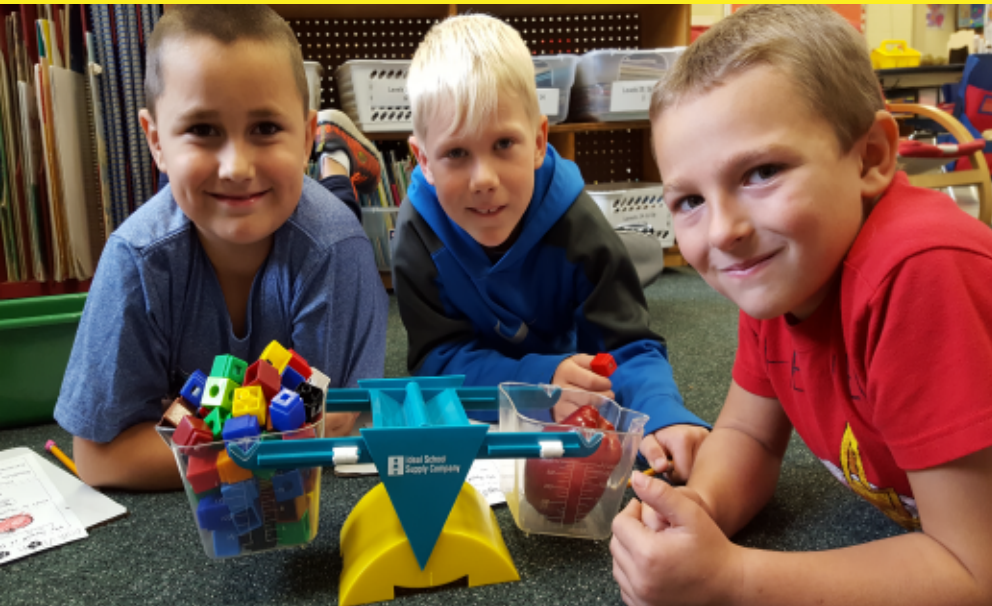


School District of Jefferson Strategic Plan

Mission: Empowering Futures Together



**Setting our
sights
on the future**

**Vision: All students positively
impact society**

2017-2018 Outcome Measures



Strategy One:

Inspire Teaching, Learning, and Achievement

Strategic Objective:

Employ effective teaching strategies within a student-centered environment

Key Performance Objective and Milestone:

**Identify and meet staff needs
through collaboration
and professional development**

- A committee will write and recommend to the Administrative team and, ultimately, to the Board of Education a vision for staff professional growth for the upcoming three years. This will serve as a road map for our employees.

Key Performance Objective and Milestones: Implement Multi-Tiered System of Supports (MTSS) to identify and address all students' needs

- Enhance MTSS to maximize social emotional growth for all as measured by completion of year one action steps of the SDOJ WI School Mental Health Framework implementation plan.
- Define high leverage core instructional practices (Tier 1) that maximize student-centered instruction and prepare students for college/career.
- Student performance on the four priority areas (student achievement, student growth, closing achievement gaps and on track, and post-secondary readiness) will place Jefferson at or above the state average as measured by the state report card for schools and the district.





Strategy Two: Connect School and Community Through Partnerships

Strategic Objective: Foster and support community partnerships between all stakeholders

Key Performance Objective and Milestones:

Identify, build, and acknowledge partnerships to meet community needs

- Facilitate a net gain in open enrollment and overall enrollment as measured by the 3rd Friday count in September, 2018.
- High school staff will identify and document an increase in the number of work-based learning opportunities and the number of students engaged in work-based experiences will increase.
- Middle and elementary schools will identify and partner with local businesses and industry to enhance student learning through field trips, career exploration, and partnerships as identified on a document.

Key Performance Objective and Milestones:

Promote diverse opportunities for authentic family and community engagement

- Study and recommend to the Board of Education changes to better meet the needs of parents as it pertains to parent-teacher conferences.
- Partner with our PATHs, PTOs, and other such parent organizations to identify and offer parent learning and outreach programs.
- Study and implement a Latino resource fair to better inform our Latino parents, students, and citizens about the SDOJ and community resources.



