levittown Teacher Center to create a National Board Certification cohort.	10/1/2023	6/30/2024
4.4.3 Work with LUT and BOE to create a funding and incentive mechanism to encourage more teachers to become Board certified.	7/1/2024	6/30/2025
4.4.4 Increase the number of NBCTs by 50%.	9/1/2024	6/30/2025
4.5 Work with District publicity firm to brainstorm ways to increase visibility of the District		
4.5.1 Meet with district publicity firm to discuss options for increasing visibility of the Levittown School District.	9/1/2023	Ongoing
4.5.2 Select one to two ideas from district publicity meeting to implement during the 2023-2024 school year.	9/1/2023	6/30/2024
4.5.3 Evaluate effectiveness of strategies implemented.	7/1/2024	9/1/2025
4.6 Expand the number of opportunities for staff members to present to other schools on Levittown initiatives.		
4.6.1 Determine local, state, and national opportunities for possible presentations.	9/1/2023	6/30/2024
4.6.2 Select at least one local, state, and national opportunity for presentations.	7/1/2024	8/30/2024
4.6.3 Ensure funding is available for presentations to be made.	9/1/2024	5/20/2025
4.7 Increase the ranking of Levittown Schools on one or more ranking systems locally or nationally.		

4.7.1 Review detailed reports from all available ranking systems to determine areas for growth.	9/1/2024	1/30/2025
4.7.2 Utilizing analysis above, create a plan to increase results in one or more identified areas to increase District ranking.	2/1/2025	6/30/2025
4.7.3 Work toward having both middle schools designated as a NYSMSA Essential Elements School to Watch.	9/1/2025	6/30/2026
4.8 Develop a plan for addressing critical areas noted on the District's Building Condition Survey.		
4.8.1 Review the District's Building Condition Survey with the District Architect and Board of Education to develop a prioritized plan for infrastructure improvements utilizing capital reserve funds.	9/1/2023	6/30/2024
4.8.2 Present plan from 4.8.1 to the Board of Education for incorporation into future budgets.	8/30/2024	8/30/2025
4.8.3 Review costs to operate district buildings that are not utilized by the District (Laurel Lane School & Seamans Neck School) to determine if it is fiscally responsible to sell these buildings.	9/1/2024	6/30/2025
4.8.4 Develop a plan for ongoing upkeep and improvements to District athletic facilities, including a review of usage of fields by all groups.	9/1/2024	Ongoing
4.9 Enhance operating procedures in the District to ensure long-term efficiency and success.		
4.9.1 Develop norms for District meetings (Board meeting, Admin Meetings and Building Level meetings)	7/1/2023	6/30/2024
4.9.2 Develop an operating procedure manual for incoming Board of Education members.	7/1/2024	6/30/2025
4.9.3 Create a Board Library and Resource Center for Board of Education Members	7/1/2025	6/30/2026

Appendices

A. Student Demographics: Student Population (K-12) 7310

Category	Number	Percent
Male	3,635	51%
Female	3,467	49%
American Indian/Alaska Native	12	0%
Black or African American	104	1%
Hispanic or Latino	1,546	22%
Asian or Native Hawaiian/Other Pacific Islander	823	12%
Multi-racial	103	1%
White	4,514	64%
English Language Learners	194	3%
Students with Disabilities	859	12%
Economically Disadvantaged	1,415	20%

B. Description of Site:

Levittown Union Free School District is made up of:

14 School Facilities
29 Non Instructional Structures
192 Acres of Grounds
633 Classrooms
1,290,634 square feet of space in buildings

C. . Planning Overview

Planning Team

Task Force Selection Guide

Selection of Task Force (15 members) includes:

- Community representation (1 – social service agency; 1 other, such as faith-based)
- District leadership (2)
- Parent representation (2)
- Business representation (2)
- Student representation (2)
- Teacher and para representation (2+)
- Varied school and department leadership representation including athletics (principal; department head)
- Varied gender, ethnic, racial, religious and economic representation

D. Membership of the Task Force included:

<u>Name</u>	<u>Position/Group</u>
Anthony Allison	MacArthur High School Assistant Principal
Jami Anspach	Lee Road Elementary School Principal
Dieu Cai-Hsiu	Middle School Teacher
Louise Cassano	Community Member
Vinnie Causeman	High School Teacher, Parent
Susan Farber	Director of Pupil Services
Robert Galino	Elementary Teacher
Nina Glenn	Social Worker & Community Member
Samantha Jennings	MacArthur High School Student
Michelle Kelly	Director of Elementary Education
Kevin McDermott	Director of Science
Carrie O'Connor	Parent
Jon Probstein	Business Leader, Community Member
Father Ralph Sommer	Religious Leader
Debbie Rifkin	Asst. Supt. for Human Resources
Jasmeet Sahota	Division Avenue High School Student
Karen Smith	Parent

Lin Testamark

Parent

Todd Winch

Asst. Supt. for Instruction

F. Major Functions and Activities of Planning Team

Board of Education and Superintendent

The Board of Education initiates the Strategic Planning Process and hands it off to the Superintendent's team to engage the community in the process.

