

One LCPS | 2027 Strategic Plan for Excellence

Goals, Aligned Actions, and Metrics


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Key terms for shared understanding: Having a common set of language is vital to building shared knowledge and trust. This section of the metrics document is designed to align understanding for select terms of primary importance in achieving the LCPS goals. The key terms below are intended to clarify concepts in the metrics matrix and do not replace the key terms and LCPS definitions in the *One LCPS Strategic Plan for Excellence* document.

- **Aligned Action:** Primary strategic initiatives to enable realization of our goals.¹
- **Baseline:** A set of measures taken prior to implementation of a program or action. These data are used as a comparison to data acquired after implementation.⁴
- **Chronic absenteeism:** According to the Virginia Department of Education, chronically absent students are defined as those who are absent 10% or more of their enrolled school days.³
- **Conditional Growth Percentile (CGP):** A student's percentile rank for growth. A student who demonstrates growth equivalent to that of similar peers will have a CGP of 50.⁵
- **Data points:** The total number of measures and results that will be presented to the School Board during the monthly Strategic Plan updates.
- **Goal:** This is the most important priority identified in the *One LCPS Strategic Plan for Excellence*. The Strategic Plan contains four goals: Empowered Students, Exemplary Staff, Enriched Division, and Engaged Community.¹
- **Least Restrictive Environment:** Students who receive special education services should be in the same classrooms as nondisabled students as much as possible. This may look different for each child because students are unique and educational programming is individualized.²
- **Metric:** Tangible measures to assess progress toward goals.¹
- **Net Promoter Score:** A proven metric used in customer experience programs. It has been used in some school districts as a proxy for public confidence and trust. The NPS can help division leaders establish a baseline and measure changes in public confidence and trust. This practice can inform actions the division may need to take to establish and maintain a positive relationship with parents, employees, students and community members.⁶
- **Target:** Ambitious and feasible yearly goals.¹
- **Tiered intervention:** Supplemental evidence-based support and instruction matched to students' needs that includes ongoing progress monitoring to assess students' progress and the effectiveness of support. At Tier 2, "targeted" interventions are often delivered in small groups. At Tier 3, "intensive" interventions are individualized for students with increasing frequency, intensity, and/or duration.⁷

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Goal One Targets

Goal	Aligned Action	Metric	Baseline	2023 Target	2024 Target	2025 Target	2026 Target	2027 Target
 <p>Goal 1- EMPOWERED STUDENTS: Prepare students to be knowledgeable critical thinkers, communicators, collaborators, creators, and contributors.</p>	<p>1.1 Enable Core Academic Excellence by providing rigorous instruction for all students.</p>	<p>a. Increase the percentage of students scoring proficient on the Standards of Learning (SOL) assessments.</p>	<p>2021-2022 data: Reading: 81% Writing: 81% Social Science: 81% Math: 74% Science: 75%</p> <p>Reading: ES: 77% MS: 79% HS: 90%</p> <p>Writing MS: 73% HS: 88%</p> <p>Social Science ES: 80% MS: 82% HS: 79%</p> <p>Math ES: 75% MS: 70% HS: 76%</p> <p>Science ES: 70% MS: 72% HS: 77%</p>	<p>Reading: ES: 78% MS: 80% HS: 91%</p> <p>Writing MS: 74% HS: 89%</p> <p>Social Science ES: 82% MS: 83% HS: 80%</p> <p>Math ES: 77% MS: 72% HS: 77%</p> <p>Science ES: 73% MS: 73% HS: 87%</p>	<p>Reading: ES: 80% MS: 81% HS: 92%</p> <p>Writing MS: 75% HS: 90%</p> <p>Social Science ES: 84% MS: 84% HS: 81%</p> <p>Math ES: 79% MS: 74% HS: 79%</p> <p>Science ES: 76% MS: 74% HS: 80%</p>	<p>Reading: ES: 83% MS: 82% HS: 93%</p> <p>Writing MS: 77% HS: 91%</p> <p>Social Science ES: 86% MS: 85% HS: 83%</p> <p>Math ES: 82% MS: 76% HS: 81%</p> <p>Science ES: 79% MS: 76% HS: 82%</p>	<p>Reading: ES: 86% MS: 84% HS: 94%</p> <p>Writing MS: 79% HS: 93%</p> <p>Social Science ES: 88% MS: 86% HS: 85%</p> <p>Math ES: 85% MS: 78% HS: 83%</p> <p>Science ES: 82% MS: 78% HS: 84%</p>	<p>Reading: ES: 89% MS: 86% HS: 96%</p> <p>Writing MS: 81% HS: 95%</p> <p>Social Science ES: 90% MS: 88% HS: 87%</p> <p>Math ES: 88% MS: 80% HS: 85%</p> <p>Science ES: 86% MS: 80% HS: 86%</p> <p><small>*Targets set based on an average of the top third of schools in each subject</small></p>
		<p>b. Increase the conditional growth percentile on the Measure of Academic Progress (MAP) assessments.</p>	<p>Fall 2022: Average Reading Achievement Percentile: 62 Average Math Achievement Percentile: 59</p> <p>Fall-Spring 2021-2022 Reading CGP: Tier 1: 48 Tier 2: 57 Tier 3: 57 Math CGP: Tier 1: 53</p>	<p>Reading CGP: Tier 1: 50 Tier 2: 55 Tier 3: 60</p> <p>Math CGP: Tier 1: 50 Tier 2: 55 Tier 3: 60</p>	<p>Reading CGP: Tier 1: 50 Tier 2: 55 Tier 3: 60</p> <p>Math CGP: Tier 1: 50 Tier 2: 55 Tier 3: 60</p>	<p>Reading CGP: Tier 1: 50 Tier 2: 55 Tier 3: 60</p> <p>Math CGP: Tier 1: 50 Tier 2: 55 Tier 3: 60</p>	<p>Reading CGP: Tier 1: 50 Tier 2: 55 Tier 3: 60</p> <p>Math CGP: Tier 1: 50 Tier 2: 55 Tier 3: 60</p> <p><small>*Targets set based on a normed measurement</small></p>	