Strategy Three:

Cultivate Growth and Leadership

Strategic Objective: Develop and provide a high-quality professional development program that fosters opportunities for leadership and collaboration, for students and staff alike.

Key Performance Objective and Milestones:

Promote and support a growth mindset in staff and students

- A committee will write and recommend to the Administrative team and, ultimately, to the Board of Education a vision for staff professional growth for the upcoming three years. This will serve as a road map for our employees.
- Within the professional growth program as identified in (1) above, emphasis will be placed on growing internal leaders.
- Evaluators will create a common understanding of mandated educator evaluation processes. Common understandings of implementation practice will be documented. The end result will provide more uniform practices across the district in order to provide high quality feedback fostering professional growth and leadership in those evaluated.

Key Performance Objective and Milestones:

Create opportunities and time for continued learning

- The school year calendar will be studied and changed to reflect more effective and efficient staff development time. A recommendation will be brought to the Board of Education.
- District leadership will develop a district-wide vision for Professional Learning Communities (PLC). Staff training and implementation will occur in future years.



Strategy Four: Continuously Improve Services and Operations

Strategic Objective: Implement efficient, system-wide processes to best allocate resources

Key Performance Objective and Milestones:

Appropriately allocate staff to attract, retain, and take care of our staff

- We will study and, ultimately, recommend to the Board of Education a professional development framework for certified staff that will support the newly adopted career ladder to better attract and retain certified staff.
- We will study and, ultimately, recommend to the Board of Education a new wage schedule for our support staff to better attract and retain these important employees.
- We will study and, ultimately, recommend to the Board of Education a new co-curricular salary schedule to better attract and retain co-curricular staff and programs.
- As reported in the staff culture survey taken in the fall of each year, the percentage of staff reporting scores of "Meets" or "Exceeds" will be at 80 percent or greater.

Key Performance Objective and Milestones: Maintain Safe Environments

- The SDOJ Crisis Plan will be updated by the Administration and endorsed by the Board of Education.
- Safety concerns at East Elementary School regarding pick-up and drop-off will be studied and recommendations for increased safety will be brought to the Board of Education.

Key Performance Objective and Milestone:

Maintain Clean and Healthy Environments

- The cleanliness of our school environments will improve as measured by a survey. This survey will be developed and administered by December 1, 2017, for a baseline. This survey will then be administered annually in February of each year.

Key Performance Objective and Milestones:

Be fiscally responsible by budgeting efficiently and effectively allocating resources

- The SDOJ's expenditures will not exceed revenues for the 2017-18 school year unless the Board of Education approves the use of fund balance for a designated purpose.
- The SDOJ's administration will recommend to the Board of Education a balanced budget for the 2018-2019 school year unless the Board of Education approves the use of fund balance for a designated purpose.
- A Board of Education decision will be made as to whether it is necessary to ask our community to support an operations referendum to maintain high quality staff, programs, and facilities.
- The Administrative team will recommend the allocation of resources based upon a needs assessment. This needs assessment will be shared with the Board of Education for their input and approval.



**School District
of Jefferson**



**Empowering
Futures Together**

Planning for Success

Strategies, Objectives, and 2018-2019 Milestones



| | |
|-----------------------------|--|
| Strategy One: | Inspire Teaching, Learning, and Achievement |
| Strategic Objective: | Employ effective teaching strategies within a student-centered environment. |

Milestones:

1. Facilitate staff professional growth through the implementation of year one of the 2018-19 SDoJ Professional Development Plan by June 30, 2019.
2. School learning objectives will outline the action steps and measures for improving SDoJ ELA and Math achievement with the goal of placing SDoJ at or above the median for all Wisconsin schools as measured by the Wisconsin State Assessment results.
3. Improve student growth and close achievement gaps as measured by the District Report Card.
4. District-wide student chronic absenteeism will decrease as measured by WISEdash Chronic Absenteeism data reported to DPI.
5. Implement MTSS year two action steps of the SDoJ WI School Mental Health framework to maximize social emotional growth.
6. Teachers will utilize learning walks to implement high leverage core instructional practices (Tier 1) that prepare students for college/career readiness.

