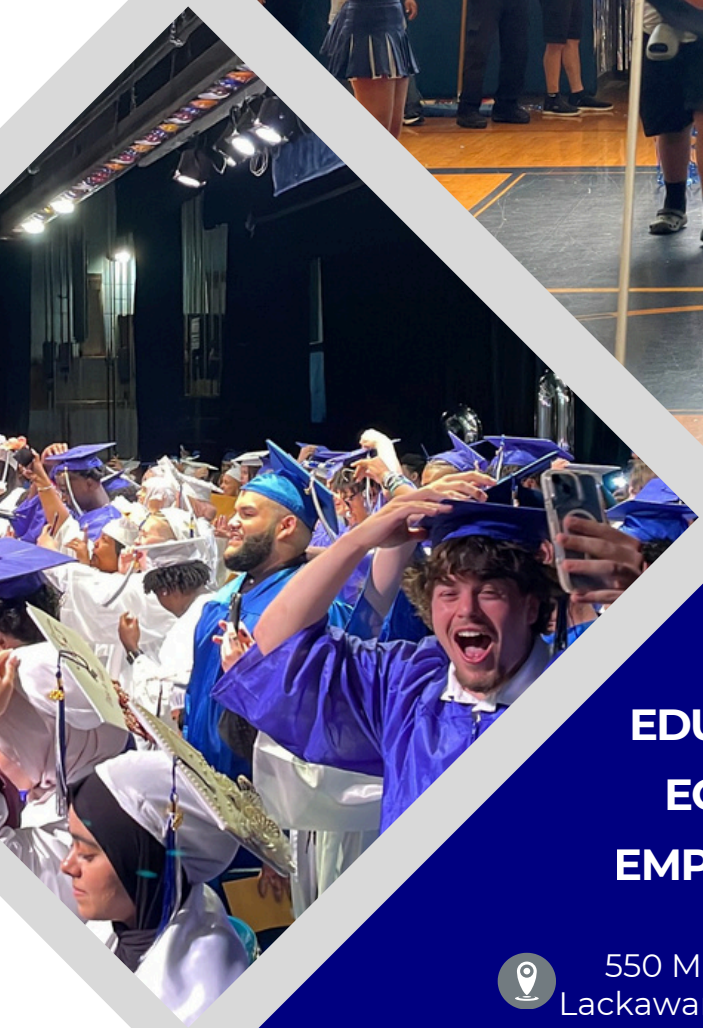
LACKAWANNA CITY SCHOOL DISTRICT







BLUEPRINT FOR EXCELLENCE

2026-2029

STRATEGIC PLAN

EDUCATE.

EQUIP.

EMPOWER.

550 Martin Road
Lackawanna, NY 14218

https://www.lackawannaschools.org/



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Dear Members of the Lackawanna City School District Community,

It has never been more important to be focused, aligned and intentional in our work. We are very excited to share the results of our collaborative efforts to develop plans that will help us to continue growing and improving as we always strive for excellence.

Our “Blueprint for Excellence” is the result of planning sessions that were held with our Board of Education, Leadership Team, staff, parents, and community members. We worked with feedback gathered from the community this fall as we developed a plan that will help us continue to grow and achieve as we strive for excellence in all that we do.

This updated strategic plan will be the backbone for our work. It will serve as a roadmap in our efforts to connect with each child and family while enhancing our connections as a school and a community. We’re in this together and look forward to being your teammate in our continued effort to be a model school of excellence.

Thank you for your feedback and support. Your collaboration and teamwork make all the difference in the lives of children and the success of the district.

