



Lake Wales Charter Schools Strategic Plan

Board of Trustees Approved on June 22, 2026

LWCS Strategic Plan Commitments

- Systems Approach—Shift from a system of charter schools to a high performing charter school system.
- Consistency—Establish and maintain standards of excellence in academics, operations, and culture across the charter school system.
- Transparency in Communication and Actions—Foster trust through clear, proactive, and honest communication and decision-making with all stakeholders.
- Address Student Behavior—Implement comprehensive, system-wide strategies to address and support positive student behavior and school climate.
- Empowering Educators—Recognize and invest in teacher effectiveness as the most critical school-based factor in driving student achievement.
- Acknowledge Disparities in Our Community—Actively acknowledge and address community disparities to ensure every LWCS student has the resources and support needed to thrive.
- Accountability through Engagement—Cultivate a culture of shared responsibility by actively involving students, families, and staff in the decision-making process and maintaining transparent, data-driven reporting on our progress toward excellence.

The Four Pillars of the Lake Wales Charter School Strategic Plan

1. **Academics:** Focusing on achieving a "high-performing" designation for the charter school system through rigorous curriculum, measurable academic growth, and meeting Florida School Report Card standards.
2. **Safe and Healthy Schools:** Prioritizing the holistic well-being of the school community by ensuring physical safety and emotional security. This pillar focuses on creating environments where students and staff feel protected and supported, directly contributing to a culture that allows for optimal learning and personal development.
3. **Community Partnerships and Engagement:** Building and maintaining strong, collaborative connections with parents, local organizations, and stakeholders. This pillar emphasizes transparency and active participation, ensuring that the Lake Wales community is an integral partner in the success and mission of the charter school system.
4. **Resources and Finance:** Managing the system's funds and assets with accountability and foresight. This includes ensuring the financial sustainability of the strategic plan, allocating resources effectively to support the other three pillars, and maintaining a transparent budget that ensures the long-term viability of the Lake Wales Charter Schools.

The Goals and Measures of the Strategic Plan—Levels of Support and Need

The goals and measures are organized in tiers that show the dynamic nature of support.

- **Targeted** → Intensive goals and plans for students or student groups with the highest needs. Data-driven and informed.
- **Supportive** → Targeted goals and plans for student groups identified in school improvement plans and needs assessment. Data-driven and informed
- **Universal** → Core, foundational goals and plans that apply to *all* students and staff.

Baseline and Target are indicated for each attainment goal. Baseline and Target is “grayed out” for completion or process oriented goals. Timelines and measures are indicated for both types of goals.

"Accountability through Engagement" is a shift from top-down enforcement to a shared responsibility model.

High standards are maintained not just through policy, but through the active involvement and buy-in of all stakeholders—staff, students, parents, and the community.

- **Shared Ownership**—Moving away from "checking boxes" toward a culture where everyone feels responsible for student outcomes because they were involved in the process.
- **Two-Way Feedback Loops**—Ensuring that accountability is not just a report card sent home, but a continuous dialogue where the community can ask questions and the system provides transparent answers.
- **Relational Trust**—Building the professional and community relationships necessary to hold one another to high standards without creating a culture of fear or compliance.
- **Visible Progress**—Using engagement opportunities (town halls, surveys, committee meetings) to demonstrate how the system is meeting its commitments in real-time.

Academics: Focusing on achieving a "high-performing" designation for the charter school system through rigorous curriculum, measurable academic growth, and meeting Florida School Report Card standards.

LWCS will be designated as a high performing charter school system. A high-performing Florida charter school system is defined under [s. 1002.332, F.S.](#) as an entity managing multiple schools where at least 50% are designated "high-performing". To qualify, they must operate at least three high-performing schools with no grade "D" or "F".