| | |
|-----------------------------|--|
| Strategy Two: | Connect School and Community through Partnerships |
| Strategic Objective: | Foster and support community partnerships between all stakeholders. |

Milestones:

1. Develop a system for interpretation and translation of SDoJ communications for the Latino community by October 1, 2018.
2. Implement a system for interpretation and translation of SDoJ communications for the Latino community by May 1, 2018.
3. Middle and elementary schools will increase the number of career and community-based connections through field trips, career explorations, guest speakers, and/or partnerships as compared to the baseline data established in May 2018.
4. The percentage of high school juniors and seniors participating in an apprenticeship and/or work-based learning opportunity will increase from May 2018 to May 2019.

Strategy Three: Cultivate Growth and Leadership

Strategic Objective: Develop and provide a high-quality professional development program that fosters opportunities for leadership and collaboration, for students and staff alike.

Milestones:

1. Identify and train a district-wide equity leadership team by August 31, 2019.
2. Facilitate teacher growth and leadership through the implementation of year one of the 2018-19 SDoJ Professional Development Plan by June 1, 2019.
3. Identify a team of administrators and teachers to study the CESA #6 teacher evaluation and professional growth model and determine if this model should replace the current model used by SDoJ, the State's DPI Educator Effectiveness Model, with a decision to be made by March 1, 2019.

Strategy Four: Continuously Improve Services and Operations

Strategic Objective: Implement efficient, system-wide processes to best allocate resources.

Milestones:

1. Maintain a net gain in open enrollment as measured by the third Friday count of September, 2019.
2. Assure the 2019-20 school calendar provides in-service time, other than in August, for training all staff in Run-Hide-Fight-Notify and Reunification processes.
3. The annual buildings and grounds cleanliness survey will demonstrate a 5% improvement in overall scores as compared to the survey of 2017-18.
4. The support staff compensation schedule will be studied and adjustments recommended to the school board by April 2019 for implementation for the 2019-20 school year.
5. The co-curricular compensation schedule will be studied and adjustments recommended to the school board by April 2019 for implementation for the 2019-20 school year.
6. The SDoJ's expenditures will not exceed revenues for the 2018-19 school year unless the Board of Education approves fund balance for a designated purpose.
7. The SDoJ's administration will recommend to the board of education a balanced budget for the 2019-20 school year.
8. All items of the Safety Grant of Phases 1 and 2 will be implemented by the deadline established by the grant. This includes staff training.



**School District
of Jefferson**



**Empowering
Futures Together**

Planning for Success

Strategies, Objectives, and 2019-2020 Milestones



| | |
|-----------------------------|--|
| Strategy One: | Inspire Teaching, Learning, and Achievement |
| Strategic Objective: | Employ effective teaching strategies within a student-centered environment. |

Milestones:

1. The SDoJ will improve student growth, close achievement gaps, and place at or above the State mean for all Wisconsin Public Schools through ELA and Math achievement as measured by the 2019-20 Wisconsin State Report Card.
2. The SDoJ will implement MTSS Year 3 three action steps of a five-year implementation of the School District of Jefferson (SDoJ) [Wisconsin School Mental Health Framework](#) to maximize social emotional growth by the end of the 2019-20 school year.
3. District-wide student chronic absenteeism will decrease as measured by WISEdash chronic absenteeism data collected by the Wisconsin Department of Public Instruction (DPI) by June 2020.
4. Teachers will utilize learning walks to implement high leverage core instructional practices (Tier 1) that prepare students for college/career readiness as measured by a log maintained by principals by June 2020.
5. The Board of Education will participate in Board development on the topic of Professional Learning Communities (PLC) through one or more Board development meetings and/or a PLC book read during the 2019-20 school year.
6. The District will provide professional development to 100% of the staff in PLC practices. This will be done via the August in-service, sending selected staff members to conferences and a certified staff book read, all to be completed by May 2020.
7. Grades 6-12 universal core essential standards for a minimum of one course per content area will be written by collaborative teams of teachers by May 31, 2020.
8. K-5 universal core essential standards (ELA and Math) will be written by collaborative teams by May 31, 2020.
9. The Administrative team will research other calendar and schedule options to best meet the needs of collaborative teams. This research will be completed by March 1, 2020.
10. A document will be created to guide and create phases I, II, and III of curriculum, assessment, and interventions for all grade levels K-12 core content areas by October 1, 2019.
11. The Administrative team will receive a program overview by a professional expert in AVID (likely Dr. Gatica) by February 1, 2020.
12. The High School staff will be exposed to AVID through site visits and readings by April 1, 2020. Additionally, Board members will be invited to attend this site visit. A School Board report will be provided by May 1, 2020.