Sincerely,

Nadia Nashir
Superintendent of Schools

Azaldeen Mohamed
President, Board of Education



PROCESS INTRODUCTION AND OVERVIEW

Blueprint Planning is intended to:

- Involve all members of the school community and reflect their shared perspectives.
- Allow stakeholder representatives to review community feedback to clearly define the district's mission, vision and core values.
- Engage a team in defining the priorities of the district and suggesting action steps to accomplish objectives.
- Facilitate action planning focused on identifying who, when and how the work will get done.
- Provide the district with a road map that is transparent, accountable, and focused.
- Enable the district's efforts to innovate, allocate resources and continuously grow in a coordinated, thoughtful, and aligned manner.
- Be an iterative, evolving, and ongoing process that builds from one year to the next while reflecting emerging needs and changing demands.

March 2025: Community feedback gathered.

April 2025: Community team assembled, mission/vision/core values reviewed, priority areas developed, strategies suggested.

September-December 2025: Revisions and review completed by the Leadership Team. Communication to the community and implementation of the plan with stakeholders for January 2026.

1 2 3 4 5

April 2025: Draft mission/vision/core values developed by the Board of Education and Leadership Team.

April 2025: Action plans developed that specifically identify what will be done to meet the objectives of each priority area and who will be responsible for leading the work.

WHO WE ARE

Our shared core purpose, aspirations and expectations are clear:

OUR MISSION

We educate, equip, and empower students to lead with knowledge, compassion, and courage.

OUR VISION

We are a beacon of educational excellence, fostering a community where students are inspired to lead, innovate, and embrace the richness of diverse cultures.

OUR CORE VALUES

WE believe that we can achieve our vision and accomplish our mission if, in all of our work, we strive to uphold the following core values:

Integrity – Acting with honesty, fairness, and consistency, even when it is difficult, to earn and maintain the trust of others.

High Expectations – Believing in the potential of every student and adult, and holding ourselves to rigorous standards in pursuit of excellence.

Accountability – Taking responsibility for our actions, decisions, and outcomes, and working collaboratively to improve.

Honesty – Communicating truthfully and transparently in all interactions to build trust and mutual respect.

Compassion – Demonstrating genuine care and concern for the well-being of others through kind and supportive actions.

Empathy – Seeking to understand the feelings and perspectives of others in order to respond with sensitivity and respect.

Community Building – Creating inclusive, respectful, and collaborative relationships that strengthen our school and the local community.

Commitment – Following through on our promises and dedicating ourselves fully to the success of every student and the mission of our district.

OUR DISTRICT

The Lackawanna City School District, located in Lackawanna, New York, serves approximately 1,966 students across four schools: Truman Elementary, Martin Road Elementary, Lackawanna Middle School, and Lackawanna High School. The district offers a culturally responsive curriculum aligned with New York State standards, supporting academic excellence and equity for all learners. With a low student-teacher ratio of 11:1, it provides personalized attention and strong support to its diverse student population. The district is focused on continuous improvement and student success, offering a variety of programs that foster engagement, achievement, and lifelong learning.

OUR COMMUNITY

Lackawanna, New York, is a vibrant city located just south of Buffalo along the shores of Lake Erie. Once a hub for the steel industry, it has transformed into a close-knit, residential community that retains its industrial heritage while embracing growth and diversity. With a population of approximately 19,779, the city boasts a rich cultural tapestry, including the iconic Our Lady of Victory Basilica, a national shrine renowned for its stunning architecture . Lackawanna offers residents a dense suburban feel with access to parks, local eateries, and community events, making it a welcoming place for families and individuals alike.

OUR LEADERSHIP

Board of Education

Azaldeen Mohamed - Board President
Dr. Mohamed Munassar - Board Vice President
Shokey Albaneh
Michael Algawani
Kimberly Bukaty
Zennat Habir
Abdulrahman Umar

Administration

Nadia A. Nashir - Superintendent
Dan Grant - Assistant Superintendent of Administrative Services
Dr. Elizabeth Giangreco - Assistant Superintendent for Instructional Services
Adriann Johnson - Assistant Superintendent of Personnel and Safety
Tim Paluch - Assistant Superintendent of School Improvement Initiatives

OUR PLAN

The Lackawanna City School District's Blueprint for Excellence reflects a profound commitment to educating, equipping, and empowering students to lead with knowledge, compassion, and courage. At the heart of the district's mission is the belief that every student can thrive when given the right support, high expectations, and opportunities for individual growth. The district's vision — to be a beacon of educational excellence — is rooted in fostering innovation, leadership, and appreciation for cultural diversity, ensuring that every student is inspired to reach their full potential.

