

YUKON FLATS

Staff Support and
Operational Stability

Curriculum
and Instruction

Community and
Family Engagement

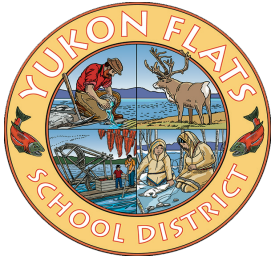
Student Care and
Engagement

Vision:

Our students will be empowered, inspired and engaged for success.

Mission:

Through our rich Cultures and languages, we will work together to promote high expectations for academic and personal growth.



Yukon Flats School District Strategic Plan Objectives 2023-2028 Action Plans

Planning Overview:

Planning meeting held on August 3 & 4, 2023 in Fairbanks, Alaska. Participants (14) in attendance included:

- School Board members (6): *President*, Laurie Thomas, Melinda Peter, Eugenia Grammar, Rhonda Pitka, Tonya Carroll, Margaret Henry John. Marlin Jimmie not in attendance.
- Staff (8): *Superintendent* Debbe Lancaster, *Director of Academics* Matthew Stark, *Grants Director* Jerry Fisher, *Financial team* Lisa Pearce and Vicky Thomas, *Special Education Director* Jamie Bachmann, *Principal/Teacher* Liz Blackbird, *Teacher* Amy Graham
- Following the vision and mission, our team collaborated to make updates and focus the work of the staff for the next five years.

Vision:

Our students will be empowered, inspired and engaged for success.

Mission:

Through our rich Cultures and languages, we will work together to promote high expectations for academic and personal growth. T'aih (strength)

The team then dug into the School Climate and Connectedness Survey results and used some of that insight for the following 2023-2024 Action Plans:

Focus Areas

Staff Support & Operational Stability
Curriculum & Instruction
Community & Family Engagement
Student Care & Engagement

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YUKON FLATS SCHOOL DISTRICT

Board of Education Members

Laurie Thomas, President

Melinda Peter, Vice President

Crystal Frank, Secretary/Treasurer

Eugenia Grammer

Tonya Carroll

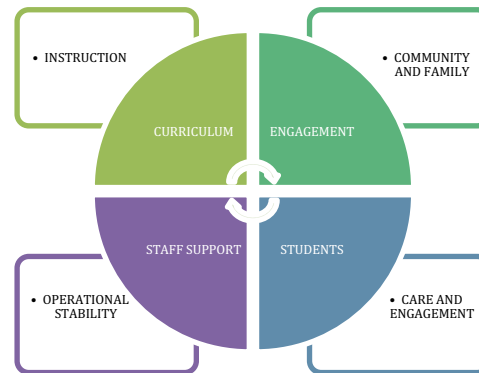
Marlin Jimmie

SUPERINTENDENT

Dr. Debbe Lancaster

District Values

- Confidence
- Tradition
- Respect
- Hard Working
- Integrity
- Achievement
- Honor
- Responsibility
- Pride in School
- Caring



Areas of Focus or Goals

Staff Support

- Professional Development
- Financial Support

Operational Stability

- Business Office
- Maintenance
- Sustainability

Curriculum

- Diverse Implementation
- Cultural Inclusion

Instruction

- Highly Qualified
- Integrate Language
- Trauma Informed

Community Engagement

- LSAC
- Partnership

Family Engagement

- Create More Opportunities

Student Care

- Support Social Emotional Learning
- Individual

Student Engagement

- Groups and Representatives
- More Opportunities

GOAL I – STAFF SUPPORT AND OPERATIONAL STABILITY

A. STAFF SUPPORT

STRATEGY 1 – Provide effective professional development for all staff

Objective a – Implement Succession Plan and Career Ladder

ACTION	RESPONSIBILITY	TIMELINE	METRIC	REPORT TO
1. Create a career ladder for classified staff	Superintendent	Complete by Dec 2024	Written Report Evidence of completion	School Board
2. Create Plan of Service for all departments and schools	Superintendent	Complete by May 2023	Written Report	School Board
3. Partner with other organizations to assist with financing teacher education for paras	Superintendent	Complete by August 2024	Written Report	School Board
4. Create committee for Grow Your Own Teachers	Superintendent	Complete by March 2024	List of Committee Members	School Board
5. Create plan to begin implementation of Grow Your Own Teachers	Superintendent	Complete by August 2024	Written Report	School Board