Strategy Two: Connect School and Community through Partnerships
Strategic Objective: Foster and support community partnerships between all stakeholders.

Milestones:

1. In order to better prepare students for college and career readiness, all students in grades 6-12 will be exposed to the Academic and Career Planning processes as identified by a district-created document by May 2020.
2. The number of district sponsorships via the Sponsorship policy will increase by a minimum of one per building from September 1, 2019, to April 1, 2020.
3. Middle and elementary schools will increase the number of career and community-based connections through field trips, career explorations, guest speakers, and/or partnerships as compared to the baseline data established in May 2019. (Elementary and JMS action steps)
4. JHS will maintain or increase the number of community work-based partnerships and JHS juniors and seniors participating in an apprenticeship and/or work-based learning opportunity from May 2019 to May 2020.

Strategy Three: Cultivate Growth and Leadership
Strategic Objective: Develop and provide a high-quality professional development program that fosters opportunities for leadership and collaboration, for students and staff alike.

Milestones:

1. To cultivate growth and leadership, the District will identify teacher leaders to participate in trainings focused on principles and practices of Professional Learning Communities at work. [2019-2020 PLC Leadership Development](#)
2. The District will identify teachers to lead, model, and coach other district-wide employees in PLC practices. This team of teachers will also provide a report to the School Board. The team will be identified and report to the Board of Education by December 1, 2019.

Strategy Four: Continuously Improve Services and Operations
Strategic Objective: Implement efficient, system-wide processes to best allocate resources.

Milestones:

1. The District will increase its net in open enrollment from _____ in September of 2019 to _____ in September of 2020 as measured by the 3rd Friday count.
2. Contingent upon Board of Education approval, the District will hire a firm or agency to complete a facility and grounds needs assessment to address long-term maintenance and grounds needs for the next 20 years for the SDoJ. This study and report to the Board of Education is to be completed by April 15, 2020.
3. The district will identify funding sources to finance professional development for the implementation of PLCs and AVID for the 2020-21 school year.
4. In order to provide better shared services, efficiencies and effectiveness, the district will study whether or not to move to a 4K-2 and 3-5 elementary school model for East and West Elementary Schools. The study may endorse future implementation within the next 2-4 fiscal years. This study will include a Board-approved Ad Hoc committee made up of administrators, teachers, a Board member, and community members. The results of the study will be provided to the School Board by August 1, 2020.
5. In order to assure that all students are achieving at high levels, the District will increase staffing in the areas of secondary math, interventionists, ELL liaison, literacy coaches, computer science teachers, and school psychologists. The Administrative team will write a budgeting philosophy for the Board of Education to consider by December 1, 2019.
6. In order to assure of District and building efficiencies and student/staff/visitor safety, the District will complete a study regarding a need for additional administrative office staffing districtwide. This study and rationale will be completed and shared with the Board of Education by March 1, 2020.



**School District
of Jefferson**



**Empowering
Futures Together**

Planning for Success

Strategies, Objectives, and 2021-22 Milestones



| | |
|-----------------------------|--|
| Strategy One: | Inspire Teaching, Learning, and Achievement |
| Strategic Objective: | Employ effective teaching strategies within a student-centered environment. |

Milestones:

