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TO: City Council
Lynchburg City School Board

FROM: Dr. Crystal Edwards, Superintendent
Bonnie Svrcek, City Manager 

DATE: October 25, 2018

SUBJECT: City Council/School Board Retreat

Attached is the agenda for the joint Retreat on Tuesday, October 30, 2018. We are scheduled to meet from 4:00 p.m. – 8:00 p.m. at the Marie Waller Lecture Hall at E.C. Glass High School.

The following items are attached for your review prior to the meeting on Tuesday:

- Agenda
- Summary of the Joint City Council/School Board Work Session – February 7, 2017
- “Work-in-Progress” Strategic Work prepared by Lynchburg City School Board

We look forward to productive time together as we strengthen our relationship and our commitment to education.

Attachments

City Council –School Board Retreat Agenda
Marie Waller Lecture Hall
E.C. Glass High School
October 30, 2018
4:00 p.m. – 8:00 p.m.

4:00 – 4:05 pm	Welcome & Group Norms – School Board Chair Susan Morrison
4:05 – 4:15 pm	Overview of Agenda & Anticipated Outcomes – Mayor Treney Tweedy
4:15 – 5:30 pm	Reflection Questions and Brief Report Outs (Group Work) – facilitated by Superintendent Crystal Edwards and City Manager Bonnie Svrcek

Proposed Questions

1. What are three (3) characteristics of an excellent school system?
2. What are two (2) major priorities facing our schools?
3. How can we work together to advance the City’s legislative priority to “fully fund the Standards of Quality (SOQ), including support staff costs and categorical incentive funds for At-Risk students and restore funding from cuts to education over the last biennium?”

5:30 – 6:10 pm	Working Dinner City-School Meeting Recap from February 7, 2017 - City Manager Presentation of Proposed LCS Goals – Superintendent
6:10 – 6:55 pm	LCS Goal 4 & Feb 2017 Goals for Family Support & Community Engagement – Superintendent
6:55 – 7:50 pm	Long Range Facilities Plan for Schools – Deputy Superintendent Ben Copeland & Chief Financial Officer Anthony Beckles
7:50 – 8:00 pm	Closure & Next Steps – Mayor & School Board Chair

Date: February 13, 2017

Joint Session: City Council and Lynchburg School Board Working Session on February 7, 2017

Focus: Identification of concrete ideas to help accelerate the narrowing of the Achievement Gap

Team 1: Joan Foster, James Coleman, Katie Snyder, and Kim Sinha

Idea: Culturally Competent Teacher's Program

Broad Categories Identified

- Culturally Competent Early Childhood Program (*Start Brilliant Baby Program, accounts for all students, culturally competent teachers only with accountability 'teeth' for continued employment, city wide Pre-K, offering quality early childhood education for all children*)
- Early Childhood Education
- Personal Interventions, Students, Teachers, Volunteers (*meditation, understand emotional needs, self-confidence, more one-on-one time for struggling students, more instructional assistants, student mentors/buddy system, learning support services, remediation, homework club*)
- Minimizing discipline problems (*later start to school day, balance balls and fidget things, more community involvement*)
- Cross-cultural awareness
- Offering wrap around services to families of low achieving students
- Identify families who need support
- Erase digital divide

Concrete Actions to Take	Resource Partners	Potential Owner
1. Contracting with a cultural competency specialist incentivizing with stipend paid for by an education foundation group (with performance bonus if you surpass)	Education Foundation, City of Lynchburg	School Board, Dr. Bruce and her staff
2. Emphasis birth to 12 th grade education beginning Brilliant Baby Program	Centra Health, Local Banks, Partners In Education (P.I.E.)	Beacon of Hope
3. Recommend child to our local colleges to have a cultural awareness capstone course	Local Colleges and Universities	Equity Opportunity Engagement Task Force
4. Early childhood (Pre-K) for all! With emphasis that these teachers will be the first cohort	Randolph College (S Star Kindergarten Program) HumanKind (Little Wings) Healthy Families - Rivermont Ave. Baptist	LCS