GOAL I – STAFF SUPPORT AND OPERATIONAL STABILITY

A. STAFF SUPPORT

STRATEGY 1 – Provide high quality professional development for all staff

Objective b – Implement transition plan for incoming and outgoing staff

ACTION	RESPONSIBILITY	TIMELINE	METRIC	REPORT TO
1. Include regular cultural instruction at each new hire in-service	Superintendent	Complete by January 2024	Written Report On the Agenda	School Board
2. Document procedures for onboarding staff	Superintendent	Complete by July 2024	Written Report	School Board
3. Create a transition plan for outgoing staff	Superintendent	Complete by July 2024	Written Report	School Board
4. Update handbooks to include transitions	Superintendent	Complete by July 2024	Surveys and exit interview	School Board

GOAL I – STAFF SUPPORT AND OPERATIONAL STABILITY

A. STAFF SUPPORT

STRATEGY 1 – Provide high quality professional development for all staff

Objective c – Mentorships

ACTION	RESPONSIBILITY	TIMELINE	METRIC	REPORT TO
1. Establish a mentorship program within each school and department	Superintendent	Complete by April 2025	Written Report	School Board
2. Explore apprenticeships for all staff	Superintendent	Complete by May 2024	Written Report	School Board

GOAL I – STAFF SUPPORT AND OPERATIONAL STABILITY

A. STAFF SUPPORT

STRATEGY 1 – Provide high quality professional development for all staff

Objective d – Trauma Informed Teaching and Staff

ACTION	RESPONSIBILITY	TIMELINE	METRIC	REPORT TO
1. Do a book study on developmental trauma	Director of SpEd & Superintendent	Complete by December 2024	Written Report	School Board
2. Do a book study trauma responsive intervention	Director of SpEd & Superintendent	Complete by May 2025	Written Report	School Board
3. Provide 1 day of PD implementing trauma informed/trauma responsive practices.	Director of SpEd & Superintendent	Complete by October 2024	Written Report and On the Agenda	School Board
4. Track discipline data and counseling referrals	Director of SpEd & Superintendent	Ongoing	PowerSchool Reports	School Board
5. Fully integrate Trauma Informed Interventions in all schools	Director of SpEd & Superintendent	Complete by August 2025	Written Reports	School Board

GOAL I – STAFF SUPPORT AND OPERATIONAL STABILITY

A. STAFF SUPPORT

STRATEGY 2 – Financial support for staff

Objective a - Increase hourly classified pay

ACTION	RESPONSIBILITY	TIMELINE	METRIC	REPORT TO
1. Increase classified hourly pay scale	Superintendent	Complete by August 2024	Adoption of new pay scale by board	School Board
2. Offer insurance option for classified hourly staff	Superintendent	Complete by January 2024	MOA offered to classified hourly staff	School Board

GOAL I – STAFF SUPPORT AND OPERATIONAL STABILITY

A. STAFF SUPPORT

STRATEGY 2 – Financial support for staff

Objective b – Retention bonus

ACTION	RESPONSIBILITY	TIMELINE	METRIC	REPORT TO
1. Pay staff a bonus in September when they return in August	Superintendent	Complete by August 2024	Written Report	School Board

GOAL I – STAFF SUPPORT AND OPERATIONAL STABILITY

B. OPERATIONAL STABILITY

Strategy 1 – Functional Business Office

Objective a – Approved audit

ACTION	RESPONSIBILITY	TIMELINE	METRIC	REPORT TO
1. Be completely prepared for Dec 18 audit	Superintendent	Complete by Dec 15 2023	Written Report	School Board