1. The SDoJ will improve student growth, close achievement gaps, and place at or above the State mean for all Wisconsin Public Schools through ELA and Math achievement as measured by the 2021-2022 WI State Report Card.
2. The SDoJ will implement MTSS year four action steps of a five-year implementation of the SDoJ Wisconsin School Mental Health Framework to maximize social emotional growth by the end of the 2021-2022 school year.
3. District-wide student chronic absenteeism will decrease as measured by WISEdash Chronic Absenteeism data collected by DPI by June 2022.
4. Professional Development and Collaborative Learning through the practice of Learning Walks will become either an emerging or an institutionalized practice (building dependent) as a means to implement high leverage universal core instructional practices (Tier 1) that prepare students for college/career readiness as measured by a log maintained by principals due by June 2022.
5. An additional 15% of the certified staff will be trained in Professional Learning Practices through a Solution Tree conference bringing our total number of district certified staff trained to 38% by April 2022.
6. In year number 3 of implementing PLC's as the district's practice for continuous quality improvement administration will determine whether the SDoJ PLC practices are still emerging or institutionalized with critical mass embracing the philosophy. This administrative determination will be decided by May 1, 2022 through a survey.
7. AVID will be implemented for grade 9 at JHS starting September 2021. AVID Coordinator and Core AVID JHS team will be trained during the summer of 2021.
8. Core AVID JMS team and additional AVID JHS team members will be trained in AVID practices for the implementation of 8th grade and 10th grade for 2022-2023. Training will be completed by July 1, 2022.

| | |
|-----------------------------|--|
| Strategy Two: | Connect School and Community through Partnerships |
| Strategic Objective: | Foster and support community partnerships between all stakeholders. |

Milestones:

1. The number of presentations regarding the district strategic plan and successes will be a minimum of one per month to community organizations such as, but not limited to municipalities, city council, Ag advisory board, parent organizations, and service clubs.
2. Students in grades 5-8 will experience a career exploration with local business/industry by February, 2022.
3. The SDoJ will review and potentially make recommendations to the Board of Education regarding Board Policy KFD and the respective Sponsorship Handbook by May 2022.

| | |
|-----------------------------|---|
| Strategy Three: | Cultivate Growth and Leadership |
| Strategic Objective: | Develop and provide a high-quality professional development program that fosters opportunities for leadership and collaboration, for students and staff alike. |

Milestones:

1. To cultivate growth and leadership, the District will identify an additional 20 teacher leaders to participate in trainings focused on principles and practices of Professional Learning Communities at Work.
2. The JHS AVID site team and student leaders will provide a board presentation regarding AVID year one implementation in the spring of 2022.

| | |
|-----------------------------|---|
| Strategy Four: | Continuously Improve Services and Operations |
| Strategic Objective: | Implement efficient, system-wide processes to best allocate resources. |

Milestones:

1. The District will increase its net gain in open enrollment as measured by the 3rd Friday count in September of 2021 to a +55.
2. An ADHOC committee of the Board will serve as a Facility Advisory Committee (FAC) to provide advisement to the Board of Education regarding facility maintenance and future growth. This committee will provide advisement by April 2022.
3. An ADHOC committee of the Board known as the FAC will study enrollment trends, budgetary impacts, and other relevant data related to grade level configurations across the district (particularly East and West Elementary Schools) and, ultimately, make a recommendation to the Board of Education regarding future grade level configurations per building. This recommendation will be made by April 2022.
4. A committee of educators will be formed to study and, ultimately, recommend changes to (a) middle level philosophy and/or (b) the middle school master schedule to better allocate resources for a declining enrollment.
5. We will identify and incorporate tools to better recruit and retain qualified and effective support staff employees by January 15, 2022.
6. Identify and prioritize use of ESSER II and III funds to continue to safely welcome all students back into school and assess and address learning loss from the COVID-19 pandemic-related school closures.



**School District
of Jefferson**



**Empowering
Futures Together**

In December 2016, the Jefferson Board of Education approved the 2017-2022 Strategic Plan for the district. *In June 2022 the Board approved an extension of the Strategic Plan to 2024.* The purpose of the plan is to provide guidance for the annual development of milestones that align with the four core strategies and key performance objectives. This annual process provides structure for the continuous improvement work to be completed over the long-term in order to meet the district's mission, vision, and belief statements for student learning.

