



**Jefferson City Strategic Plan
07/01/2025 - 06/30/2030**



Plan Outline

Our Mission, Vision & Beliefs



Plan Outline

1. Strategic Goal Area: Student Achievement & Readiness

A. Performance Objective: Improve academic performance & student growth

1. Initiative: Rigorous Instruction

a. Action Step: Review, revise and support the implementation of an instructional framework to ensure consistency and rigor across grade levels and departments.

b. Action Step: Establish content-specific expert teams to ensure instructional practices are aligned throughout the district.

c. Action Step: Use assessment data to determine curriculum and instructional priorities in order to improve mastery of content standards.

d. Action Step: Designate a schedule for ongoing collaboration to monitor implementation of standards, instruction and curriculum to ensure a coherent and aligned assessment system.

2. Initiative: Literacy Across Disciplines

a. Action Step: Establish a focus group to develop and monitor the implementation of a literacy program in each school.

b. Action Step: Provide research-based interventions to address reading deficiencies and use data to inform instruction based on student needs.

c. Action Step: Expand the use of the book mobile to increase access and promote literacy throughout the community.

3. Initiative: Technology Integration

a. Action Step: Establish a focus group to identify strategic goals for technology implementation that will enhance teaching and learning.

b. Action Step: Review and revise the 5-year technology plan to ensure alignment with strategic goals.

c. Action Step: Employ a digital learning specialist to provide ongoing professional learning designed to leverage technology to improve student performance.

B. Performance Objective: Prepare students for college, career, & life

1. Initiative: Deeper Learning Transitions

a. Action Step: Establish a task force to create a position statement and procedural guidelines for the use of Artificial Intelligence by students and staff.

b. Action Step: Establish a focus group to identify specific student competencies that define “fully functioning” by grade band and create a student leadership program to promote the development of these competencies.

c. Action Step: Collaborate with content leaders to determine school-specific, age-appropriate learning strategies and instructional approaches designed to enhance rigorous learning environments and promote student engagement.



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2. Initiative: College & Workforce Readiness

- a. Action Step: Promote participation in Advanced Placement and dual enrollment courses.
- b. Action Step: Expand CTAE pathways and course offerings based on student interest and workforce demand.
- c. Action Step: Implement a careers exploration course for students enrolled in grades 3-5.
- d. Action Step: Devise a plan for expanding opportunities to collaborate with business and industry leaders and other stakeholders to improve student readiness.

C. Performance Objective: Enhance teacher content knowledge & expertise

1. Initiative: Developing Teacher Leaders

- a. Action Step: Establish a teacher leader academy to strengthen instructional practices and improve student outcomes.
- b. Action Step: Develop and implement a schedule for teachers new to the district to observe teacher leaders.
- c. Action Step: Establish a task force to design a new program for mentoring early career teachers.

2. Initiative: Equipping Teachers

- a. Action Step: Provide ongoing professional learning to deepen understanding of content standards and pedagogical knowledge.
- b. Action Step: Provide science of reading training to all teachers and support staff.
- c. Action Step: Implement an instructional framework to provide a structured approach to teaching and learning, ensuring consistency and effectiveness across the district.

2. Strategic Goal Area: Employee Recruitment, Retention, & Development

A. Performance Objective: Recruit the best employees

1. Initiative: Hiring Practices

- a. Action Step: Establish a consistent hiring process throughout the district.
- b. Action Step: Attend career fairs hosted by local and regional colleges and universities.
- c. Action Step: Strengthen hiring practices by developing a promotional campaign designed to attract the most qualified candidates for all positions.
- d. Action Step: Review and revise onboarding procedures.

2. Initiative: Talent Development

- a. Action Step: Review current job descriptions and outline clear expectations for performance and growth.
- b. Action Step: Identify areas of support and provide relevant learning opportunities for classified employees.
- c. Action Step: Design and implement consistent performance evaluation systems that are fair, reliable, and



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focused on providing meaningful feedback.

d. Action Step: Strengthen partnerships with local universities and colleges to enhance the student teaching experience.

e. Action Step: Establish a focus group to examine opportunities for expanding the learning experiences for students enrolled in the Teaching as a Profession pathway.

B. Performance Objective: Retain dedicated, high-performing employees

1. Initiative: Employee Daycare

a. Action Step: Repurpose the existing STEAM building to serve as the daycare facility for employee's children, ages 6 weeks to 4 years old.

b. Action Step: Hire coordinator and staff members for the employee daycare program.

c. Action Step: Provide training for daycare employees.

d. Action Step: Monitor the program for effectiveness.

