Strategic Planning Update 2023-2028

Julie Nielsen, Superintendent
September 10, 2026

Outcomes for the Presentation

- Review the District's Strategic Roadmap
- Examine the Strategic Directions
- Share the Priority work for 2026-2027
- Review the updated District Vision Card

District's Strategic Roadmap

What is the purpose of a Strategic Roadmap?

- Long-term plan that outlines a district's vision, core values and strategic directions. This includes a district's priority work and action steps

- Serves as an operational master plan aligning the School Board, district leaders, teachers, families and community around a shared direction to achieving student success.

Why is a Strategic Roadmap necessary?

- **Resource Alignment:** Directs financial budgets, hiring priorities, and technology spending toward targeted educational goals rather than individual initiatives.
- **Accountability:** Keeps leadership and school boards accountable to the public through transparent tracking and yearly progress reporting.
- **Buy-In:** Developed using input from various interested parties including students, staff, families and community. Also included are district advisory committees.

SO WASH CO SCHOOLS

MISSION

The mission of SoWashCo Schools is to educate students for success.

VISION

SoWashCo Schools will lead by example – working together with students, staff, families and community to support each student.

CORE VALUES



CONNECTIONS

Building meaningful relationships through empathy, kindness, patience, and respect that lead to trust and understanding.



INTEGRITY

Demonstrating care, reliability, and honesty while keeping students at the center of decision-making.



EQUITY

Ensuring each individual receives what they need to reach their full potential.



EXCELLENCE

Setting a high standard through quality instruction and opportunities with a focus on continuous improvement and risk-taking.



EDUCATIONAL INNOVATION

Educating students through new ideas and methods that increase student engagement, and encourage creativity, critical thinking, and collaboration.

THE STUDENT EXPERIENCE

We will develop and implement systems that promote positive student interactions, amplify student voice, accept students for who they are, and welcome each of them as part of our community.

MASTERY OF LEARNING AND EXPECTATIONS

We will ensure student success by setting clear expectations, personalizing learning experiences, and encouraging students to own their education.

STUDENT PATHWAYS AND SUPPORTS

We will provide meaningful and relevant learning opportunities, and establish a system of academic and social-emotional support based on the needs of each student.

OPERATIONS STAFFING AND FINANCE

We will invest in our employees, and be accountable for effective and efficient management of resources.

ENGAGEMENT AND PARTNERSHIPS

We will work together to promote engagement and the sharing of resources to build stronger family and community connections.

SO WASH CO SCHOOLS

It's not enough to be busy. The question is, what are we busy about?

Henry David Thoreau

Strategic Directions



Student Experience

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OPERATIONS, STAFFING AND FINANCE