Team 2: Turner Perrow, Treney Tweedy, Mary Jane Dolan, and Derek Polley

Idea: Family Support

Broad Categories Identified

- **Family Support** (*family support/involvement, hope, engaging parents through already established avenues-organizations successful with parent connections, involving parents*)
- **Root Causes** (*focus resources supporting least achieving students, understanding what causes the achievement gap, working on poverty issues -can't educate someone hungry, social worker joint use with city, what 's not working, end programs, re-invest funding dollars*)
- **Community/Partnership** (*partnering with outside organizations, i.e. Boys & Girls Club, opening the door to community members to be more engaged through direct instructional strategies, community involvement*)
- **Professional Development** (*neighborhood schools, asking community groups to give 400+ hours volunteer service, enhance professional development for new teachers, incentivizing urban educators to teach in our classrooms, teacher education, teacher mentorship for qualification*)
- **Motivation** (*self-esteem, athletic participation -team building encouragement from coaches, inspire students by sparking their interest in personal passions, not giving up on students ability to learn, dreams, arts and music increase*)
- **Opportunities/Mentoring** (*being around success/role models, facility usage, evenings, weekends, mentors for students, opportunities for students*)

Concrete Actions to Take	Resource Partners	Potential Owner
1. Engaging parents through already established avenues/agencies	Churches, Recreation Programs	Community Task Force
2. Increase community partnerships (Excel and FAST)	United Way, Horizon, HumanKind, Boys & Girls Club, Jubilee	Community Task Force
3. Keep child in their own neighborhood school so parents with barriers can have greater involvement in school life	School Board, Council	
4. Generation approach to education	Workforce model partner, Schools	Community Task Force
5. Working closer with families (parent, family navigators)	Council, School Board	



Team 3: Michael Nilles, Jeff Helgeson, Sharon Carter, and Susan Morrison

Idea: Instill a Culture of Accountability at levels: Administration, Staff, Teachers, and Students

Broad Categories Identified

- Expect accountability at all levels (*tie with athletics, quit saying you can't because...no money, free lunch, needy kids, etc., demand accountability of administration, don't listen to 'spin' from administration-trickles down to 'spin' principles, teachers, students*)
- Treat students as individuals - not as a member of a group (*don't always classify per sub-group by all Lynchburg*)
- Focus on education for all
- Engagement (*P.I.E., parent/family engagement in learning process for all students, it is a privilege to be in school - don't force, Dr. George O.-Kenya, emphasize the family role in student education, all community engagement in learning process for all students*)
- Needs (*more time for students in school/choppy calendar, more homework*)
- Consistency (*consist in teaching subjects, continue support for programs in place*)
- Discipline (*strong discipline get rid of trouble makers for kids that want to learn*)

Concrete Actions to Take	Resource Partners	Potential Owner
1. School board challenges self and administration on issues		School Board Members (individually and collectively)
2. Focus on the education of all and expect all to achieve	Community of Lynchburg	
3. Tie in with athletes - expect athletes to increase grades - increase chance for college		Coaches

Team 4: Gina Dolan-Sewell, Randy Nelson, Charleta Mason, and Sterling Wilder

Idea: Community Engagement

Broad Categories Identified

- Community Engagement (*find innovative ways to inspire students, adopt a school, senior/retired neighborhood persons "adopt" a student or family to be involved in school*)
- Parental Support (*address the poverty of our students, schedule neighborhood meetings with parents in community facilities to guide parental involvement, more parent support*)
- Support for Teachers (*additional funding for more staff*)
- Teacher Training (*on methods to narrow gap, working with colleges to better prep teachers*)

Concrete Actions to Take	Resource Partners	Potential Owner
1. Programs in neighborhood facilities to address family needs	Community "Centers", Community Volunteer Groups, Businesses	Social Services, Parks & Rec, Schools
2. Orientation of partnership groups		Schools, Social Services, non-profits
3. Identifying families who would benefit and what they need	Court Services	
4. Communication Outreach		Collaboration Task Force



Goal 1: Student Growth, Development and Success

• Universal lang/vocabulary with a baseline curric. that is consistent throughout LCS.