Mission

***Empowering futures
together***

Vision

***All students
positively impact
society***

Our Beliefs and Commitments:

- All students have the right to a relevant, challenging, and innovative education that expands opportunities.
- All people have the right to be treated with respect and dignity in a safe environment.
- Our learning community needs to provide the tools for all students to be successful.
- Our impact as a school district is enhanced by family engagement and community partnerships.
- Active community involvement builds positive relationships, trust, and commitment.
- All members of the learning community have the responsibility for developing academically, socially, and behaviorally responsible citizens.
- Meeting and engaging the diverse needs of students today empowers them to find their passion and potential.

Strategies, Objectives, and 2022-2023 Milestones

Strategy One:

Inspire Teaching, Learning, and Achievement

Strategic Objective:

Employ effective teaching strategies within a student-centered environment.

Milestones:

1. SDoJ will ensure that all students (measured by subgroups) demonstrate at least one year of growth on the state-wide assessment in math and ELA as measured by the value-added score of 3.0 or better on the 2022-2023 state report card.
2. SDoJ will implement Equitable Multi-Level Systems of Support (EMLSS), focusing on defining and implementing data-driven and research-based Selective/Tier 2 interventions in math, ELA, SEL, and behavior as measured by the number of students served in Selective/Tier 2.
3. District-wide student chronic absenteeism will decrease by 40% as measured by WISEdash Chronic Absenteeism data collected by DPI.
4. SDoJ will continue implementation (Year 4) of Professional Learning Communities (PLCs) for continuous quality improvement, determining whether PLC practices are emerging or institutionalized [particular focus on Common Formative Assessments (CFAs) and interventions/enrichments] by analyzing PLC rubric data.
5. JHS and JMS will implement building-wide AVID strategies, AVID elective in grades 8 and 11, and will continue AVID elective implementation in grades 9 and 10. The AVID Coordinator and Core AVID JMS and JHS teams will continue training during the summer of 2022.

Empowering Futures Together

Strategy Two: Connect School and Community through Partnerships
Strategic Objective: Foster and support community partnerships between all stakeholders.

Milestones:

1. SDOJ will develop a *Redefining Ready!* framework to define college, career, and life readiness indicators, which we will use to celebrate district success (strengths) and build district and school goals (growth).
2. SDOJ will highlight and celebrate school and community partnerships (career fairs, career explorations, youth apprenticeships, industry credentials, signing day) to support students' career readiness.
3. SDOJ will review and recommend potential updates to the Board of Education for Board Policy KFD and the Sponsorship Handbook.

Strategy Three: Cultivate Growth and Leadership
Strategic Objective: Develop and provide a high-quality professional development program that fosters opportunities for leadership and collaboration, for students and staff alike.

Milestones:

1. SDOJ will provide professional learning for all staff to build capacity in highly impactful instructional strategies (e.g., AVID, Gradual Release of Responsibility, Workshop Model).
2. SDOJ will provide professional development and collaborative learning through the practice of Instructional Rounds, which will become either an emerging or an institutionalized practice (building dependent) as a means to implement high-leverage universal core instructional practices (Tier 1). Improved universal core practices will help prepare students for college/career/life readiness.
3. Six PLC leaders will attend year-long Leading Professional Learning Communities through AWSA and bring their learning in a train the trainer model to our District PLC Leadership Team.
4. SDOJ will establish a calendar committee to gather feedback from stakeholders and discuss best practices to support student learning and staff professional development in a school calendar to make recommendations to the School Board for a comprehensive 2023-2024 school calendar.

Strategy Four: Continuously Improve Services and Operations
Strategic Objective: Implement efficient, system-wide processes to best allocate resources.

Milestones:

1. SDOJ will increase its net gain in open enrollment as measured by the 3rd Friday count in September of 2022 to a +75.
2. Develop five-year long-range financial projections to evaluate the impact of the end of the current operational referendum, completion of ESSER funds, continued stagnant/declining enrollment, and unknown state revenue sources.
3. Develop a plan to address district facility needs identified by the ad-hoc Facility Advisory Committee (FAC).
4. SDOJ will identify and incorporate tools to better recruit and retain highly qualified and effective staff members.