			Tier 2: 55 Tier 3: 58					
		c. Increase the percentage of students who meet the grade-level benchmarks in the fall and spring administration of the Phonological Awareness Literacy Screening (PALS).	Fall 2021: 78% Spring 2022: 8% Total by end of 2022 school year: 86% (data includes students in kindergarten, 1st grade, and 2nd grade)	Fall: 80% Spring: 86%	Fall: 82% Spring: 87%	Fall: 84% Spring: 88%	Fall: 86% Spring: 89%	Fall: 89% Spring: 90% *Targets set based on the average of the top third of ES.
		d. Maintain a 97% overall graduation rate and obtain a 95% graduation rate for all subgroups.	2021-2022 data: Overall graduation rate: 97% Hispanic: 90% Economically Disadvantaged: 91% EL: 81% McKinney Vento Eligible: 76% <i>*all other subgroups are already at or above 95% during the 2021-2022 school year</i>	Overall: 97% Hispanic: 91% Economically Disadvantaged: 92% EL: 83% McKinney Vento Eligible: 79%	Overall: 97% Hispanic: 92% Economically Disadvantaged: 93% EL: 83% McKinney Vento Eligible: 83%	Overall: 97% Hispanic: 93% Economically Disadvantaged: 94% EL: 87% McKinney Vento Eligible: 87%	Overall: 97% Hispanic: 94% Economically Disadvantaged: 95% EL: 91% McKinney Vento Eligible: 91%	Overall: 97% Hispanic: 95% Economically Disadvantaged: 95% EL: 95% McKinney Vento Eligible: 95% *Target is set in the metric
		e. Decrease the percentage of chronic absenteeism.	2021-2022 data: Overall: 13%	Overall: 12.5%	Overall: 12%	Overall: 11.5%	Overall: 11%	Overall: 10.5% *Target set to be feasible and ambitious
1.2 Expand opportunities for Multiple, Accessible Pathways to Success through diverse programming.		a. Increase the percentage of students enrolled in advanced opportunities (eg: International Baccalaureate, Dual Enrollment, Honors, Advanced Placement).	2021-2022 data: HS: Honors: 61%; Advanced Placement: 43%; Dual Enrollment: 24%; International Baccalaureate data is not available at this time as we currently do not have this program MS: Taking a High School Course: 54%	Honors: 62% AP: 44% DE: 25% MS Taking an HS Course: 54%	Honors: 63% AP: 45% DE: 26% MS Taking an HS Course: 55%	Honors: 64% AP: 47% DE: 27% MS Taking an HS Course: 56%	Honors: 66% AP: 49% DE: 28% MS Taking an HS Course: 57%	Honors: 68% AP: 51% DE: 29% MS Taking an HS Course: 58% * Targets are set by calculating the participation average of the top third of HS/MS.
		b. Increase the percentage of students participating in targeted supports to prepare students to access specialized programming [eg. Propel/Level Up, Computer Science (CS) Pipeline, Summer Math Discovery, Empowering Diversity in Gifted	2021-2022 data: PROPEL: 27% LEVEL UP: 14% CS Pipeline: 54% elementary students, 47% middle students Summer Math Discovery: 3% EDGE: 6% CAMPUS: 6%	PROPEL: 33% LEVEL UP: 15% CS Pipeline: 55% elementary students, 48% middle students Summer Math Discovery: 3% EDGE: Baseline year	PROPEL: 39% LEVEL UP: 16% CS Pipeline: 57% elementary students, 50% middle students Summer Math Discovery: 3%	PROPEL: 45% LEVEL UP: 18% CS Pipeline: 59% elementary students, 52% middle students Summer Math Discovery: 3%	PROPEL: 51% LEVEL UP: 20% CS Pipeline: 61% elementary students, 54% middle students Summer Math Discovery: 4%	PROPEL: 57% LEVEL UP: 22% CS Pipeline: 63% elementary students, 56% middle students Summer Math Discovery: 5%