• High expectations + accountability for every student

• Engage the community in helping reach these goals.

• Inform parents/families of ^{expectations for} student success + supports

• Define + implement high quality curric. + strategies for instruction

• Effective Character education embedded in all classes & out-of-school time

• Educate all on 21st Century careers/job skills

• Work w/ community to provide mentors (business-job skill + personal growth)
- All students having a mentor
- Level the service of mentoring
Don't want clients

• Develop a means to hear student voice
What do students say they need?

• Address bullying & any other distractors, which impact Learning

• Awareness of student Learning styles & Encourage - engage the student

• ~~Algebra~~ Algebra & Languages - introduction in Elementary school

• Explore enhancing Gifted opportunities in Middle school

• Increase gifted service time at elementary

• Well understood + practiced Behavior Expectations

- Time-in-class
- Suspensions
- Att. to Suspensions
- Equitable policies
- Behavior Framework

• Rising scholars or program to identify students who are gifted but overlooked due to other factors

Goal 1: Student Growth, Development and Success

- Reading on Grade Level by 3rd ¹⁻³
↑ CTE courses • for Alt Ed Students •
- 1 • Job Readiness for All Students
- Soft Skills Training for Students
- Expand Character Ed •
- RE-DESIGNING "GIFTE, LEARNING" PROGRAMS FOR ALL STUDENTS IN ALL SCHOOLS
- Attendance - Tardies
- Chronic Absenteeism
- GATHER BASELINE DATA ON INTEGRATION OF TECHNOLOGY TO SUPPORT AUTH. LEARNING (CLASSROOM, SUPPORT, ACCESS, ENVIRONMENT)
- Reading Reinforcement in all Subjects ^{→ (consistency) 1-4}
- Consistency in course offering among all schools
- Information Age / Social Media Awareness
- Expand Alt Ed to meet Student Needs
- ~~INVEST~~ NEW APPROACHES TO DISCIPLINE INCLUDING EMPHASIS ON RESTORATIVE DISCIPLINE (Therapeutic focused)
- CONSISTENT READING/WRITING INSTRUCTIONAL METHODOLOGY K-5 (w FIDELITY & CONSISTENT RESOURCES)
- Training + Research based strategies for Students w/ disabilities in Reading (Show Growth)
- Cultural Responsiveness lesson integration

Goal 2: Personnel Growth, Development and Success

2-1

Human Capital development and retention through a sound fiscal strategy

- Look beyond Schools of Education for hiring new teachers.

Accountability for what we expect.

- Role Model what is expected

• DEVELOPMENT OF AN "ONBOARDING PROCESS"

For ALL Positions.

• Teach the "Lynchburg Way" to all employees (experts)

• HIRING/RETENTION

• GROWING OUR OWN

• RE-Recruiting

• Focus: Diversity

Expand

• OPPORTUNITIES FOR LCS Staff to SHARE BEST PRACTICES

• Provide opportunities for Recognition of "Excellence in LCS"

• Collaboration with Local "Schools of Education"

• in preparation of Future Teachers

↓
Universities

• Enhance PLC in schools

Goal 2: Personnel Growth, Development and Success

- Customer Service Training for All

- READING INSTRUCTION TRAINING
TEACHERS (K-5)

- MATH INSTRUCTION TRAINING
TEACHERS (K-5)

- TRAINING ON INSTRUCTIONAL
Strategies

- TRAINING FOR TEACHERS/STAFF
ON PROVEN PRACTICES/
URBAN School Divisions
(Pre service Teachers) (for Alt Ed teachers)

- TRAINING - Social-Emotional
HOW TO RECOGNIZE (MH) characteristics
- Referral Process

- Mentors for new principals (all admin)

- PD for all STAFF

- Extra support for ^{teacher/staff} mentoring program

- Ask to meet w/ college groups
(Black Student Unions, Frats, sororities, etc) to
"Sell" education as a great career

- Emotional support for teachers/staff *

- Exit interviews → why does personnel leave?