Guided by a strong foundation of core values, Lackawanna embraces principles that elevate both character and academic performance. Integrity, accountability, and honesty serve as the cornerstones of ethical behavior, while high expectations and commitment underscore the belief in each student's and staff member's potential. Compassion and empathy ensure that the district responds to the needs of individuals with care and understanding, while community building strengthens the inclusive and respectful relationships that hold the district together.

The Blueprint for Excellence centers on three strategic priority areas that align directly with its mission and values. The first priority, The Student Experience, focuses on cultivating a safe, supportive, and culturally responsive environment that enables personalized learning pathways for every student. The second priority, The Staff Experience, emphasizes the importance of recognizing and supporting every employee as a valued and integral part of the "Lackawanna Family," reinforcing the district's belief in the power of human capital.

Finally, the third priority, Connected Community, is dedicated to strengthening family and community engagement through equitable and inclusive communication. This commitment ensures that all members of the school community feel seen, heard, and connected to the schools and district at large. Through this focused and values-driven strategic plan, Lackawanna City School District continues its journey toward academic excellence, community connection, and student empowerment.



PRIORITY AREAS

Based on community feedback, the following areas were identified as priorities to be focused on in order to fulfill the mission of the district. Goals have been developed for each area.







The Student Experience

The Staff Experience

Connected Community

PRIORITY AREA GOALS

The Student Experience	**Goal:** We will ensure that all students feel safe and supported in a culturally diverse environment that fosters access to individualized pathways to their future.
The Staff Experience	**Goal:** We will ensure that every LCSD employee feels valued, seen, and heard as a vital member of the Lackawanna Family.
Connected Community	**Goal:** Every member of the Lackawanna City School District feels connected to the school(s) through equitable and inclusive parent/family engagement and communication opportunities.



ACTION PLAN

Priority 1: The Student Experience		
Goal: We will ensure that all students feel safe and supported in a culturally diverse environment that fosters access to individualized pathways to their future.		
Action Steps:	**Person/People Responsible:**	**Timeframe:**
Positive Behaviors and Safe Environment		
Implement more recognition programs that celebrate positive behavior, achievements, and growth.	Building Leadership Team	Annually in September
Communicate and reinforce school-wide behavior and academic expectations consistently across all settings.	Building Leaders	Annually September, January and April
Apply expectations and accountability consistently across all schools to ensure equity, clarity, and fairness in implementation and outcomes.	Building Leaders & BLT	January 2026- ongoing
Promote a building culture that values and celebrates diversity, including different cultures and abilities.	Building Leaders & BLT	January 2026- ongoing
Empower students as active learners and citizens by establishing structured roles, clear expectations, and opportunities for ownership of their learning, behavior, and contributions to the school community	BLT Team/ Building & District Leaders	Annually September, January and April
Implement trauma-informed and restorative practices for students returning from suspension to rebuild trust, strengthen relationships, and promote successful reintegration	BEST Team / Building Leaders	September 2026
Strengthen school-family partnerships by requiring at least one active step from parents or caregivers—such as attending a re-entry meeting or collaborating on a behavior plan—to reinforce shared accountability for student success	Family & Community Engagement Team	September 2026
Address students' basic needs proactively by identifying and supporting barriers to learning, including food insecurity, clothing needs, and emotional well-being	Building Leaders BEST Team Parent Liaison	January 2026- ongoing
Expand meaningful family engagement through ongoing opportunities for parents and caregivers to participate in school life and student learning	Building Leadership Team	January 2026- ongoing
Increase access to comprehensive mental health supports for students across all grade levels, ensuring early intervention and equitable availability of services.	Building Leaders Director of Nursing BEST Team	January 2026- ongoing