		Education (EDGE), College Achievement and Multicultural Program for Unique Students (CAMPUS), etc.].		CAMPUS: Baseline year	EDGE: Target will be set once baseline data is available CAMPUS: Target will be set once baseline data is available	EDGE: Target will be set once baseline data is available CAMPUS: Target will be set once baseline data is available	EDGE: Target will be set once baseline data is available CAMPUS: Target will be set once baseline data is available	EDGE: Target will be set once baseline data is available CAMPUS: Target will be set once baseline data is available *Targets set based on program capacity
		c. Increase the percentage of students who graduate with post-secondary credit or certified credentials.	2021-2022 data: Post-secondary credit or certified credential: 86%	87%	88%	89%	91%	93% *Target set based on average of top 5 HS's
		d. Increase the percentage of Students with Disabilities participating in school based transition experiences.	2021-2022 data: <ul style="list-style-type: none"> Community and School Together (CAST): 7 sites, 43 student participants (36% participants) Project SEARCH: 1 site, 6 student participants (5% participants) Community Independence Instruction (CII): 19 schools, 229 student participants, 1255 trips to the community, 68 community locations accessed (2.5% participants) 	CAST: 41% Project SEARCH: 10% CII: 8%	CAST: 46% Project SEARCH: 15% CII: 13%	CAST: 51% Project SEARCH: 20% CII: 18%	CAST: 56% Project SEARCH: 25% CII: 23%	CAST: 61% Project SEARCH: 30% CII: 28% *Target set to be feasible and ambitious
1.3 Prioritize Care for Students by ensuring a safe and affirming learning environment for all.		a. Increase the percentage of positive responses to questions about school climate on the Annual Student Stakeholder Survey.	2021-2022 data: Elementary: 86% Secondary: 84%	Elementary: 86% Secondary: 85%	Elementary: 87% Secondary: 86%	Elementary: 88% Secondary: 87%	Elementary: 89% Secondary: 88%	Elementary: 90% Secondary: 90% *90% target for high fidelity implementation based on Success for All
		b. Decrease the percentage of students receiving office discipline referrals (ODR), in school (ISS) and out of school suspensions (OSS).	2021-2022 data: ODR: 7.45% ISS: 2.5% OSS: 0.76%	ODR-Decrease to 7% with all students groups being below 10% ISS-Decrease to 2.4% OSS-Decrease all subgroups to below 1.5%	ODR-Decrease to 7% with all students groups being below 10% ISS-Decrease to 2.4% OSS-Decrease all subgroups to below 1.5%	ODR-Decrease to 7% with all students groups being below 10% ISS-Decrease to 2.4% OSS-Decrease all subgroups to below 1.5%	ODR-Decrease to 7% with all students groups being below 10% ISS-Decrease to 2.4% OSS-Decrease all subgroups to below 1.5%	ODR-Decrease to 7% with all students groups being below 10% ISS-Decrease to 2.4% OSS-Decrease all subgroups to below 1.5% *Target set to be feasible and ambitious

		<p>c. Increase and maintain the percentage of students participating in social emotional learning lessons and prevention education opportunities (e.g. Signs of Suicide, Substance Use).</p>	<p>2021-2022 data:</p> <ul style="list-style-type: none"> Social emotional learning instruction: 100% of elementary and 80% of middle school Signs of Suicide, Bullying Prevention, Substance Use Prevention and/or Mental Health Tier 1 presentations or lessons: 84% of all secondary students 	<p>SEL: 100% ES, 76% MS</p> <p>MH Tier 1: 82% of all secondary students</p>	<p>SEL: 100% ES, 100% MS, Exploration of High School SEL curriculum</p> <p>MH Tier 1: 85% of all secondary students</p>	<p>SEL: 100% ES, 100% MS, 33% HS</p> <p>MH Tier 1: 90%</p>	<p>SEL: 100% ES, 100% MS, 66% HS</p> <p>MH Tier 1: 100%</p>	<p>SEL: 100% ES, 100% MS, 100% HS</p> <p>MH Tier 1: 100%</p> <p>*Targets set based on program capability</p>
		<p>d. Percentage of students with disabilities placed in the Least Restrictive Environment as measured by indicator 5 on the Individuals with Disabilities Education Act (IDEA) State Performance Plan.</p>	<p>2021-2022 data:</p> <p>89% (Students included in regular classroom 80% or more of the day)</p> <p>2% (Students included in regular classroom less than 40% of the day)</p> <p>1% (Students served in separate public or private school, residential, home-based, or hospital facility)</p>	<p>89% (Students included in regular classroom 80% or more of the day)</p> <p>2% (Students included in regular classroom less than 40% of the day)</p> <p>1% (Students served in separate public or private school, residential, home-based, or hospital facility)</p>	<p>89% (Students included in regular classroom 80% or more of the day)</p> <p>2% (Students included in regular classroom less than 40% of the day)</p> <p>1% (Students served in separate public or private school, residential, home-based, or hospital facility)</p>	<p>89% (Students included in regular classroom 80% or more of the day)</p> <p>2% (Students included in regular classroom less than 40% of the day)</p> <p>1% (Students served in separate public or private school, residential, home-based, or hospital facility)</p>	<p>89% (Students included in regular classroom 80% or more of the day)</p> <p>2% (Students included in regular classroom less than 40% of the day)</p> <p>1% (Students served in separate public or private school, residential, home-based, or hospital facility)</p>	<p>89% (Students included in regular classroom 80% or more of the day)</p> <p>2% (Students included in regular classroom less than 40% of the day)</p> <p>1% (Students served in separate public or private school, residential, home-based, or hospital facility)</p>
		<p>e. Ensure all students identified in need of intervention are receiving the necessary support as determined by the percentage of students who receive tiered intervention to address their academic, behavior, social-emotional/mental health needs.</p>	<p>Baseline year (No systemic data has been collected prior to the 2022-2023 school year.)</p>	<p>Target will be set once baseline data is available.</p>	<p>Target will be set once baseline data is available.</p>	<p>Target will be set once baseline data is available.</p>	<p>Target will be set once baseline data is available.</p>	<p>Target will be set once baseline data is available.</p>
		<p>f. Increase meal participation rates.</p>	<p>2018-2019: meal participation rate: 35%</p>	<p>40%</p>	<p>43%</p>	<p>47%</p>	<p>51%</p>	<p>55%</p> <p>*Target set based on program capability</p>
	<p>1.4 Create regular opportunities to amplify Student Voice through both listening and action.</p>	<p>a. Increase the percentage of positive responses to questions about student voice and choice on the Annual Student Stakeholder Survey.</p>	<p>2021-2022 data:</p> <p>Elementary: 79%</p> <p>Secondary: 81%</p>	<p>Elementary: 81%</p> <p>Secondary: 82%</p>	<p>Elementary: 83%</p> <p>Secondary: 84%</p>	<p>Elementary: 85%</p> <p>Secondary: 86%</p>	<p>Elementary: 87%</p> <p>Secondary: 88%</p>	<p>Elementary: 90%</p> <p>Secondary: 90%</p> <p>*Target set at 90% (high fidelity implementation)</p>