Universal

Description	Baseline	Target	Timeline	Measure
LWHS, Bok Academy South, Hillcrest Elementary, Babson Park Elementary move from a B to an A	B	A	2027	Florida School Report Cards
LWHS, Bok Academy South, Hillcrest Elementary, Babson Park Elementary maintain A for two consecutive years	B	A	2029	Florida School Report Cards
Bok Academy North, Janie Howard Wilson Elementary, Polk Avenue Elementary move from a C to a B	C	B	2027	Florida School Report Cards
Bok Academy North, Janie Howard Wilson Elementary, Polk Avenue Elementary maintain a B or better for two consecutive years	C	B	2029	Florida School Report Cards

Supportive

Description	Baseline	Target	Timeline	Measure
Increase ELA/Reading Achievement across the system.	56%	70%	2029	FAST Scores ELA/Reading Achievement on School Report Cards
Increase Math Achievement across the system.	54%	70%	2029	FAST Scores Math Achievement on School Report Cards

Increase Science Achievement across the system.	48%	75%	2029	FAST Scores Science Achievement on School Report Cards
Increase Social Studies/Civics Achievement across the system.	80%	90%	2029	FAST Scores Social Studies Achievement on School Report Cards
Strengthen MTSS Academics at each school site.			2027	All documentation is in FOCUS in the MTSS Tab and monitored quarterly
Align standards, rigor, and curriculum in all subject areas to ensure smooth student transitions between elementary-middle school, middle school-high school, high school-post secondary.			2027	LWCS Roadmap in all content areas including electives/keystones.
Align Career and Technical Education (CTE) courses, offerings, academies across the system (grades 6-12) to address local and state level workforce needs.			2029	Middle School Acceleration points High School College and Career Acceleration points Number of certifications
Continue the development and implement an <i>Integrated Workflow Model for the LWCS Professional Learning</i> started by the Professional Development Committee during the 2025-26 school year.			2027	Published and Board of Trustee approved Professional Learning Plan

Targeted

Description	Baseline	Target	Timeline	Measure
Federal Index–All schools at 41% or above for Students with Disabilities and growth trend	2	7	2028	Federal Reporting
Increase graduation rate for Lake Wales High School by 1% each year	95.5%	98%	2029	School Report Card
Increase the percentage of educators that are certified for their role and responsibilities.	93%	97%	2027	Out of Field Report

Safe and Healthy Schools: Prioritizing the holistic well-being of the school community by ensuring physical safety and emotional security. This pillar focuses on creating environments where students and staff feel protected and supported, directly contributing to a culture that allows for optimal learning and personal development.

Universal

Description	Baseline	Target	Timeline	Measure
Increase average daily attendance through implementation of the LWCS Attendance Policy and Supports	89%	96%	2029	Attendance data in Student Information System (SIS)
Increase staff attendance rate at all charter school sites and departments	88.5%	96%	2029	Skyward and Red Rover data base
Implement the LWCS Student Services Plan			2027	Student Services Plan

Supportive

Description	Baseline	Target	Timeline	Measure
Decrease chronic absenteeism–Percentage of students absent 18 or more days of school	28%	10%	2029	Attendance reporting in student information system (SIS) and Federal Index
Increase the percentage of families/parents that agree or strongly agree that school rules are fairly enforced.	70%	85%	2027	LEA Parent Survey
Strengthen MTSS Behavior at each school site			2027	All documentation is in FOCUS in the MTSS Tab
Strengthen MTSS Attendance at each school site			2027	All documentation is in FOCUS in the MTSS Tab

Targeted

Description	Baseline	Target	Timeline	Measure
Clearly define LWCS School Emergency Response Team (ERT), system level ERT, and align with Polk County Emergency Response Plan.			2026	Addendum to Safety Plan reviewed, published, and followed by all.

Community Partnerships and Engagement: Building and maintaining strong, collaborative connections with parents, local organizations, and stakeholders. This pillar emphasizes transparency and active participation, ensuring that the Lake Wales community is an integral partner in the success and mission of the charter school system.