2. Initiative: Retention Priorities

a. Action Step: Redesign the format of new employee orientation.

b. Action Step: Develop and implement induction programs for certified and classified employees.

c. Action Step: Analyze data from staff surveys to determine areas of improvement.

d. Action Step: Review employee retention data to determine trends and develop targeted retention strategies.

e. Action Step: Conduct a salary analysis to ensure competitiveness.

f. Action Step: Create educational materials related to employee compensation and benefits.

g. Action Step: Examine succession plan strategies in high-performing districts across the state and collaborate with the Board of Education to design effective strategies and plans.

C. Performance Objective: Develop and support highly-effective employees

1. Initiative: Employee Training

a. Action Step: Provide ongoing, job-embedded training for staff aligned to school improvement and employee needs.

b. Action Step: Review and revise staff surveys to gather more informative feedback in determining the professional learning needs of employees.

c. Action Step: Establish a formal plan for the use of peer observations as a tool for professional growth and a model for instructional practices throughout the district.

2. Initiative: Employee Recognition

a. Action Step: Develop and implement strategies to recognize and celebrate staff accomplishments in all departments throughout the district.

b. Action Step: Implement an attendance incentive program for employees.



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c. Action Step: Review and revise the Teacher of the Year selection process based on feedback from employees.

3. Strategic Goal Area: Positive Climate & Innovative Culture

A. Performance Objective: Create safe, warm and inviting learning environments

1. Initiative: Supportive Teaching & Learning

a. Action Step: Discuss strategies and intentional plans to ensure competitiveness and innovation for long-term success in pursuit of excellence.

b. Action Step: Define and communicate baseline expectations for students and staff in an effort to promote excellence in teaching and learning and a positive culture throughout the district (The Jefferson Way).

c. Action Step: Provide training for staff members on effective and advanced classroom management strategies.

d. Action Step: Collaborate with participants in the Teacher Leader Academy to evaluate the current learning environment and define district-wide expectations for teaching and learning.

e. Action Step: Employ a mental health therapist to create a referral process and provide services for students enrolled in grades PK-12.

2. Initiative: Multi-Tiered System of Supports

a. Action Step: Review and revise MTSS handbook and disseminate to staff.

b. Action Step: Formalize the MTSS process to ensure consistency in data-driven decision-making and use of interventions across the district.

c. Action Step: Provide training for teachers on MTSS interventions as appropriate, based on student needs.

d. Action Step: Establish a structured mentoring program focused on connecting students receiving Tier 2 & Tier 3 interventions with adults to monitor growth and progress toward academic goals.

B. Performance Objective: Building positive, healthy relationships

1. Initiative: Student Wellness

a. Action Step: Develop and implement outdoor learning and nature curriculum to foster the physical, emotional and cognitive development of pre-kindergarten students.

b. Action Step: Analyze Georgia Department of Education School Climate Survey data to prioritize areas for small group interventions and classroom guidance lessons.

c. Action Step: Design a survey to identify student interests and expand club offerings and activities in all schools based on feedback.

d. Action Step: Establish a formal structure and plan for supporting students and setting them up for success as they move from one school to another.



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e. Action Step: Design and implement an attendance campaign to reduce the number of students missing 6-10 days of school.

2. Initiative: Staff Wellness

a. Action Step: Establish a focus group to examine opportunities for improving staff wellness and promoting healthy work environments.

b. Action Step: Leverage community partnerships to provide employees with resources and training designed to ensure high levels of performance.

c. Action Step: Provide access to the Acentra Health Employee Assistance Program.

C. Performance Objective: Establish and maintain high expectations for students

1. Initiative: Student Involvement

a. Action Step: Foster the emotional intelligence of students by establishing a comprehensive, age-appropriate leadership program for students in grades 3-12.

b. Action Step: Establish a process for involving students in grades K-2 in goal-setting during parent-teacher conferences.

c. Action Step: Establish a process for goal-setting with students enrolled in grades 3-12.

d. Action Step: Expand extracurricular activities and opportunities for student participation and connection with trusted adults.

2. Initiative: Early Learning

a. Action Step: Establish collaborative partnerships with private providers in the community to strengthen early learning programs and initiatives in preparing students for a successful transition to kindergarten.

b. Action Step: Continue the "Play to Learn" program for children, ages birth to 3 years.

c. Action Step: Review kindergarten readiness and other performance data to ensure effectiveness of PK programming and make adjustments as needed.