		b. Increase the percentage of students participating in activities as evidenced in the Phoenix/SIS student groups module.	Baseline year (we will be establishing the initial collection of this information or data this year as it has not been captured previously)	Target will be set once baseline data is available.	Target will be set once baseline data is available.	Target will be set once baseline data is available.	Target will be set once baseline data is available.	Target will be set once baseline data is available.
		c. Increase the number of clubs and activities created based on student interest and feedback.	Baseline year (we will be establishing the initial collection of this information or data this year as it has not been captured previously)	Target will be set once baseline data is available.	Target will be set once baseline data is available.	Target will be set once baseline data is available.	Target will be set once baseline data is available.	Target will be set once baseline data is available.
		d. Ensure all schools have principal-led student focus groups.	Baseline year (we will be establishing the initial collection of this information or data this year as it has not been captured previously)	100%	100%	100%	100%	100% *Target set based on division expectation


Goal Two Targets

Goal	Aligned Action	Metric	Baseline	2023 Target	2024 Target	2025 Target	2026 Target	2027 Target
 <p>Goal 2- EXEMPLARY STAFF: Cultivate high-performing teams of professionals committed to realizing our mission and goals.</p>	2.1 Offer high-quality Ongoing Growth and Development available to all staff.	a. Increase the percentage of positive responses to questions about professional development on the Annual Staff Stakeholder Survey.	2021-2022 data: 86%	86%	87%	88%	89%	90% *90% target for high fidelity implementation
		b. Increase the percentage of teachers who have obtained advanced degrees or credentials (ie. Masters +).	Data as of 10/6/22: 70.83%	71%	71%	72%	72.5%	73% *Target set to be feasible and ambitious
		c. Increase the percentage of positive responses about professional learning opportunities and experiences.	Baseline year (we will add questions on a survey to measure progress on this metric)-- this is an update as of 12/7/22	Target will be set once baseline data is available.	Target will be set once baseline data is available.	Target will be set once baseline data is available.	Target will be set once baseline data is available.	Target will be set once baseline data is available.
		d. Increase the percentage of internal employees offered and accepting positions.	Baseline year (we will be establishing the initial collection of this information or data this year as it has not been captured previously)	Target will be set once baseline data is available.	Target will be set once baseline data is available.	Target will be set once baseline data is available.	Target will be set once baseline data is available.	Target will be set once baseline data is available.
	2.2 Develop dedicated resources to	a. Increase the percentage of positive responses to questions about staff	2021-2022 data: 88%	89%	90%	91%	93%	95% *Target set to be feasible and ambitious