1. Dr. Reeves' (from Creative Leadership Solutions) presentation to Board of Education
2. Board of Education discussion of core values.
3. Dr. Scott (from Creative Leadership Solutions) guides Task Force using Board of Education topics and values to create recommendations

Community Members and District Staff

Community members and district staff take the charge from the Board of Education to create a proposed plan to respond to the community needs.

Updates for District Leadership and Board of Education

Board of Education finalizes Strategic Plan with Drs. Scott and Reeves

- Deliberates on next steps including presentation to community
- Final edits
- Board of Education review and presentation to the public
- Presentation to Board of Education for adoption
- The Board of Education reviews the proposed plan and prepares for presentation to the public

Strategic Plan Presented to Community

Once the Strategic Plan has been established – values, vision, goals, objectives, action steps and indicators – then the Task Force must engage in ongoing accountability that connects all of the preceding steps.

2. SWOT (Strengths, Weaknesses, Opportunities, Threats): Internal Analysis and External Analysis (Note: developed during initial committee meetings in 2019)

<p>Strengths</p> <ul style="list-style-type: none"> ● Teamwork is strong helping things run smoothly ● Hard workers, all staff ● Flexibility (Some struggle/resistant to change) ● Communication: District keeps people informed ● Commitment to students, staff by community (food drive) ● Impressive patience of teachers in classroom under challenging conditions ● Many people are not shy about giving their opinions ● Support between admin and staff ● All staff helping with transition back to school, working outside of their normal job description 	<p>Opportunities</p> <ul style="list-style-type: none"> ● SEL Curriculum additions: getting through a second wave (self/family); practice; processing current crises ● Exposure to tech earlier than expected; new apps explored; new methods for reaching students due to mobile demand ● Increased teacher capacity (Google Classroom) ● New ways of student engagement ● Dealing with adversity, the unexpected; becoming more independent ● Finding ways to de-stress, replacement behaviors
<p>Weaknesses</p> <ul style="list-style-type: none"> ● Resistance to change and new things (fear of failure) ● Mindset not always open ● People not knowing/hearing the plan – when will things change? Next steps? ● Caught up in the minutia; need to take perspective; de-stress ● Flexibility 	<p>Threats</p> <ul style="list-style-type: none"> ● What strategies can help mitigate the knowledge gap? ● Extended shut down (stress, tech) ● Long term effects of continuing crises: Financial? Academic? Social emotional? ● Businesses are suffering – financial concerns ● Returning to normalcy; getting back to school ● Abuses at home (child safety, self-medicating) ● Absence of social life (sports, clubs, activities) ● More independence; struggling to focus ● Getting substitutes ● Keeping students engaged with remote learning ● Managing the emotional impact on students (social distance) ● Understanding commonality of struggles for students ● Challenging online learning for Students with Disabilities