GOAL I – STAFF SUPPORT AND OPERATIONAL STABILITY

B. OPERATIONAL STABILITY

STRATEGY 1 – Functional Business Office

Objective b – Department Compliance

ACTION	RESPONSIBILITY	TIMELINE	METRIC	REPORT TO
1. Accounting systems completed and maintained accurately	Business Manager & Superintendent	Complete by May 2025	Written progress updates Evidence of completion	School Board
2. Grant Compliance	Grant Director & Superintendent	Complete by September 2024	Written progress updates (at least annually)	School Board
3. Provide for and maintain the budgets to school and departments	Superintendent	Complete by August 2024	Written Report	School Board
4. Fully implement the annual budget cycle	Superintendent	Complete by January 2025	Surveys from stakeholders and financial reports	School Board

GOAL I – STAFF SUPPORT AND OPERATIONAL STABILITY

B. OPERATIONAL STABILITY

STRATEGY 1 – Functional Business Office

Objective c – Solid procedures in place for all transactions

ACTION	RESPONSIBILITY	TIMELINE	METRIC	REPORT TO
1. Document all accounting procedures for the Standard Operating Manual	Business Manager & Superintendent	Complete by March 2024	Written progress updates Evidence of completion	School Board
2. Complete the Standard Operating Procedures Manual for the Business Office	Director of Human Resources & Superintendent	Complete by May 2024	Written Manual	School Board
3. Complete the Human Resources Manual	Director of Human Resources & Superintendent	Complete by May 2024	Written Manual	School Board

GOAL I – STAFF SUPPORT AND OPERATIONAL STABILITY

B. OPERATIONAL STABILITY

STRATEGY 1 – Functional Business Office

Objective d – Travel Coordinator

ACTION	RESPONSIBILITY	TIMELINE	METRIC	REPORT TO
1. Transfer travel coordination responsibilities	Superintendent	Complete by April 2024	Evidence of completion	Superintendent
2. Document all travel procedures and create a handbook	Travel Coordinator & Superintendent	Complete by June 2024	Written progress updates	School Board

GOAL I – STAFF SUPPORT AND OPERATIONAL STABILITY

B. OPERATIONAL STABILITY

STRATEGY 2 – Efficient Maintenance Department

Objective a – Follow Yearly Preventative Maintenance Calendar

ACTION	RESPONSIBILITY	TIMELINE	METRIC	REPORT TO
1. Create a plan to regularly check systems, i.e., heating, plumbing, electrical, and fire suppression	Director of Maintenance & Superintendent	Complete by April 2024	Provide written plan and present to the school board	School Board
2. Create a plan to regularly check all teacher housing for function	Director of Maintenance & Superintendent	Complete by July 2024	Provide written plan and present to the school board	School Board
3. Create a plan to check, repair and maintain the district fleet	Director of Maintenance & Superintendent	Complete by March 2024	Provide written plan and present to the school board	School Board

GOAL I – STAFF SUPPORT AND OPERATIONAL STABILITY

B. OPERATIONAL STABILITY

STRATEGY 2 – Efficient Maintenance Department

Objective b – Fix water and heating issues district wide

ACTION	RESPONSIBILITY	TIMELINE	METRIC	REPORT TO
1. Repair all water and heating units in the schools and housing	Director of Maintenance & Superintendent	Ongoing	Evidence each month Written Report	School Board

GOAL I – STAFF SUPPORT AND OPERATIONAL STABILITY

B. OPERATIONAL STABILITY

STRATEGY 3 – Ensure the Integrity and Sustainability of the Support Systems

Objective a – Monitor Quality Measures for All Systems

ACTION	RESPONSIBILITY	TIMELINE	METRIC	REPORT TO
1. Report each year on progress on Strategic Plan	Superintendent	Complete by July 2024	Written Report	School Board
2. Assess each department for efficiency	Superintendent	Complete by June 2024	Written progress updates (at least annually)	School Board

