



2019 - 2024

Jennifer Cauzza, Executive Director

Strategic Plan



1 GOVERNANCE

2 ACADEMIC GROWTH

3 FISCAL MANAGEMENT

4 COMMUNICATION

5 SAFETY & SUPPORT

JCS Board Members...

- Kevin Ogden, President
- Barbara Kingsbury Sempstrott, Treasurer
- Wendy Schroeter, Secretary
- Vanessa Wickstrom, Member
- Nasser Salomon, Member
- Rebecca Van Cleave, Member
- Brian Duffy, Member

Mission Statement...

Empowering learners with educational choice.

Vision Statement...

JCS Family of School's mission is to provide an exemplary personalized learning program in a supportive, resource-rich learning environment. We are dedicated to excellence and committed to nurturing passionate lifelong learners.



777 Santa Fe Dr.
Encinitas, CA 92024



1704 Cape Horn
Julian, CA 92036



5300 Jackson Dr.
La Mesa, CA 91942



539 Encinitas Blvd.
Encinitas, CA 92024



29141 Vallejo Ave.
Temecula, CA 92593



28876 Old Hwy 80
Pine Valley, CA 91962



Executive Summary



Our Journey to Seven Strategic Plans...

JCS Inc. is the parent company for six JCS schools in southern California. JCS was established in 1999 as an independent study public charter school. Legislative changes questioned the sustainability of any of the JCS schools. Fortunately, JCS made it through an incredibly challenging transition and saved six schools from closure. Although the risks of closure due to governmental and financial constraints still linger, loyal and committed students and staff have weathered the storm and stayed with JCS because they believe in our core values, mission, vision, and leadership. These parents, students, and staff know that JCS is committed to personalized learning and that our number one priority is students.

In February 2019, the JCS-Inc. Family of Schools, comprised of 6 schools, surveyed stakeholders, including, staff, students, parents, and leadership to evaluate the school's previous strategic plan's mission, vision, and goals, to determine if we had successfully met those goals, and to develop a plan for the future. We felt it was important to review the last strategic plan to determine if we had achieved our goals, and ensure that the next strategic plan had built in measurements and trackers for our new goals. The leadership team at each of our schools began the process of completing a SWOT analysis of survey data for their school and identified SMART goals based on this analysis.



Instead of creating one comprehensive strategic plan, each school set out to establish their own criteria, vision and goals, keeping in mind the mission of JCS-Inc. as their guiding force. Each school determined their own goals, and although some goals are similar, each school established personal timelines and key activities for their goals for the next five years. JCS-Inc. as the parent company also has overarching goals to ensure that the infrastructure and leadership at each school is supported. In essence, there are (7) strategic plans within this document, which was presented to the JCS Governing Boards for review on June 14, 2019.

Guiding Principles

- ✓ Student centered
- ✓ Fiscally sound
- ✓ Legally compliant
- ✓ Cutting edge programs



Process Summary



Core Values

Creativity and Innovation: Envision and explore rich teaching and learning opportunities.

Commitment: Educate each student to their full potential and uphold the greater good of the school.

Choice: Empower individual paths and goals through personalized learning.

Excellence: Foster a climate of high expectations, quality and accountability.

Integrity and Compassion: Model honesty, dignity, fairness and responsibility while demonstrating respect and understanding.

History/Process Overview...

JCS-Inc. went through a significant transition over the last year. Instead of being one school with many programs, JCS split into six schools with varied sponsorship. This change was due to the ruling that charter schools could not have resource centers outside of their sponsoring district boundaries. With this enormous change to the structure of the school, leadership teams were developed at each location in order to begin the journey of strategic planning for the newly established entities. A strategic planning lead, Lori Cummings, was assigned to work on the project with each school. We held two school-wide planning forums, one in February and one in March, to get stakeholder input, review survey data (SWOT analysis) and set SMART goals. We attempted to make strategic planning a fun process by encouraging teachers and staff to participate in team building exercises and identification of strengths and weaknesses within each school. Each team within each school held meetings and worked on setting measurable goals

Our driving questions ...

- What is your mission?
- What is your vision?
- What are 3-5 SMART goals that your school believes are the most important; what are the key activities; what are the milestones/timeline; who will be responsible?
- What are our core values and guiding principles?
- What are the weaknesses (SWOT) and threats that your school will face and how will your strengths and opportunities prepare you for the next five-years?