	improve Professional Collaboration across schools and the division.	collegiality on the Annual Staff Stakeholder Survey.							
		b. Increase the percentage of teachers who have Collaborative Learning Team (CLT) time built into their schedule.	Baseline year (this is the first year all levels are receiving targeted professional learning around CLT's)	Target will be set once baseline data is available.	Target will be set once baseline data is available.	Target will be set once baseline data is available.	Target will be set once baseline data is available.	Target will be set once baseline data is available.	Target will be set once baseline data is available.
		c. Increase the percentage of positive responses from staff members on survey items about alignment with division initiatives.	2021-2022 data: 96%	96%	97%	98%	99%	99% *Target set to be feasible and ambitious	
	2.3 Serve as an Employer of Choice committed to recruiting, developing, and supporting top diverse talent.	a. Increase the percentage of filled vacancies for all positions by the end of the recruitment season (October 1-September 30).	9/30/2022 data for licensed vacancies: 99%. Baseline year for other positions (we will be establishing the initial collection of this information or data this year as it has not been captured previously)	Licensed vacancies: 99% Other positions: Target will be set once baseline data is available.	Licensed vacancies: 99% Other positions: Target will be set once baseline data is available.	Licensed vacancies: 99% Other positions: Target will be set once baseline data is available.	Licensed vacancies: 99% Other positions: Target will be set once baseline data is available.	Licensed vacancies: 99% Other positions: Target will be set once baseline data is available.	
		b. Decrease the average time needed to fill positions.	Baseline year (we will be establishing the initial collection of this information or data this year as it has not been captured previously)	Target will be set once baseline data is available.	Target will be set once baseline data is available.	Target will be set once baseline data is available.	Target will be set once baseline data is available.	Target will be set once baseline data is available.	
		c. Increase the Net Promoter Score (NPS).	Baseline year (this is a new tool LCPS will be using, therefore, previous data for this does not exist)	Target will be set once baseline data is available.	Target will be set once baseline data is available.	Target will be set once baseline data is available.	Target will be set once baseline data is available.	Target will be set once baseline data is available.	
		d. Decrease the percentage of resignations due to employment with competing agencies.	2021-2022 data: 13%	12%	10%	<10%	<10%	<10%	
		e. Increase the offer acceptance rate.	Baseline year (we will be establishing the initial collection of this information or data this year as it has not been captured previously)	Target will be set once baseline data is available.	Target will be set once baseline data is available.	Target will be set once baseline data is available.	Target will be set once baseline data is available.	Target will be set once baseline data is available.	
		f. Maintain the ranking of total compensation compared to competitors.	Data as of October 18, 2022: Teacher scale: 1st in Step 1: Bachelor's 1st in Step 1: Masters	Teacher scale: 1st in Step 1: Bachelor's 1st in Step 1: Masters	Teacher scale: 1st in Step 1: Bachelor's 1st in Step 1: Masters 4th in Middle: Masters	Teacher scale: 1st in Step 1: Bachelor's 1st in Step 1: Masters 4th in Middle: Masters	Teacher scale: 1st in Step 1: Bachelor's 1st in Step 1: Masters 4th in Middle: Masters	Teacher scale: 1st in Step 1: Bachelor's 1st in Step 1: Masters 4th in Middle: Masters	Teacher scale: 1st in Step 1: Bachelor's 1st in Step 1: Masters

			4th is Middle: Masters 6th in Max: Masters 1st in Compensation Baseline year for the Universal and Auxiliary scales (LCPS moved to a Universal Scale in March, 2022. Comparisons for these scales have not been captured previously.)	4th is Middle: Masters 6th in Max: Masters 1st in Compensation Baseline year for the Universal and Auxiliary scales: Target will be set once baseline data is available.	6th in Max: Masters 1st in Compensation Baseline year for the Universal and Auxiliary scales: Target will be set once baseline data is available.	6th in Max: Masters 1st in Compensation Baseline year for the Universal and Auxiliary scales: Target will be set once baseline data is available.	6th in Max: Masters 1st in Compensation Baseline year for the Universal and Auxiliary scales: Target will be set once baseline data is available.	4th in Middle: Masters 6th in Max: Masters 1st in Compensation Baseline year for the Universal and Auxiliary scales: Target will be set once baseline data is available.
		g. Increase the percentage of utilization of employee support programs.	2021-2022 data: average usage of Employee Assistance Program (EAP): 4.5%	5%	5.5%	6%	≥6%	≥6%

Goal Three Targets


Goal	Aligned Action	Metric	Baseline	2023 Target	2024 Target	2025 Target	2026 Target	2027 Target	
 <p>Goal 3-ENRICHED DIVISION: Maintain an inclusive, safe, caring, and rigorous learning environment as the foundation for student growth.</p>	3.1 Define and promote an Aligned Culture across the division where all students feel they belong.	a. Maintain the percentage of positive responses to questions about belonging on the Annual Family Stakeholder Survey.	2021-2022 data: 94%	94%	94%	94%	94%	94% *Metric is to maintain	
		b. Establish and implement alignment of services to students and families through the Office of the Auditor General.	Baseline year (we will be establishing the initial collection of this information or data this year as it has not been captured previously due to this position being new)	Target will be set once baseline data is available.	Target will be set once baseline data is available.	Target will be set once baseline data is available.	Target will be set once baseline data is available.	Target will be set once baseline data is available.	
	3.2 Standardize Straightforward Communication practices to improve data sharing and strengthen trust.	a. Maintain the percentage of positive responses to questions about communication on the Annual Family and Staff Stakeholder Surveys.	2021-2022 data: Family: 86% Staff: 97%	Family: 86% Staff: 97%	Family: 86% Staff: 97%	Family: 86% Staff: 97%	Family: 86% Staff: 97%	Family: 86% Staff: 97%	Family: 86% Staff: 97% *Metric is to maintain
		b. Maintain the usage metrics from engagement tools (eg. StudentVUE, ParentVUE, Remind, Website).	2021-2022 data: StudentVUE <ul style="list-style-type: none"> 60% of students in PK-5 accessed StudentVUE 99% of students in 6-12 accessed StudentVUE ParentVUE	StudentVUE <ul style="list-style-type: none"> 60% of students in PK-5 accessed StudentVUE 99% of students in 6-12 accessed StudentVUE ParentVUE	StudentVUE <ul style="list-style-type: none"> 60% of students in PK-5 accessed StudentVUE 99% of students in 6-12 accessed StudentVUE ParentVUE	StudentVUE <ul style="list-style-type: none"> 60% of students in PK-5 accessed StudentVUE 99% of students in 6-12 accessed StudentVUE ParentVUE	StudentVUE <ul style="list-style-type: none"> 60% of students in PK-5 accessed StudentVUE 99% of students in 6-12 accessed StudentVUE ParentVUE	StudentVUE <ul style="list-style-type: none"> 60% of students in PK-5 accessed StudentVUE 99% of students in 6-12 accessed StudentVUE ParentVUE	StudentVUE <ul style="list-style-type: none"> 60% of students in PK-5 accessed StudentVUE 99% of students in 6-12 accessed StudentVUE ParentVUE