Goal 3: Fiscal Responsibility

- 3-1
- Funding for Modernization of Bldgs
 - New transportation/Bus Maint Bldg.
 - Salary Scale Revision
 - Competitive salaries (best in central VA)
 - Transportation - Revisit Routes
 - IT Equipment Refresh
 - ↑ contingencies/reserves
 - \$ for staff PD (All staff!!)
 - \$ for Board service
 - Maintain healthcare cost/savings for employees
 - Efficient / New School Zones (Consolidate Schools)

- 3-2
- UNIVERSAL PRE-K
 - Training/Cross-training to ensure effective use of time in all positions
 - Need Operating Reserve
 - Look at school zones based on new bldg. in Lynchburg
 - Use of community/business partners. Getting BANK for the \$
 - PROACTIVE ROLE @ SCHOOL
 - SAFETY
 - MENTAL HEALTH RESOURCES
 - MODERNIZATION OF SCHOOLS - HOT LINE / ATT.
 - Software systems - LACKS
 - Give cost neutral "perks" (extra days, leave early, etc)
 - Adequate All Ed
 - Facilities
 - Staff
 - Student Support
 - Prof. Dev. / trainings
- Handwritten notes:*
 - SRO - # of Buildings
 - SRO - Elem. level

Goal 3: Fiscal Responsibility

- Seek more GRANT \$³⁻³
- Continue to Explore budget for budget
- "Eaters"
- Division-wide PROCESS/PROCEDURES FOR TECHNOLOGY PROCUREMENT (SOFTWARE/HARDWARE)
 - INCLUDING HARDWARE ROTATION PLAN
- Funding Source for Teacher Classroom Supplies (Student based)
 - Supply Stipends per teacher
- Division-wide consistency of instructional resources (vs. each school spending on wide variety of resources/tools)
- Leveraging City Resources for St. Needs
- Additional Social Workers

Explore new sources of Revenue.

Collaboration w/ technology vendors (Apple, Microsoft)

What resources do you need for you to be successful?

Aligning budget w/ strategic plans.

Goal 4: Community Engagement and Involvement

4-1
- Support to Students ~~the~~ Beyond the family unit
Wrap around services

- PUBLIC FORUMS in
• COMMUNITY-FRIENDLY SETTINGS

- BETTER ^{MARKETING} ~~PUBLIC RELATIONS~~ →
• TELLING OUR STORY

• Engage the marginalized parents of
• LCS

- Explore out of the box ways to enhance
• ~~Registration~~ & parent involvement
• Registration

• Educate public that LCS cannot be the
• End all for the student

• - Consistency w/ schools - school offerings

4-2
- Provide training/workshops for parent
• & community members who work w/ students
• Recruit tutors

- Address the old old wounds from destruction of
• Dunbar

- Define involvement/engagement → What does LCS
• need? What does community need? Students?

• What do we need from community partners/businesses?
• What can partners provide for LCS/families?

• Training Partners

- Stop blaming parents - look for way to
• engage - empower
• Parent Empowerment Workshops

• Closer relationship with community service
• providers - MTH/DSS/churches

• Targeted support for neighborhoods w/
• highest needs

Goal 4: Community Engagement and Involvement

- 4-3
- Colleges/University send LCS Teachers ready to teach to our students!
 - Decrease the "silo" effect in the community
 - What's everyone doing? 😊

- Joining FORCES = CITY COUNCIL
@ LEGISLATIVE ~~AGENCY~~ ADVOCACY

- 7 - 8 - 9 (180 days)
Language barrier

- PROVIDE PARENT/COMMUNITY LEARNING OPPS
RELATED TO TECHNOLOGY USE (INSTRUCTIONAL TOOLS, SOCIAL MEDIA, DIGITAL CITIZENSHIP...)

- Engaging Community services ~~as~~ to treat families/students who are impacted by drugs/
Alcohol/
Substance Abuse

How do we identify our communities?

- Using Social Media
 - ↳ to tell our story
 - ↳ Interact with community
- Goal for Specific & Intentional advocacy