4. Strategic Goal Area: Effective, Efficient, & Safe Operations

A. Performance Objective: Ensure financial and operational efficiency across all departments

1. Initiative: Financial Management

a. Action Step: Maintain financial responsibility and accountability by regularly communicating budget information to stakeholders.

b. Action Step: Create a process and timeline for providing training to district and school leaders related to the budget process and planning for efficiency and effectiveness.

c. Action Step: Annually evaluate the budget process to ensure alignment with strategic goals.

2. Initiative: Operational Management

a. Action Step: Develop internal procedures to measure and monitor effectiveness of custodial services.

b. Action Step: Develop a detailed schedule to address routine and preventive maintenance tasks.



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c. Action Step: Leverage technology to optimize efficiency in addressing maintenance issues and facility needs.

d. Action Step: Implement and monitor state and local 5-year facilities plans annually.

B. Performance Objective: Improve and enhance safety operations throughout the district

1. Initiative: Safety Infrastructure

a. Action Step: Collaborate with state and local emergency management officials to review district emergency preparedness plans and make adjustments as needed.

b. Action Step: Conduct ongoing evaluations of safety measures within each school and facility to determine and address any safety breaches and vulnerabilities.

c. Action Step: Devise a prioritized list of equipment to enhance safety and security throughout the district.

2. Initiative: School Security

a. Action Step: Review safety protocols and procedures on an annual basis and make adjustments based on feedback from local and state emergency management officials.

b. Action Step: Provide ongoing safety training for staff members.

c. Action Step: Continue the partnership with the City of Jefferson to employ School Resource Officers in each building.

C. Performance Objective: Optimize and manage resources to improve student outcomes

1. Initiative: Resource Management

a. Action Step: Conduct an annual review of software and other instructional resources to determine program effectiveness based on performance data.

b. Action Step: Conduct a formal review and evaluation of departmental roles and responsibilities to determine areas for improvement and develop operational plans and procedures as needed.

c. Action Step: Monitor effectiveness of departmental performance annually.

d. Action Step: Review budget allotments annually to maximize resources in support of teaching and learning.

2. Initiative: Resource Allocation

a. Action Step: Formalize the process for reviewing budget information regularly with department and school leaders.

b. Action Step: Create a resource allocation plan aligned to prioritized department needs based on data review.

c. Action Step: Determine the key areas where resources will have the most significant impact on student learning and growth.

5. Strategic Goal Area: Stakeholder Communication & Engagement

A. Performance Objective: Improve internal and external communication



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1. Initiative: Communication Plan
 - a. Action Step: Create a focus group to review, research, and develop the components of an effective communication plan for the district and its schools.
 - b. Action Step: Monitor and evaluate the implementation of the communication plan for effectiveness annually, and make adjustments as needed.
 - c. Action Step: Expand current forms and methods of communication to reach a broader audience.
 2. Initiative: Marketing Plan
 - a. Action Step: Expand the communications department to include a media relations coordinator to improve marketing and public relations.
 - b. Action Step: Define and elevate branding across the district.
 - c. Action Step: Enhance the district's website to increase access to information and promote engagement among stakeholders.
- B. Performance Objective: Develop a family involvement strategy and plan
1. Initiative: Family Engagement
 - a. Action Step: Establish a focus group to determine opportunities for improving family engagement and strengthening school-home relationships.
 - b. Action Step: Increase the number of family engagement activities in each school.
 - c. Action Step: Redesign the format and frequency of parent-teacher conferences.
 2. Initiative: Supporting Parents
 - a. Action Step: Establish a focus group to create a survey for parents to identify a prioritized list of needs that will enhance teacher-parent relationships in support of student learning.
 - b. Action Step: Develop a repository of parents resources based on the list of prioritized needs.
 - c. Action Step: Provide ongoing opportunities for parents to engage in book studies and other training activities designed to enhance knowledge on factors that impact student learning and performance.
- C. Performance Objective: Build mutually beneficial relationships with stakeholders
1. Initiative: Community Engagement
 - a. Action Step: Establish a focus group to investigate alternate ways to strengthen reciprocal partnerships with local businesses and community organizations.
 - b. Action Step: Launch a formal partners in education program by creating a community partnership database.
 - c. Action Step: Recognize partners in education annually.
 2. Initiative: Community Resources
 - a. Action Step: Establish a task force to plan and execute an event in coordination with representatives from community agencies that will showcase resources available to support families.
 - b. Action Step: Devise a brochure of available resources and a plan for distribution.



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c. Action Step: Collaborate with representatives from community agencies to determine opportunities for district and school employees and students to become involved in community service.