ACTION PLAN

Implement aligned systems that hold students, staff, and families accountable for maintaining the district's culture of respect, responsibility, and high expectations.	Building & District Leaders	January 2026- ongoing
Academic Excellence		
Ensure all teachers are certified and highly qualified in their respective content areas .	Personnel / HR Department	January 2026- ongoing
Provide targeted, ongoing professional development that equips educators to implement new curricular programs effectively and with fidelity.	Assistant Superintendent of T&L Principals of T& L, Instructional Coaches	January 2026- ongoing
Strengthen the Multi-Tiered System of Supports (MTSS) by establishing consistent district-wide practices, data-driven interventions, and timely supports for all learners.	Assistant Superintendent of T&L Principals of T& L, Building Leaders & MTSS Teams, E1B Support	January 2026- ongoing
Promote high expectations for every student through clear academic goals, rigorous instruction, and actionable feedback that drives continuous growth.	Assistant Superintendent of T&L Principals of T& L, Building Leaders Instructional Coaches	January 2026- ongoing
Ensure curriculum alignment vertically across grades to promote coherence and progression of student learning and that every student experiences GLEAM instruction—Grade-level, Engaging, Affirming, and Meaningful learning; every day, in every classroom, across the district.	Assistant Superintendent of T&L Principals of T& L, Building Leaders Instructional Coaches All teachers	January 2026- ongoing
Empower students as partners in their education by creating opportunities for them to lead discussions with families and teachers about their academic goals, progress, and growth areas.	Building Leaders Principals of C&I	Annually Fall and Spring
Create a district culture where every student is empowered to share their ideas, perspectives, and experiences—shaping decisions, informing instruction, and contributing to a stronger, more inclusive learning community.		
Collaborate with a diverse committee of stakeholders to develop and implement a comprehensive, equitable Promotion Policy that supports student readiness and success at each transition point.	Assistant Superintendent for School Improvement	September 2026
Activities and Opportunities		
Develop inclusive orientation programs that equip all students and families with the knowledge, relationships, and resources needed for successful school transitions.	Building Leaders , Guidance Counselors &Instructional Staff	Annually August and September
Increase opportunities to recognize and celebrate student academic achievement and growth, fostering a culture of pride, motivation, and continuous improvement	Building Leaders& Instructional Staff, Attendance Teachers	Janaury 2026
Launch districtwide positive attendance campaign focused on belonging, motivation, and recognition of improvement.	Assistant Superintendent for School Improvement, Principal of Technology/ CIO, Attendance teachers & AITs	September 2026
Establish school-based attendance teams that meet every two weeks to review attendance data, assign interventions, and monitor progress.	Building Leaders, Principal of Technology/ CIO, Attendance teachers & AITs	Januaary 2026
Establish structured peer tutoring programs that strengthen academic achievement while fostering student leadership, collaboration, and mentorship skills.	Principal of Extended Learning and Community Engagement Principal of Literacy, TESOL, and World Languages Principal of STEAM/CTE Principal of English, Social Studies & Library Media	January 2027
Streamline and strengthen communication efforts with all stakeholders to ensure clarity, transparency, and engagement.	Principal of Extended Learning and Community Engagement	January 2026-ongoing

ACTION PLAN

Strengthen family-school partnerships by organizing inclusive events and outreach efforts, ensuring accessibility for all families through translation and interpretation services.	Principal of Extended Learning and Community Engagement	January 2026-ongoing
Expand career and technical pathways that allow students to explore trades, workforce development, and other hands-on, career-focused programs aligned to future-ready skills	Assistant Superintendent of CAI & Principal of STEAM/CTE	January 2027
Increase opportunities for student participation in athletics, clubs, and extracurricular activities to promote engagement, belonging, and personal growth beyond the classroom.	Director of Athletics & Physical Education Principal of Extended Learning and Community Engagement	January 2026- ongoing
Provide flexible, accessible credit recovery options that support students in staying on track toward graduation and postsecondary success.	Assistant Superintendent of Improving School Initiatives	Janaury 2026