			<ul style="list-style-type: none"> 75% of parent/guardians had an active ParentVUE account 83% of active parents logged in during the 2021-2022 school year 99% of students had at least one parent/guardian with an active ParentVUE account <p>Schoology 116,726 users active:</p> <ul style="list-style-type: none"> Students - 83,065 Teachers - 12,997 Parents - 19,681 School Admins - 552 Others - 431 <p>Website</p> <ul style="list-style-type: none"> Unique visitors totaling 3.8M Website sessions totaling 10.7M The average time on a page was 1:22 <p>Remind August 2021 through June 2022 there were 18,966,907 messages delivered</p>	<ul style="list-style-type: none"> 75% of parent/guardians had an active ParentVUE account 83% of active parents logged in during the 2021-2022 school year 99% of students had at least one parent/guardian with an active ParentVUE account <p>Schoology 116,726 users active:</p> <ul style="list-style-type: none"> Students - 83,065 Teachers - 12,997 Parents - 19,681 School Admins - 552 Others - 431 <p>Website</p> <ul style="list-style-type: none"> Unique visitors totaling 3.8M Website sessions totaling 10.7M The average time on a page was 1:22 <p>Remind 18,966,907 messages</p>	<ul style="list-style-type: none"> 75% of parent/guardians had an active ParentVUE account 83% of active parents logged in during the 2021-2022 school year 99% of students had at least one parent/guardian with an active ParentVUE account <p>Schoology 116,726 users active:</p> <ul style="list-style-type: none"> Students - 83,065 Teachers - 12,997 Parents - 19,681 School Admins - 552 Others - 431 <p>Website</p> <ul style="list-style-type: none"> Unique visitors totaling 3.8M Website sessions totaling 10.7M The average time on a page was 1:22 <p>Remind 18,966,907 messages</p>	<ul style="list-style-type: none"> 75% of parent/guardians had an active ParentVUE account 83% of active parents logged in during the 2021-2022 school year 99% of students had at least one parent/guardian with an active ParentVUE account <p>Schoology 116,726 users active:</p> <ul style="list-style-type: none"> Students - 83,065 Teachers - 12,997 Parents - 19,681 School Admins - 552 Others - 431 <p>Website</p> <ul style="list-style-type: none"> Unique visitors totaling 3.8M Website sessions totaling 10.7M The average time on a page was 1:22 <p>Remind 18,966,907 messages</p>	<ul style="list-style-type: none"> 75% of parent/guardians had an active ParentVUE account 83% of active parents logged in during the 2021-2022 school year 99% of students had at least one parent/guardian with an active ParentVUE account <p>Schoology 116,726 users active:</p> <ul style="list-style-type: none"> Students - 83,065 Teachers - 12,997 Parents - 19,681 School Admins - 552 Others - 431 <p>Website</p> <ul style="list-style-type: none"> Unique visitors totaling 3.8M Website sessions totaling 10.7M The average time on a page was 1:22 <p>Remind 18,966,907 messages</p>	<ul style="list-style-type: none"> 75% of parent/guardians had an active ParentVUE account 83% of active parents logged in during the 2021-2022 school year 99% of students had at least one parent/guardian with an active ParentVUE account <p>Schoology 116,726 users active:</p> <ul style="list-style-type: none"> Students - 83,065 Teachers - 12,997 Parents - 19,681 School Admins - 552 Others - 431 <p>Website</p> <ul style="list-style-type: none"> Unique visitors totaling 3.8M Website sessions totaling 10.7M The average time on a page was 1:22 <p>Remind 18,966,907 messages</p> <p>*Metric is to maintain</p>
3.3 Create Safe, Productive Learning Environments designed to support high quality instruction for all.	a. Increase the percentage of positive responses to questions about facilities, classrooms, health and safety on the Annual Family and Staff Stakeholder Surveys.	2021-2022 data: Family: 97% Staff: 90% Elementary: 90% Secondary: 87%	Family: 97% Staff: 90.25% Elementary: 90.25% Secondary: 87.25%	Family: 97% Staff: 90.5% Elementary: 90.5% Secondary: 87.5%	Family: 97% Staff: 90.75% Elementary: 90.75% Secondary: 87.75%	Family: 97% Staff: 91% Elementary: 91% Secondary: 88%	Family: 97% Staff: 91.25% Elementary: 91.25% Secondary: 88.25% *Target set is ambitious and feasible	

