

Strategic Plan Academic Bold Goals: All third-graders will read on grade level.
 All ninth-graders will pass Algebra.
 100% graduation rate.
 100% of graduates will graduate with a least one Market Value Asset.

		Year-by-Year Results					Summary Change		Targets		
		Baseline 2020-21 Year 0	2021-22 Year 1	2022-23 Year 2	2023-24 Year 3	2024-25 Year 4	2025-26 Year 5	Annual Change	Change from Baseline	5 Year Target	Target Met?
ELA											
K-2 Early Literacy Foundations	K EOY % on Grade Level (Metric: PASI)	Baseline Year 2021-22									
	1 st Grade EOY % on Grade Level (Metric: PSI & ORF)										
	2 nd Grade EOY % on Grade Level (Metric: PSI & ORF)										
3 rd Grade level proficiency in ELA	State Proficient %	69%									
	District Proficient %	78%									
7 th Grade level proficiency in ELA	State Proficient %	64%									
	District Proficient %	75%									
9-12 College-Career Readiness	11 th Grade ACT Reading Composite	22.7									
Math											
4 th Grade level proficiency in Math	State Proficient %	77%									
	District Proficient %	84%									
8 th Grade level proficiency in Math	State Proficient %	64%									
	District Proficient %	76%									
Algebra Completion	Pass Algebra by end of 9 th Grade	81.7%									
9-12 College-Career Readiness	11 th Grade ACT Math Composite	21.7									
Science & Social Studies											
5 th Grade level proficiency in Science	State Proficient %	71%									
	District Proficient %	79%									
6-8 Grade level proficiency in Social Studies	State Proficient %	Baseline Year 2021-22									
	District Proficient %	Baseline Year 2021-22									
Graduation Rate	Percentage of students graduating in four years or fewer	91.8%									
Market Value Assets (MVA)	Percentage of students graduating with one MVA.	25.3%									

Academic Milestones

**Strategic Plan BSEL Bold Goals: 100% of students report positive teacher to student relationships.
100% of student report having strong emotional regulation in order to stay calm and seek help when things go wrong.**

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			Baseline 2020-21 Year 0	2021-22 Year 1	2022-23 Year 2	2023-24 Year 3	2024-25 Year 4	2025-26 Year 5	Annual Change	Change from Baseline	5 Year Target
Commitments to Students & Staff BSEL Needs	Positive Relationships Priority Outcome										
	Respectful interaction with people from a range of backgrounds through development of positive relationships	Increase overall district rating on Cultural Awareness & Action Category section on student survey (Spring)	33%								
	Emotional Regulation Priority Outcomes										
	Regulate behaviors and emotions to manage stress and impulses	Increase overall district rating on Emotional Regulation as measured by student survey data (Spring)	Grades 3-5	46%							
			Grade 6-12	48%							
	Identify, manage, and express emotions	Increase percentage of students who respond positively to tier II interventions as measured by district SWIS data		74%							
Identify, manage, and express emotions	Percentage of overall 6-12 students who respond favorably to student survey question: When things go wrong for you, how calm are you able to stay? (Spring)		44%								

Strategic Plan Human Resources Priority Outcomes:

- 1) **Leadership: Develop leaders with skills to identify, select, lead and hold their teams accountable.**
- 2) **Recruitment, Selection & Development: Recruit, hire, develop and retain a diverse and premier work force, becoming the destination district for the best educational professionals.**
- 3) **Compensations & Benefit Alignment: Evaluate and enhance offerings to ensure competitiveness and support strategic initiatives.**