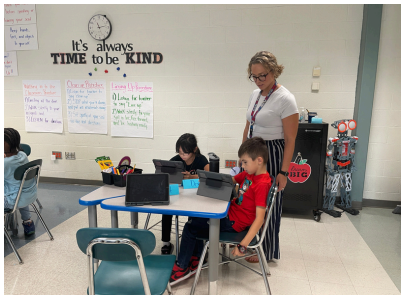


ACTION PLAN

Priority 2: The Staff Experience		
Goal: We will ensure that every LCSD employee feels valued, seen, and heard as a vital member of the Lackawanna Family.		
Action Steps:	**Person/People Responsible:**	**Timeframe:**
Supportive Culture		
Host quarterly district-wide events that bring together students, staff, and families to build community, celebrate achievements, and foster a shared sense of belonging and pride.	District Leadership Team	September 2026
Build a culture of psychological safety by establishing clear, confidential systems for staff to share feedback, concerns, and ideas—followed by transparent communication and responsive action.	Building & District Leaders Executive Cabinet	Janaury 2026- ongoing
Model accountability with grace by promoting a culture where mistakes are viewed as opportunities for learning and growth, grounded in the belief that when we know better, we do better	Building & District Leaders Executive Cabinet	On-going
Implement regular, supportive staff check-ins that focus on connection and care—asking, *"How are you doing?"* and *"What support do you need to be successful?"*—reinforcing that every team member is seen, heard, and valued.	Building & District Leaders Executive Cabinet	January 2026- ongoing
Foster shared ownership of school climate by celebrating positive actions, encouraging collective responsibility for morale, and cultivating a culture where uplifting one another is the norm.	Building Leadership Teams	January 2026- ongoing
Support staff growth and aspirations by identifying and developing talent across all roles through mentorship, leadership opportunities, and access to professional learning that aligns with individual and district goals.	Building & District Leaders Executive Cabinet	January 2026- ongoing

ACTION PLAN

Demonstrate distributive leadership in action by engaging staff at all levels in decision-making, planning committees, and district initiatives—reinforcing that leadership is shared and collective, not limited to administration.	Building & District Leaders Executive Cabinet	January 2026- ongoing
Cultivate joyful, connected workplaces by creating intentional opportunities for staff to laugh, collaborate, and celebrate together through team-building, recognition, and shared learning—fostering pride, positivity, and belonging within the Lackawanna Family.	Building & District Leaders Executive Cabinet	January 2026- ongoing
Redesign and strengthen the onboarding experience by forming a districtwide committee dedicated to ensuring that all new employees feel informed, supported, and confident from day one. Implement clear, user-friendly digital systems for accessing information and receiving timely responses to questions and needs.	Assistant Superintendent of Safety and Personnel, Personnel ACTs	January 2026- ongoing
Encourage and support employee-led clubs and initiatives that promote staff wellness, engagement, and workplace satisfaction, creating a sense of shared purpose and connection.	Building & District Leaders, District Wellness Coordinator	January 2027
Host district-wide and building-based Field Days to strengthen community, emphasize teamwork, and promote health and wellness among staff and students alike.	Building & District Leaders, District Wellness Coordinator	March 2026, August 2026 (2x per year)
Empower departments to design and lead initiatives that align with district priorities, advance professional growth, and build leadership capacity across roles.	District Leadership Team & Executive Cabinet	January 2026- ongoing
Formalize the district's onboarding process to ensure consistency, clarity, and alignment with district culture, values, and expectations across all departments and schools	Assistant Superintendent of Personnel School Safety Onboarding Committee	January 2026