GOAL I – STAFF SUPPORT AND OPERATIONAL STABILITY

B. OPERATIONAL STABILITY

STRATEGY 3 – Ensure the Integrity and Sustainability of the Support Systems

Objective b – Create District and School Handbooks

ACTION	RESPONSIBILITY	TIMELINE	METRIC	REPORT TO
1. Write down procedures in each department	District Leaders Superintendent	Complete by April 2024	Written progress updates	School Board
2. Create a handbook for each department	District Leaders Building Admins Superintendent	Complete by July 2024	Written Documents	School Board
3. Survey LSACs about student handbook update	Building Admin Superintendent	As appropriate	Summarize Survey Written Report	School Board

GOAL 2 – CURRICULUM AND INSTRUCTION

A. CURRICULUM

STRATEGY 1 – Deliver Diverse Curriculum

Objective a – Provide Support in Implementation

ACTION	RESPONSIBILITY	TIMELINE	METRIC	REPORT TO
1. Train teachers and paras HMH, mClass, MAP	Director of Academics & Superintendent	Complete by April 2024	Written progress updates each quarter; Evidence of completion	School Board
2. Implement Alaska Reads Act (support timely IRIPS)	Director of Academics & Superintendent	Complete by January 2024	Written progress updates (at least annually); letters sent to all parents	School Board
3. Implement curriculum fully	Director of Academics & Superintendent	Complete by August 2025	Written Progress Updates	School Board

GOAL 2 – CURRICULUM AND INSTRUCTION

A. CURRICULUM

STRATEGY 2 – Deliver Diverse Curriculum

Objective b – Local Culture included in All Classes

ACTION	RESPONSIBILITY	TIMELINE	METRIC	REPORT TO
1. Create a Local Culture Education Committee	Superintendent	Complete by February 2024	Written Report	School Board
2. Assess what culture is already in place	Culture Committee & Superintendent	Complete by April 2024	Written progress updates	School Board
3. Implement culture into each class	Culture Committee & Superintendent	Complete by 2026	Written Report	School Board

GOAL 2 – CURRICULUM AND INSTRUCTION

B. INSTRUCTION

STRATEGY 1 – Employ Highly Qualified Instructors

Objective a – Hire and Retain Effective Educators

ACTION	RESPONSIBILITY	TIMELINE	METRIC	REPORT TO
1. Attract effective teachers	Director of Human Resources & Superintendent	Complete by April 2025	Written Report	School Board
2. Improve and maintain teacher housing	Director of Maintenance & Superintendent	Complete by October 2024	Written Report	School Board
3. Complete individualized professional development plans on each educator	Director of Human Resources & Superintendent	Complete by October 2024	Professional Development Plans; Feedback from teachers	School Board

GOAL 2 – CURRICULUM AND INSTRUCTION

B. INSTRUCTION

STRATEGY 2 – Employ Highly Qualified Instructors

Objective b - Integrate Language All Schools

ACTION	RESPONSIBILITY	TIMELINE	METRIC	REPORT TO
1. Hire Language and Culture Director	Superintendent	Complete by June 2024	Written Report	School Board
2. Create incentive program for learning language	Culture Director & Superintendent	Complete by July 2025	Written Report	School Board
3. Post language labels throughout schools, use common phrases regularly	Culture Director & Superintendent	Complete by June 2025	Written Report with Images and Artifacts	School Board

GOAL 3 – COMMUNITY AND FAMILY ENGAGEMENT

A. COMMUNITY ENGAGEMENT

STRATEGY 1 – LSAC in every school

Objective a – Have a fully engaged LSAC

ACTION	RESPONSIBILITY	TIMELINE	METRIC	REPORT TO
1. Hold elections for or appoint committee members	Building Admins & Superintendent	Complete by December 2023	Written Report from Building Admin	School Board
2. Set up calendar of meetings for school year	Building Admins & Superintendent	Complete by March 2023	Published Calendar on website	School Board
3. Review 8000s in each committee	Building Admins & Superintendent	Completed by August 2024	Written Report	School Board