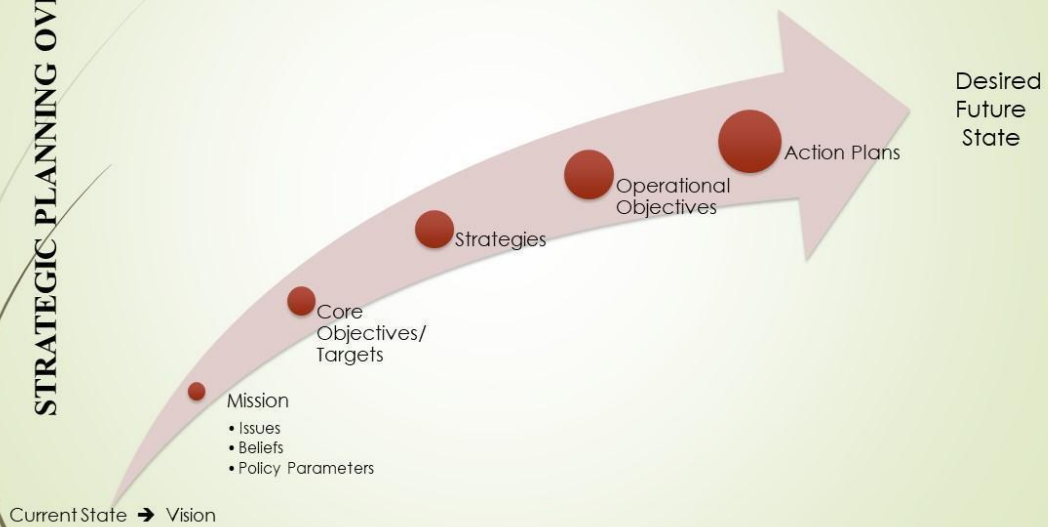
Appendix: Supplemental Materials

LEVITTOWN STRATEGIC PLANNING

Dr. Stacy L. Scott

The Design of The Process

STRATEGIC PLANNING OVERVIEW



Strategic Plan Components



Norms

- Respect
- Tolerance
- Listening (good)
- Confidentiality
- Trust
- Ability to ask questions
- No judgement when differences exist
- Non closure

Problem Review

- Student performance
- Human capital needs
- Behavior management



SWOT ANALYSIS

	Internal/Present	External/Future
Maximizing	Strengths	Opportunities
Overcoming	Weaknesses	Threats/Challenges

SWOT ANALYSIS

Strengths and Weaknesses

- Usually internal and relate to present capacity of the organization

Opportunities and Threats/Challenges

- Often external and related to future positive or negative potential

Internal or External — Future or Present

Strengths and Opportunities

- Levers for success to be maximized

Weaknesses and Threats/Challenges

- Barriers to be overcome

Critical Issues

Emerge from 1) external trends, 2) assessment of the competition, 3) internal analysis, including organizational critique, and 4) beliefs

- ▶ Threaten the organization's **survival** and its mission
- ▶ Can make organization much **better** or much worse
- ▶ Pose the greatest **threats** to mission and beliefs
- ▶ Highlight **vision**, distinctiveness, and market niche
- ▶ Provide the greatest **potential** for accomplishing the mission

Example: Weaknesses

- ▶ Not clearly identifying and engaging all stakeholders.
- ▶ Ineffective, inadequate, inconsistent, or inaccurate communication.
- ▶ Insufficient staffing and inadequate resources to accomplish our mission.
- ▶ Speed of technological change and lack of infrastructure support.
- ▶ Perceived differences among and within schools.



Example: Threats/Challenges To Our Mission

- ▶ Perception that the schools are inflexible, not open to suggestions, and not maximizing resources
- ▶ Competing demands for limited economic, human, family, and community resources.
- ▶ Unpredictable local, state, and federal funding and mandates.
- ▶ Enrollment waves.
- ▶ Perception that innovation is expensive and doesn't add value; over reliance on short-term thinking and solutions.
- ▶ Crowded agenda and competing priorities.



Example: Strengths

- ▶ Utilizing the power of technology in all areas of school functioning.
- ▶ Customizing educational mandates / customizing to meet local needs
- ▶ Maintaining motivated students, parents, and staff.
- ▶ Building a sense of community.
- ▶ Maintaining and advocating for long-term vision.



Example: Opportunities for Attaining Our Mission

- ▶ Improving reciprocal communication and collaboration with parents and the community for mutual support.
- ▶ Harnessing the interests, resources and talents of community and business groups to address limited resources and increasing enrollment.
- ▶ Recognizing and responding to emerging trends.
- ▶ Utilizing schools as a resource for the entire community.
- ▶ Attracting, retaining, and developing highly qualified staff.
- ▶ Prioritizing to sharpen focus in response to continuous limited resources.



	Internal/Present	External/Future
Maximizing	Strengths	Opportunities
Overcoming	Weaknesses	Threats/Challenges



DESIGNING A VISION

- ▀ DESCRIBE THE VISION OF THE FUTURE



Operational Objectives

- ▀ Operational Objectives are the areas of strategy that will be dealt with through the plan.
- ▀ The strategy is broken down into its component parts, each to be operationalized through various action steps



TARGETTED OUTCOMES

- Organization-wide and mission-centered
- Usually no more than three to four because of problems with concentration of effort.
- Not just dream or hope.
- True objectives create risks and impose accountability.
- Based on outcomes, not means.
- Must be achievable/possible.
- Not projections
- Grounded in Beliefs



Next Session

Session FOUR

- OPERATIONAL OBJECTIVES
- ACTION PLANNING

=Z