		<p>b. Establish a rubric for safe/productive learning environments (building systems, spaces, furniture, fixtures, and equipment (FFE), technology).</p>	<p>2022 data: Critical Building Systems Within Life Cycle: 94% Technology Within Life Cycle: 90% Schools with LED Lighting in Classrooms: 26% Building Infrastructure Within Life Cycle: 86% Athletic Infrastructure Within Life Cycle: 93% Corrective Maintenance Work Orders Completed Within 90 Days: Baseline Year (has not been captured previously)</p>	<p>Critical Building Systems Within Life Cycle: 98% Technology Within Life Cycle: 91% Schools with LED Lighting in Classrooms: 35% Building Infrastructure Within Life Cycle: 86% Athletic Infrastructure Within Life Cycle: 92% Corrective Maintenance Work Orders Completed Within 90 Days: To be set in once baseline information is available</p>	<p>Critical Building Systems Within Life Cycle: 96% Technology Within Life Cycle: 93% Schools with LED Lighting in Classrooms: 39% Building Infrastructure Within Life Cycle: 87% Athletic Infrastructure Within Life Cycle: 92% Corrective Maintenance Work Orders Completed Within 90 Days: To be set once baseline information is available</p>	<p>Critical Building Systems Within Life Cycle: 96% Technology Within Life Cycle: 95% Schools with LED Lighting in Classrooms: 39% Building Infrastructure Within Life Cycle: 87% Athletic Infrastructure Within Life Cycle: 92% Corrective Maintenance Work Orders Completed Within 90 Days: To be set once baseline information is available</p>	<p>Critical Building Systems Within Life Cycle: 96% Technology Within Life Cycle: 96% Schools with LED Lighting in Classrooms: 40% Building Infrastructure Within Life Cycle: 85% Athletic Infrastructure Within Life Cycle: 91% Corrective Maintenance Work Orders Completed Within 90 Days: To be set once baseline information is available</p>	<p>Critical Building Systems Within Life Cycle: 96% Technology Within Life Cycle: 98% Schools with LED Lighting in Classrooms: 40% Building Infrastructure Within Life Cycle: 83% Athletic Infrastructure Within Life Cycle: 91% Corrective Maintenance Work Orders Completed Within 90 Days: To be set once baseline information is available *Target set is ambitious and feasible</p>
		<p>c. Increase energy efficiency</p>	<p>2022 data: Average EUI for All Schools: 56 Eligible Schools with Solar Array: 10</p>	<p>Average EUI for All Schools: 49 Eligible Schools with Solar Array: 14</p>	<p>Average EUI for All Schools: 48 Eligible Schools with Solar Array: 18</p>	<p>Average EUI for All Schools: 47 Eligible Schools with Solar Array: 19</p>	<p>Average EUI for All Schools: 46 Eligible Schools with Solar Array: 20</p>	<p>Average EUI for All Schools: 46 Eligible Schools with Solar Array: 20 Average EUI for All Schools: 46 Eligible Schools with Solar Array: 20 *Target set is ambitious and feasible</p>
		<p>d. Maintain the percentage of safe schools based on safe schools walk through rubric (The Virginia Department of Criminal Justice Services Survey).</p>	<p>2022 data: Second Generation Camera Systems: 51% Intrusion Detection: 100% Secure Vestibule: 47% Classroom Lockdown Shades: 21% Exterior Door/Window Security Glazing: 22% ERP Updated Past 12 Months: 100% SSO: 37% SRO (MS/HS): 100% Unified Mental Health Teams (ES/MS/HS): 100% Unified Communications System: 11%</p>	<p>Second Generation Camera Systems: 89% Intrusion Detection: 100% Secure Vestibule: 82% Classroom Lockdown Shades: 100% Exterior Door/Window Security Glazing: 82% ERP Updated Past 12 Months: 100% SSO: 37% SRO (MS/HS): 100% Unified Mental Health Teams (ES/MS/HS): 100% Unified Communications System: 55%</p>	<p>Second Generation Camera Systems: 100% Intrusion Detection: 100% Secure Vestibule: 98% Classroom Lockdown Shades: 100% Exterior Door/Window Security Glazing: 98% ERP Updated Past 12 Months: 100% SSO: 42% SRO (MS/HS): 100% Unified Mental Health Teams (ES/MS/HS): 100% Unified Communications System: 58%</p>	<p>Second Generation Camera Systems: 100% Intrusion Detection: 100% Secure Vestibule: 100% Classroom Lockdown Shades: 100% Exterior Door/Window Security Glazing: 100% ERP Updated Past 12 Months: 100% SSO: 48% SRO (MS/HS): 100% Unified Mental Health Teams (ES/MS/HS): 100% Unified Communications System: 60%</p>	<p>Second Generation Camera Systems: 100% Intrusion Detection: 100% Secure Vestibule: 100% Classroom Lockdown Shades: 100% Exterior Door/Window Security Glazing: 100% ERP Updated Past 12 Months: 100% SSO: 54% SRO (MS/HS): 100% Unified Mental Health Teams (ES/MS/HS): 100% Unified Communications System: 63%</p>	<p>Second Generation Camera Systems: XX% Intrusion Detection: XX% Secure Vestibule: 100% Classroom Lockdown Shades: 100% Exterior Door/Window Security Glazing: 100% ERP Updated Past 12 Months: 100% SSO: 62% SRO (MS/HS): 100% Unified Mental Health Teams (ES/MS/HS): 100% Unified Communications System: 65% *Target set is ambitious and feasible</p>

		e. Ensure on time transportation performance above 90%.	2022 data: AM On-Time Performance: 99% PM On-Time Performance: 88%	AM On-Time Performance: 99% PM On-Time Performance: 91%	AM On-Time Performance: 99% PM On-Time Performance: 93%	AM On-Time Performance: 99% PM On-Time Performance: 93%	AM On-Time Performance: 99% PM On-Time Performance: 93%	AM On-Time Performance: 99% PM On-Time Performance: 93% *Target set is ambitious and feasible
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Goal Four Targets