ACTION PLAN

Collective Responsibility		
Invite faculty and staff to provide feedback on drafts of key district documents, plans, and initiatives to strengthen collaboration, shared ownership, and transparency in decision-making.	Building & District Leaders Executive Cabinet	January 2026- ongoing
Implement structured common planning time within schedules to ensure grade-level and content-area teams can collaborate regularly on curriculum, assessment, and instructional practices that drive student achievement.	Building & District Leaders	September 2026
Create leadership development cohorts and provide leadership opportunities within academic content areas.	Building & District Leaders	March 2027
Develop and roll out a consistent MTSS-aligned attendance intervention protocol, including proactive outreach, tiered supports, and documented progress-monitoring	Building & District Leaders	Janaury 2026
Professional Development		
Offer voluntary summer learning opportunities for curriculum development, leadership training, and collaborative planning that advance district priorities and instructional coherence.	Assistant Superintendent of T&L Principals of T& L Building Leaders, Instructional Coaches, Department Chairs	March 2026
Provide customized professional development that is responsive to staff needs, aligned to content areas, and connected to individual and collective professional goals.	Assistant Superintendent of T&L Principals of T & L Principal & AP of Special Education Building Leaders, Instructional Coaches, Department Chairs	January 2026- ongoing
Provide ongoing professional learning for staff on attendance strategies, trauma-informed practices, and collaborative problem-solving with families.	Assistant Superintendent of T&L Principals of T & L Principal & AP of Special Education, Attendance Teachers	January 2026- ongoing
Leverage technology strategically to deepen student learning, enhance engagement, and expand opportunities for personalized instruction across all grade levels.	Assistant Superintendent for School Improvement, Principal of Technology/ CIO & E1B Technology Specialists	January 2026- ongoing
Facilitate vertical curriculum planning to ensure instructional alignment, continuity, and progression of learning across grades and disciplines.	Assistant Superintendent of T&L Principals of T& L, Building Leaders, Instructional Coaches, Department Chairs	October 2026
Maximize Staff Professional Development Days to deliver targeted training focused on instructional practices, social-emotional learning, trust-building, and collaborative team development.	Assistant Superintendent of T&L Principals of T& L Building Leaders, Instructional Coaches, Department Chairs Director of Athletics & Physical Education	July 2026-ongoing

ACTION PLAN

Priority 3: Connected Community		
Goal: Every member of the Lackawanna City School District feels connected to the school(s) through equitable and inclusive parent/family engagement and communication opportunities.		
Action Steps:	**Person/People Responsible:**	**Timeframe:**
Parent/Family Engagement		
Establish an inclusive District Advisory Committee with representation from students, staff, and families to ensure diverse perspectives inform decision-making and district initiatives.	Superintendent	Annually
Plan consistent after-school programs and activities for middle and high school students to increase engagement, strengthen connections, and provide safe, enriching opportunities beyond the school day.	Building Leaders Principal of Extended Learning and Community Engagement	January 2026-ongoing
Host school & district-wide family events focused on curriculum, student supports, and school initiatives to build meaningful partnerships and shared understanding between families and schools.	Principal of Extended Learning and Community Engagement Principals of T& L, Building Leaders, Instructional Coaches, Department Chairs	Fall Winter Spring Annually
Strengthen family partnerships through timely communication, culturally responsive engagement, and access to community resources to address barriers to attendance.	Attendance Teachers Building & District Leaders Principal of Technology & CIO Family Resource Center Staff	January 2026-ongoing
Implement a required parent information night centered on accountability, executive functioning, and school expectations to strengthen home-school collaboration and student success.	Principals of T & L Principal & APs of Special Education Attendance Teachers Building & District Leaders Principal of Technology & CIO Family Resource Center Staff	January 2026-ongoing
Expand family access and inclusion by live-streaming key school events for those unable to attend in person, ensuring equitable participation and communication across the district.	District Leaders Principal of Technology & CIO Family Resource Center Staff	Janaury 2027