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Leadership Development Initiatives											
Define expectations of a leader and provide professional development	Monthly Professional Development for Administrators at Administrative Staff or Level Meetings	Baseline Year 2021-22									
Assess and redefine the performance appraisal instruments and processes for leadership	Develop (Y0), Implement (Y1), Maintain (Y>1)	✓									
Implement and maintain accountability structures.	Conduct an annual audit of overall performance of leadership and monitor completion of evaluations	Cert: 96%									
Recruitment Initiatives											
Enhance & refine recruitment plan to increase applicant pool reflective of a diverse work force	Increase the number of overall interviews at the district fall interview night	156									
	Increase the average number of applicants per opening	Cert: 6 Class: 4									
Continually improve selection processes through implementation of efficient recruitment instruments and methods	Increase percentage of new hire survey responses indicate Strongly Agree/Agree to question: I was treated respectfully and professionally throughout the hiring process.	98%									
Develop and maintain work force retention and succession practices	Decrease the number of vacancies posted on October 1 st each year for classified and certified positions	Cert: 10 Class: 154									
Compensation & Benefits Initiatives											
Ongoing market assessments of compensation and benefit practices and offerings	Complete market analysis of 100% of employee groups over course of strategic plan implementation	<ul style="list-style-type: none"> ✓ Admin ✓ Certified ✓ Paras ✓ Food Production ✓ Exec. Assistants 									
Continue to enhance effective communication of district benefits for recruitment, onboarding, and retention of talent	Effective Communication: Monitor percentage of employees who complete open enrollment	85%									
	Increase percentage of new hire survey responses indicating Strongly Agree/Agree to question: I received sufficient information on benefits.	88%									
	Recruitment & Retention: Increase percentage of exit interview survey responses indicating Benefits are "not a factor or somewhat important" in their decision to leave the district	Baseline Year 2021-22									
Develop and sustain a culture of health and well-being.	Provide and maintain social-emotional and financial support services to employees.	✓									
Develop and sustain a culture of health and well-being.	Expand supports beyond EAP by one new initiative annually	✓									

Commitments to Staff Recruitment & Retention

Strategic Plan Effective Systems & Prioritized Resources Priority Outcomes:

- 1) **Facilities & Infrastructure:** Ensure the existence of safe, well-maintained school facilities and technology infrastructures which support student learning.
- 2) **Budget:** Implement budgets and enhance fiscal efficiencies to support strategic and academic priorities.
- 3) **Communications:** Utilize communications systems for a range of purposes to inform, instruct, and motivate all stakeholders.

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Commitments to Stakeholder Accountability	Facilities & Infrastructure Initiatives										
	Ensure safe, well-maintained school facilities to support learning	Percentage of work orders completed	97%								
	Review & enhance safety/security	Review & Update Capital Improvement Plan (CIP) Annually	✓								
	Align facilities plan to support Portrait of a Graduate	Annually audit and reprioritize projects based on Strategic Plan initiative (fall semester)	N/A								
		Percentage of Bond Projects Completed (add when bond passes)	N/A								
	Develop & maintain sustainable technology systems supporting industry & ISTE standards	Complete all priority initiatives identified in Technology Services dept. of the annual TSC Roadmap	93%								
	Budget Implementation & Management Initiatives										
	Establish program & initiative inventory	Develop comprehensive district initiative inventory (Y0)	✓								
	Implement & utilize program-based budgeting to support student learning	Research, Select, Plan (Y1), Implement (Y2-3) an Enterprise Resource Planning (ERP) system	N/A								
	Maintain current program & initiative inventory	Conduct an annual initiatives inventory review to prioritize initiatives ensuring alignment and support of district strategic plan and achievement of academic milestones (Beginning in fall of Y4)	N/A								
	Align & adjust budget priorities to support strategic initiatives	Design & Develop Process for Budget Allocation (Y3), Implement (Y4), Maintain (Y5>)	N/A								
	Stakeholder Communication Initiatives										
	Streamline & maintain communications	Increase favorable response rate on "I get information I need from the district." on annual survey.	86% (2018-19)								
	Inform stakeholders regarding strategic initiatives	Increase views on OPS Insider (Parent Publication)	90%								
		Increase views on OPS In the Know (Staff Publication)	81%								
Enhance stakeholder engagement	Increase participation on district annual survey	Baseline Year 2021-22									