Goal	Aligned Action	Metric	Baseline	2023 Target	2024 Target	2025 Target	2026 Target	2027 Target
 <p>Goal 4-ENGAGED COMMUNITY: Enhance educational excellence through building meaningful relationships with families and the community.</p>	4.1 Deepen Family Engagement by offering inclusive opportunities for conversation across the division.	a. Increase the percentage of positive responses to questions about family engagement on the Annual Family Stakeholder Survey.	2021-2022 data: 91%	92%	93%	94%	95%	96% *target is set to be ambitious and feasible
		b. Expand family access to translated materials and translation services and ensure consistency of access.	2021-2022 data: 1225 translations completed in 20 different languages	Total number of translations: 1400	Total number of translations: 1600	Total number of translations: 1800	Total number of translations: 2000	Total number of translations: 2200 *target is set to be ambitious and feasible
		c. Increase the number of opportunities for families to participate in Family and Community Engagement events.	2021-2022 data: 17 virtual and 7 in-person events (all held in school buildings). Total participants for all events: 512	Maintain baseline number of events and increase participation annually: 750	Increase number of events 10%. Increase participation annually: 1000	Increase number of events 10%.* Increase participation annually: 1100 *assumes increased resources/staffing	Increase number of events 10%. Increase participation annually: 1200	Increase number of events 10%. Increase participation annually: 1400 *target is set to be ambitious and feasible
	4.2 Strengthen existing and create new Business and Community Partnerships.	a. Increase the number of businesses and community partnerships that have active relationships with LCPS schools.	2021-2022 data: Community Connections: 390	Active: 390 Inactive: None (baseline year) Grand Total: 390	Active: 410 Inactive: <20 Grand Total: 390	Active: 430 Inactive: <20 Grand Total: 390	Active: 450 Inactive: <20 Grand Total: 430	Active: 470 Inactive: <20 Grand Total: 450 *target is set to be ambitious and feasible
		b. Increase the percentage of students participating in extended learning opportunities with business partners(eg: work-based learning, job shadowing, internships, apprenticeships, mentorships).	CTE required work-based learning enrollment (2021-2022 school year): 21% *45070 students enrolled in CTE classes Optional extended learning opportunities: baseline year (this is the first year we will be compiling comprehensive data on optional extended learning opportunities)	CTE required work-based learning enrollment (SY22-23: 21%) Optional extended learning opportunities: Job Shadowing: 362 Internships: baseline Apprenticeships: 27 Mentorships: baseline year	CTE required work-based learning enrollment (SY23-24: 21.1%) Optional extended learning opportunities: Job Shadowing: 392 Internships: 100 Apprenticeships: 30 Mentorships: 20	CTE required work-based learning enrollment (SY24-25: 21.2%) Optional extended learning opportunities: Job Shadowing: 422 Internships: 120 Apprenticeships: 35 Mentorships: 40	CTE required work-based learning enrollment (SY25-26: 21.3%) Optional extended learning opportunities: Job Shadowing: 452 Internships: 150 Apprenticeships: 40 Mentorships: 60	CTE required work-based learning enrollment (SY26-27: 21.4%) Optional extended learning opportunities: Job Shadowing: 482 Internships: 170 Apprenticeships: 45 Mentorships: 80

								*target is set to be ambitious and feasible
4.3 Expand opportunities for Trust-building Dialogue and Data sharing to inform division-wide decisions.	a. Increase the Net Promoter Score (NPS).	Baseline year (this is a new tool LCPS will be using, therefore, previous data for this does not exist)	Target will be set once baseline data is available.	Target will be set once baseline data is available.	Target will be set once baseline data is available.	Target will be set once baseline data is available.	Target will be set once baseline data is available.	Target will be set once baseline data is available.
	b. Establish and raise awareness of the LCPS Ombuds Office and establish baseline data for access.	Baseline year (this is a new position and therefore data from the 2021-2022 school year does not exist)	Target will be set once baseline data is available.	Target will be set once baseline data is available.	Target will be set once baseline data is available.	Target will be set once baseline data is available.	Target will be set once baseline data is available.	Target will be set once baseline data is available.
	c. Implement and improve the amount of time it takes to close dialogues in the Client Management System (CMS) over time.	Baseline year (this is a new tool LCPS will be using, therefore, previous data for this does not exist)	Target will be set once baseline data is available.	Target will be set once baseline data is available.	Target will be set once baseline data is available.	Target will be set once baseline data is available.	Target will be set once baseline data is available.	Target will be set once baseline data is available.

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