ACTION PLAN

Communication		
Provide language translation tools and services to ensure non-English speaking families have equitable access to all district and school information, communications, and resources.	Principal of Extended Learning and Community Engagement	January 2026- ongoing
Distribute a concise, easy-to-read district bulletin to keep families informed about key events, updates, and celebrations in a consistent and accessible format.	Principal of Extended Learning and Community Engagement	January 2026- ongoing
Consolidate all district and school events into a centralized, easy-to-navigate calendar that serves as a single source of information for families and staff.	Principal of Extended Learning and Community Engagement	March 2027
Ensure translators are physically available at major school events to support non-English speaking families and foster a welcoming, inclusive environment for all.	Principal of Extended Learning and Community Engagement	January 2026- ongoing
Equity and Inclusion		
Host events and information sessions in community-based locations to meet families where they are, strengthen relationships, and expand access to district programs and resources.	District Leadership Team Building Leaders PTA Partners	January 2026- ongoing
Provide transportation options for families to remove barriers and increase attendance at school and district events, ensuring equitable access for all.	Assistant Superintendent of School Business	March 2027
Survey families regularly to identify the most effective times, locations, and formats for district and school events, maximizing participation and engagement.	Principal of Extended Learning and Community Engagement	January 2026- ongoing
Foster a culture where every family feels seen, heard, valued, and welcomed in our schools. Ensure all interactions—with students, families, and community partners—are grounded in respect, empathy, and genuine partnership. Every conversation, communication, and action should reflect the shared belief that families are essential partners in every student's success.	Building & District Leaders Principal of Technology & CIO Family Resource Center Staff	Ongoing
Establish a District Welcome Center to serve as a central hub for family engagement, registration, and support services, ensuring that every family has a positive, informed, and inclusive introduction to the Lackawanna City School District.	Assistant Superintendent of School Improvement, Family Resource Staff	March 2027

OUR NEXT STEPS AND ACCOUNTABILITY

Timeframe	Activity	Who
November & December 2025	Blueprint Plan Presented to the BOE and Community / BOR apprvoal December 2025	• Superintendent • Assistant Superintendents • Administrative Team
Janaury 2026	Blueprint Plan and/or Presentation Shared with Faculty, Staff and Community	• Superintendent • Assistant Superintendents
February 2026	Blueprint Plan “unpacked” and shared with the faculty and staff at faculty meetings.	• Principals
Quarterly	Updates provided to the BOE, Faculty, Staff and Community	• Superintendent • Assistant Superintendents • Administrative Team
February 2026	Blueprint Budget Recommendations Made Blueprint Expenditures Finalized	• Superintendent • Assistant Superintendent • School Business Administrator
May 2026	Blueprint Updates provided to the BOE, Community and Staff	• Superintendent • Assistant Superintendent
June 2026	Blueprint Planning Meeting / Plan Updated for 2025-2026Updates provided to the BOE, Faculty, Staff and Community	• Superintendent • Assistant Superintendent • Administrative Team
July 2026	Blueprint Planning Day Held Plan Updated for 26-27	• BOE • Superintendent • Administrators • Staff • Community Members

OUR NEXT STEPS AND ACCOUNTABILITY

Timeframe	Activity	Who
Spring 2027	Blueprint Refresh Conducted	• BOE • Superintendent • Administrators • Staff • Community Members
Spring 2028	Blueprint Phase 2 Developed	• BOE • Superintendent • Administrators • Staff • Community Members



2024-25 Blueprint Team

Tracy Burke
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Ashli Krotz
Heidi Lipka
Kalie Sonnenberg





BLUEPRINT FOR EXCELLENCE

2026-2029



STRATEGIC PLAN

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Educate. Equip. Empower.

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