Universal

Description	Baseline	Target	Timeline	Measure
Develop a marketing and communication plan at the system level that provides consistent and timely communication from all areas of LWCS. This includes websites, school to family communication, social media.			2027	Plan created and board approved.
Increase the percentage of families who are satisfied with their child's school.	71%	85%	2028	LEA Parent Survey
Promote a culture of engagement and excellence in all schools and departments in the charter system.			2029	Customer service surveys Internal stakeholder surveys Feedback Protocols used throughout the system Net Promoter Score

Supportive

Description	Baseline	Target	Timeline	Measure
Renew all seven charter contracts with clearly defined "Educational Program and Curriculum" by renewal date. What makes each school community unique?			Charter Contract renewal dates through 2033	Approved Charter School Contracts with the sponsor district.

Continue the Teacher Advisory Council (TAC) as a voice for staff and a problem solving team			On going through 2029	Agendas and Minutes
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Targeted

Description	Baseline	Target	Timeline	Measure
Develop an early childhood community partnership plan to ensure all children are school/kindergarten ready.			2027	Published community plan
Develop a LWCS community plan aligned to local and regional workforce needs to ensure our students are college, career, and community ready.			2027	Comprehensive Local Needs Assessment for Perkins Grant completed Published community plan

Resources and Finance: Managing the system's funds and assets with accountability and foresight. This includes ensuring the financial sustainability of the strategic plan, allocating resources effectively to support the other three pillars, and maintaining a transparent budget that ensures the long-term viability of the Lake Wales Charter Schools.

LWCS will be designated as a high performing charter school system. A high-performing Florida charter school system is defined under [s. 1002.332, F.S.](#) LWCS will maintain clean financial audits and will not receive a financial audit revealing financial emergency conditions for any school in the system.

Universal

Description	Baseline	Target	Timeline	Measure
Maintain audits with no substantial findings.	100%	100%	2029	Audits with Independent Auditor
Implement the LWCS Strategic Framework for Integrated Funding and Planning			2026	LWCS Strategic Framework: Integrating Funding and Planning
Implement system level efficiencies in departments and through procurement. (IT, Student Services, ESE, Transportation, Food Services, Purchasing)			2027	Savings amounts or percentages--monthly and annual financial statements
Implement the LWCS IT Services Plan			2027	IT Services Plan
Increase staff retention and attainment.	85.5%--All staff 91.8%--Instructional Staff	93%	2027	Retention Rate
Redesign LWCS self-funded health insurance plan with an employee stakeholder group to ensure affordability for the employee as well as the charter system.			2027	Plan redesigned and board approved.

Supportive

Description	Baseline	Target	Timeline	Measure
Maintain charter system charge back between 5% and 5.5%	2026-27 General Fund \$44,600,000 Chargeback \$2,453,000	Maintain system's support expenditures at or below 5% future General Fund system wide expenditures.	2029	Audit and Board Financial Reports
Maintain LWCS fund balance at \$6M or above the percentage designated in LWCS Policy.	Audited 2024-25 Unrestricted Reserves \$8,702,298 or 19% of General Fund revenues.	Maintain Unrestricted General Fund Reserves above 10% of General Fund current year General Fund Revenues.	2029	Audit and Board Financial Report
Develop a plan with Polk County Schools to address deferred maintenance and campus needs at the 5 conversion charter campuses.			2027	LWCS and PCPS approved plan

Targeted

Description	Baseline	Target	Timeline	Measure
Create a strategic plan for the LWCS Foundation that supports innovation and creativity in the system and at each of the 7 charter schools.			Dec 2026	Completed and approved plan by the foundation board
Audit the LWCS Foundation in conjunction with the LWCS, Inc.			2026	Completed Audit

Determine ideal student enrollment number (FTE) for each charter school based on current or upcoming charter contracts that supports and drives LWCS Strategic Framework for Integrated Funding and Planning			2027	Charter contract renewals and FTE Survey Counts
Develop a LWCS facilities plan that accounts for continued growth and development in the Greater Lake Wales Area with emphasis on creating space for grades 6-12 students.			2028	LWCS Facilities and Enrollment Plan