**School District
of Jefferson**



**Empowering
Futures Together**

In December 2016, the Jefferson Board of Education approved the 2017-2022 Strategic Plan for the district. *In June 2022 the Board approved an extension of the Strategic Plan to 2024.* The purpose of the plan is to provide guidance for the annual development of milestones that align with the four core strategies and key performance objectives. This annual process provides structure for the continuous improvement work to be completed over the long-term in order to meet the district's mission, vision, and belief statements for student learning.

2023-2024 Key Performance Objectives

OUR MISSION
Empowering futures together

OUR VISION
All students positively impact society

**Inspire
Teaching,
Learning,
and
Achievement**

*Employ effective
teaching strategies
within a student-
centered
environment.*

**Connect
School and
Community
through
Partnerships**

*Foster and support
community
partnerships
between all
stakeholders.*

**Cultivate
Growth and
Leadership**

*Develop and
provide a high-
quality professional
development
program that
fosters
opportunities for
leadership and
collaboration, for
students and staff
alike.*

**Continuously
Improve
Services and
Operations**

*Implement efficient,
system-wide
processes to best
allocate resources.*

OUR BELIEFS AND COMMITMENTS

- All students have the right to a relevant, challenging, and innovative education that expands opportunities.
- All people have the right to be treated with respect and dignity in a safe environment.
- Our learning community needs to provide the tools for all students to be successful.
- Our impact as a school district is enhanced by family engagement and community partnerships.
- Active community involvement builds positive relationships, trust, and commitment.
- All members of the learning community have the responsibility for developing academically, socially, and behaviorally responsible citizens.
- Meeting and engaging the diverse needs of students today empowers them to find their passion and potential.



Strategies, Objectives, and 2023-2024 Milestones



STRATEGY 1

Inspire Teaching, Learning, and Achievement

Strategic Objective: *Employ effective teaching strategies within a student-centered environment.*

Milestones:

1. During the 2023-2024 school year, the SDoJ will ensure that all students demonstrate at least one-year growth in reading and mathematics as measured by the assessments identified for specific grade levels.
 - a. Each educator will implement SDoJ instructional framework to ensure use of highly impactful instructional strategies.
 - b. Continue to refine and implement EMLSS (Equitable Multi-Level System of Support) selective Tier 2 interventions, focusing on defining data-driven and researched based interventions.
 - c. Review absenteeism reduction processes and implement with fidelity.



STRATEGY 2

Connect School and Community through Partnerships

Strategic Objective: *Foster and support community partnerships between all stakeholders.*

Milestones:

1. During the 2023-2024 school year, 100% of students in grades 9-12 will complete the grade level ACP portfolio artifacts in order to ensure students are college, career, and life ready as defined by the SDoJ Redefining Ready! Student Blueprint.
2. During the 2023-2024 school year, SDoJ community partnerships will be highlighted and expanded, as evidenced by building communications and Board reports.



STRATEGY 3

Cultivate Growth and Leadership

Strategic Objective: *Develop and provide a high-quality professional development program that fosters opportunities for leadership and collaboration, for students and staff alike.*

Milestones:

1. During the 2023-2024 school year, 100% of SDoJ PLCs will expand and strengthen their collaboration and instructional practices by identifying individual PLC goals based on the Essential Questions (DuFour, DuFour, Eaker, & Many, 2010) and demonstrating goal completion through evidence/documentation.
 - a. Five PLC Leaders will attend year-long Leading professional learning Communities through AWSA and bring their learning back to our district PLC Leadership team.
 - b. Refine and develop a culture that is grounded in the District's Mission, Vision, Beliefs & Commitments each and everyday.



STRATEGY 4

Continuously Improve Services and Operations

Strategic Objective: *Implement efficient, system-wide processes to best allocate resources.*

Milestones:

1. During the 2023-2024 school year, SDoJ will develop options to address an anticipated budget deficit due to the ending of ESSER funds and inflationary cost adjustments while maintaining our student services and educational options.
 - a. SDoJ will monitor staff-to-pupil ratios to examine "right-sizing" aligned to changing student enrollment.
 - b. SDoJ will manage 2022 capital referendum resources and communicate projects regularly.
2. During the 2023-2024 school year, SDoJ will develop processes and practices to recruit and retain highly qualified and effective staff members.