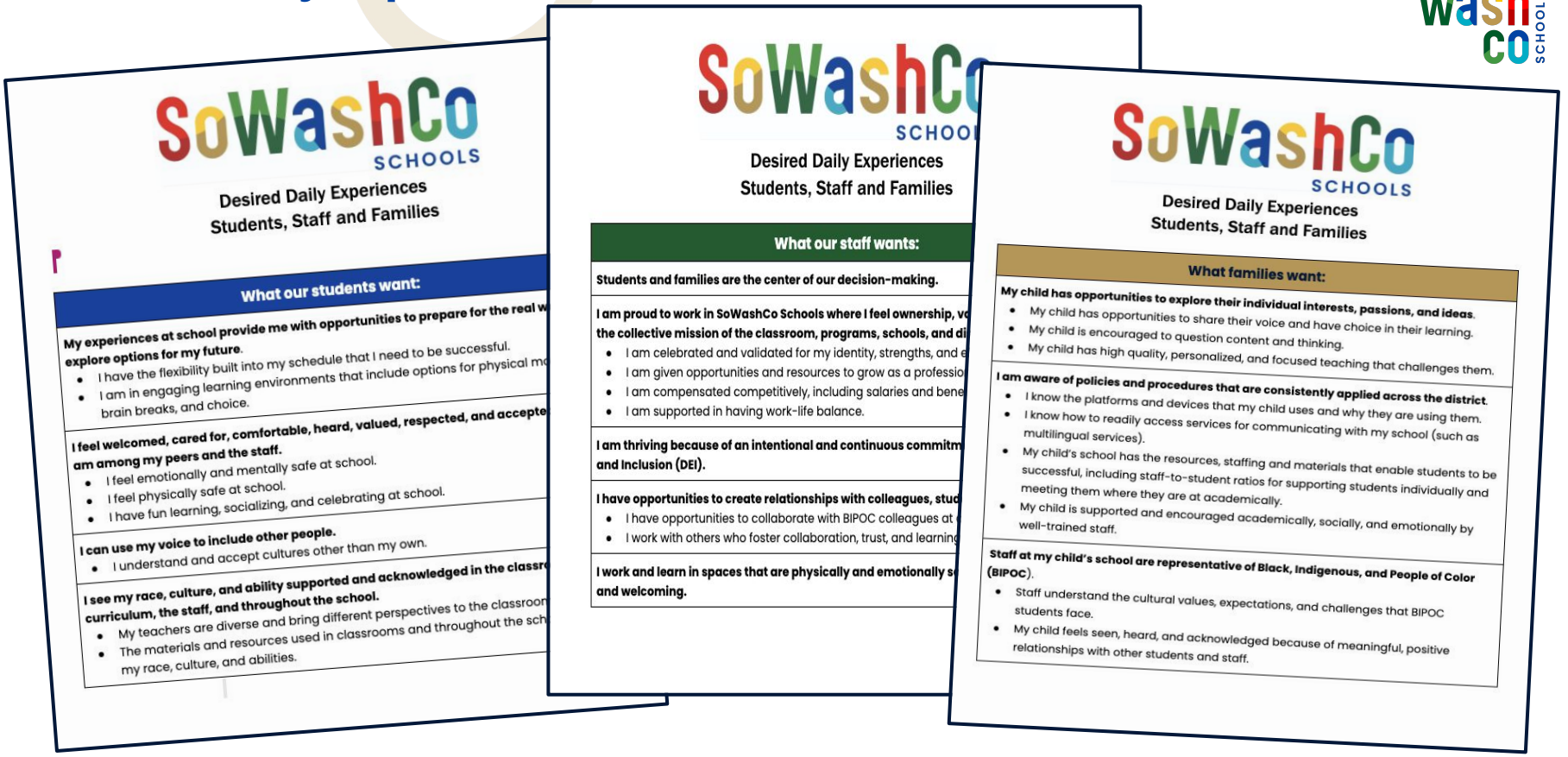
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Desired Daily Experiences



SoWashCo SCHOOLS

Desired Daily Experiences
Students, Staff and Families

What our students want:
My experiences at school provide me with opportunities to prepare for the real w explore options for my future. • I have the flexibility built into my schedule that I need to be successful. • I am in engaging learning environments that include options for physical m brain breaks, and choice.
I feel welcomed, cared for, comfortable, heard, valued, respected, and accepte am among my peers and the staff. • I feel emotionally and mentally safe at school. • I feel physically safe at school. • I have fun learning, socializing, and celebrating at school.
I can use my voice to include other people. • I understand and accept cultures other than my own.
I see my race, culture, and ability supported and acknowledged in the classr curriculum, the staff, and throughout the school. • My teachers are diverse and bring different perspectives to the classroom • The materials and resources used in classrooms and throughout the sch my race, culture, and abilities.

SoWashCo SCHOOLS

Desired Daily Experiences
Students, Staff and Families

What our staff wants:
Students and families are the center of our decision-making.
I am proud to work in SoWashCo Schools where I feel ownership, va the collective mission of the classroom, programs, schools, and di • I am celebrated and validated for my identity, strengths, and e • I am given opportunities and resources to grow as a professio • I am compensated competitively, including salaries and bene • I am supported in having work-life balance.
I am thriving because of an intentional and continuous commitm and inclusion (DEI).
I have opportunities to create relationships with colleagues, stud • I have opportunities to collaborate with BIPOC colleagues at • I work with others who foster collaboration, trust, and learning
I work and learn in spaces that are physically and emotionally s and welcoming.