GOAL 3 – COMMUNITY AND FAMILY ENGAGEMENT

A. COMMUNITY ENGAGEMENT

STRATEGY 2 - Partnerships

Objective a – Establish partnerships with Tribes and other local/regional organizations

ACTION	RESPONSIBILITY	TIMELINE	METRIC	REPORT TO
1. Research ways to partner with each community or regional organization	Superintendent	Complete by April 2024	Written progress updates	School Board
2. Partner with at least one tribe or organization in each village	Superintendent	Complete by October 2024	Written progress updates	School Board

GOAL 3 – COMMUNITY AND FAMILY ENGAGEMENT

A. COMMUNITY ENGAGEMENT

STRATEGY 3 – Utilize community members to provide education to students

Objective a – Students learn from Elders and Local Experts

ACTION	RESPONSIBILITY	TIMELINE	METRIC	REPORT TO
1. Survey Community for Interest and Availability	Building Admins & Superintendent	Complete by September 2024	Written Report	School Board
2. Hire Community Teachers for Activities and Camps	Building Admins & Superintendent	Complete by April 2025	Written Report	School Board

GOAL 3 – COMMUNITY AND FAMILY ENGAGEMENT

B. FAMILY ENGAGEMENT

STRATEGY 2 – Create opportunities for families to be in school with students

Objective b – Increase family participation

ACTION	RESPONSIBILITY	TIMELINE	METRIC	REPORT TO
1. Implementation of Literacy Night and Parent/Teacher Nights	Director of Academics & Superintendent	Complete by April 2024	Written Report	School Board
2. Increase Student Activities and Events	Building Admins & Superintendent	Complete by September 2024	Written Report	School Board
3. Develop more elementary centered activities	Building Admins & Superintendent	Complete by October 2024	Written Report	School Board

GOAL 4 – STUDENT CARE AND ENGAGEMENT

A. STUDENT CARE

STRATEGY 1 – Support Social Emotional Learning

Objective a – Regular SEL Classes and Session

ACTION	RESPONSIBILITY	TIMELINE	METRIC	REPORT TO
1. Provide regular weekly SEL classes	Director of Student Support Superintendent	Complete by Dec 2023	Written progress updates and schedules	School Board
2. Provide regular counseling sessions for high-risk students on each campus	Director of Student Support Superintendent	Complete by May 2024	Written progress updates	School Board
3. Create and implement individual intervention plans for all students	Director of Student Support Superintendent	Complete by October 2024	Written Report and Individual Plans	School Board

GOAL 4 – STUDENT CARE AND ENGAGEMENT

B. STUDENT ENGAGEMENT

STRATEGY 1 – All Students Actively Engaged in Schools

Objective a – Student Groups

ACTION	RESPONSIBILITY	TIMELINE	METRIC	REPORT TO
1. Create a Student Council for all schools	Building Admin & Superintendent	Complete by April 2024	Written Report and List of Student Council Members	School Board
2. Appoint Student Representatives to School Board	Superintendent	Complete by January 2024	Student(s) attending BOE meetings	School Board
3. Improve attendance at all schools to 95%	Building Admin & Superintendent	Complete by October 2025	Professional Development Plans; Feedback from teachers	School Board
4. Develop CTE/Graduation Plans for Each Student	Director of Student Support & Superintendent	Complete by February 2023	Written Report and Individual Plans	School Board
5. Include Students as decision makers in most meetings	Building Admins & Superintendent	Complete by May 2024	Written Reports and Attendance Sheets from meetings	School Board

Acknowledgements:

Many thanks to all who participated in the August 2023 Strategic Plan Retreat and to Dr. Charleen Fisher for her organizational contribution in completing this document.