

- 1. Enrollment Trends and Demographics** – will study trends related to socioeconomic characteristics, educational and support needs, and other school, home, and community factors that affect the School System’s strategic and programmatic decisions. In particular, this subcommittee will collaborate with the Operations, Facilities, and Consolidation subcommittee and the City’s Planning Division to determine both how many students the school division is anticipated to serve, and where in the City they are likely to reside. Additionally, this subcommittee will evaluate reasons parents choose to use options other than City public schools.

Deliverable: This subcommittee is tasked with providing empirical information to other subcommittees to inform their recommendations.
- 2. Operations, Facilities, and Consolidation** – will study the present conditions, capacity, and longevity of school buildings, evaluate opportunities to streamline support functions, evaluate the opportunity to consolidate existing facilities if appropriate, and explore options to build new school facilities that support educational programs. Additionally, this subcommittee will consider opportunities and implications for transportation operations.

Deliverable: This subcommittee will provide a report evaluating opportunities for re-engineering of operations and consolidation of existing facilities.
- 3. Leading Practices in Urban Education** – will study emerging trends in PreK-14 urban education and identify opportunities for Lynchburg to expand and enhance current practice and to take advantage of successes of other school systems. In particular this subcommittee will collaborate with the Programming and Collaboration Opportunities subcommittee to address the existing opportunity gap. This subcommittee will also review research on best and leading practices in preparing school personnel on how to achieve positive outcomes for students in an urban educational environment.

Deliverable: This subcommittee will create a report outlining strategies that may assist with specific challenges identified by the Task Force that the City’s urban educational environment faces.
- 4. Programming and Collaboration Opportunities** – will study strengths and opportunities in the School System’s programmatic structure in the areas of academic opportunities, athletics, arts, career technical training, after school programs, and other areas. Additionally, this subcommittee will identify opportunities for collaboration with City departments and outside partners to enhance the programmatic offerings and, ultimately, outcomes for children who attend Lynchburg City Schools. The subcommittee will identify opportunities to sustainably coordinate public and private sector resources to help reach benchmarks identified by the Leading Practices in Urban Education subcommittee.

Deliverable: This subcommittee will make recommendations regarding future programmatic opportunities and eliminate practices that may not yield impactful results.
- 5. Finance** – will study the School System’s financial structure and long-range financial sustainability and will consider the financial impact of the recommendation of other

subcommittees. Additionally, this subcommittee will be responsible for studying opportunities for the alignment and complimentary nature of the School System's and the City's budget process and exploring opportunities for continued and future financial investment in the Lynchburg City Schools.

Deliverable: This subcommittee will evaluate the financial feasibility of various initiatives proposed by those subcommittees and inform a fifteen-year operating and capital improvement program forecast.

6. **Talent Management** – will study current and potential efforts to recruit, retain, train, and support talented educators, administrators, and staff in order to ensure that the Lynchburg City Schools is able to maintain educational standards consistent with the goals and recommendations that are developed by this Task Force. Pay issues will be addressed.

Deliverable: This subcommittee will evaluate current recruitment and retention efforts and make specific recommendations regarding efforts to improve and consistently maintain highly effective educators and staff.