SoWashCo SCHOOLS

Desired Daily Experiences
Students, Staff and Families

What families want:
My child has opportunities to explore their individual interests, passions, and ideas. • My child has opportunities to share their voice and have choice in their learning. • My child is encouraged to question content and thinking. • My child has high quality, personalized, and focused teaching that challenges them.
I am aware of policies and procedures that are consistently applied across the district. • I know the platforms and devices that my child uses and why they are using them. • I know how to readily access services for communicating with my school (such as multilingual services). • My child's school has the resources, staffing and materials that enable students to be successful, including staff-to-student ratios for supporting students individually and meeting them where they are at academically. • My child is supported and encouraged academically, socially, and emotionally by well-trained staff.
Staff at my child's school are representative of Black, Indigenous, and People of Color (BIPOC). • Staff understand the cultural values, expectations, and challenges that BIPOC students face. • My child feels seen, heard, and acknowledged because of meaningful, positive relationships with other students and staff.



Desired Daily Experiences of Staff, Students, Families

Vision

Mission

Strategic Directions

- Student Experience
- Mastery of Learning and Expectations
- Student Pathways
- Operations, Staffing & Finance
- Engagement & Partnerships

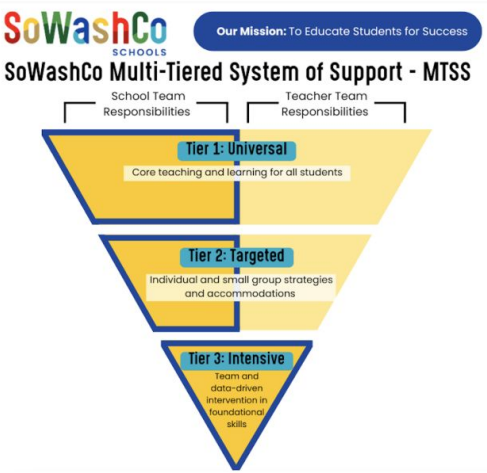
Desired Daily Experiences of Staff, Students, Families

District Priority Work 2026-2027

Strategic Directions: The Student Experience, Mastery of Learning and Expectations and Student Pathways

Focus on High Quality Teaching and Learning

1. Implementation of a Multi-Tiered System of Support (MTSS)
2. Data Informed Decisions around Teaching and Learning and Academic and Social Behaviors Supports (EduClimber)
3. Career and College Pathways



How will we measure our success?

Comprehensive Achievement and Civic Readiness Goals:

- All Children Ready for School
- All Racial and Economic Achievement Gaps between Students are Closed
- All Students are Ready for Career and College
- All Students Graduate from High School
- All Students are Prepared to be Lifelong Learners

District Priority Work 2026-2027

Strategic Directions: Operations, Staffing and Finance

- We must live within our means. Board Policy requires a 16.6% fund balance or two months of expenditures to be in savings
    - The district will be engaging in a budget adjustment process to reduce $13 million in expenditures.
    - Beginning in December, our focus will be looking longer term and determining what needs to be addressed as part of our Planning for the Next Five Years process.
- Completion of Construction - Bond 2023

How will we measure our success?

- Completion of the Budget Adjustment Process to slow the deficit spending and remain within Fund Balance Policy.
- A timeline and plan will be created for areas that need additional time for implementation.
  - This may include curriculum delivery, balancing enrollment and capacity within our schools, facility needs and other areas that come up during the budget adjustment process.
- Construction work is completed and on budget.

District Priority Work 2026-2027

Strategic Directions: Engagement and Partnerships

Focus on meeting the needs of students, families and community related to communication, language accessibility and digital ADA Compliance.

- Implementation of the Language Access Plan
- New Communications and Engagement Platform - ParentSquare

How will we measure our success?

- Families are familiar with SoWashCo Schools' policies and procedures.
- Families are familiar with the apps and platforms students use for school.
- Families are familiar with the devices students use for school.
- Families are familiar with the tools and supports to help families engage with their student(s)' learning.
- All families receive communications and information about school in their preferred language.
- Families feel they have the opportunity to partner with a staff member to support their student(s)' learning.

How do we measure our progress as a district?

We utilize school, department and program improvement plans, along with data collected on our district vision card. The district's vision card reports key measures and metrics for purposes of measuring our progress in meeting district goals.

Strategic Planning Next Steps

1. Continue to work on Department and/or Program Improvement Plans (DIP's and PIP's)and the implementation of our priority work across the District.

2. Continue work with schools on monitoring their School Improvement Plans (SIP's) and supporting their work.

3. Regularly review and monitor district data to get a check on how students are doing.

4. Continue to update the District Vision Card aligned to the Student, Staff and Families Desired Daily Experiences.

5. Update our SoWashCo.org to include most recent Strategic Planning information and results from our Vision Card.

Questions?