Process Summary

History/Process Overview Continued...

Although the school has undergone many difficult changes, overall JCS stakeholders believe the core values have remained constant. The commitment to personalized learning and putting students first has persisted. The leadership team has determined that there is no need to revise the school's overall core values, but rather strengthen and improve each school's programs, procedures and processes.

Each school has designed a plan to build and grow their specific school and programs within that school. They have created a leadership team to support the strategic planning process, and a tracking system will be put in place for each school. This document defines specific goals, action plans and timelines. This plan will act as a guide in making decisions to keep each of the school's actions and direction in line with its overall organizational strategy. Due to uncertain changes in the State and legislation of charter schools that may occur, it is understood that this document can and will be updated and changed as needed.



To help guide and build success, the strategic planning leader will assist each school by creating and implementing a tracking system. Our last strategic plan was excellent, however, a tracking mechanism was not implemented as well as the school would have like. Therefore, we have committed to created measures (evidence of progress) to help us stay on track for this five year plan.

- 1) Assign staff to manage and track their goals at each of the 6 schools.
- 2) Adjust the goals and tracking measure as needed.
- 3) Provide Board updates on a regular basis that show the progress and success of each plan.
- 4) Work closely with stakeholders to ensure that the plan is being implemented.

This strategic plan establishes the building blocks and goals that each school has set out to reach over the next five years. It is necessary that each school continue to track and develop their plan, and to consistently monitor and implement the specific strategies and measurable steps to integrate the strategic plan. It is understood that the climate in California relating to legislative decisions may cause us to alter some of our plan, which makes it even more relevant to maintain an excellent tracking system to determine if we are meeting and achieving our goals.

The Main Office of JCS-Inc. is located in Julian, California. The corporation facilitates accounting, legal, and currently houses the audit paperwork for all six schools. After reviewing the functions of the main office, the following strategic plan goals have been identified as area of need to be addressed strategically over the next five years.

Strategic Plan Goal

1A

GOVERNANCE

Refine administrative office processes, policies, and procedures.

JCS-Inc. Org

KEY ACTIVITIES

- 1A.1 Evaluate current processes and ensure consistency across all schools relating to common administrative functions.
- 1A.2 Assess current operations policies and systems in the following areas and develop an operations plan for the six schools:
 - a) School-wide expectations and learning objectives
 - b) Facility maintenance
 - c) Security and Safety Plans
 - d) Food plans to comply with new laws
 - e) Teacher resources and training
 - f) Family and student communication
 - g) Student support services (and student records) - particularly the training of staff to support this area (separate goal)
 - h) Student recruitment and enrollment
 - i) Audit trail and paperwork
- 1A.3 Train support staff on functions needed to fulfill their jobs at each location.
- 1A.4 Determine and implement any necessary changes to board or leadership.
- 1A.5 Establish and maintain trust and accountability with each charter authorizer.

TIMELINES & TEAM

1.1 to 1.5 - Year 1 and ongoing (refer to tracker)

Lead: Jennifer Cauzza, support staff

Team Members: Educational Leadership Team

MEASUREMENTS

1. Measure needs through Q&A forums and internal surveys (including training needs and PD).
2. Focus groups.
3. Adopt a school improvement model and implement at all school sites.
4. Improve district culture and employee morale as measured through surveys.
5. Assign support staff to enhance the knowledge of staff in their job assignments.
6. Foster open and transparent communications.

Strategic Plan Goal

1B

GOVERNANCE

Support the leaders, faculty and staff, at each school -- the backbone of JCS schools.

JCS-Inc. Org

KEY ACTIVITIES

- 1B.1 Professional development
- 1B.2 Ongoing support meetings
- 1B.3 Administrative credential clearing program
- 1B.4 Set up conferences for leadership to attend
- 1B.5 Develop more effective pay structures as well as ways to retain and develop our school employees

TIMELINES & TEAM

Year 1 through 5 and ongoing (refer to tracker)

Lead: Jennifer Cauzza

Team: Educational Leadership Team

MEASUREMENTS

1. Improve teacher retainment rate by at least 1% annually, particularly as it pertains to new staff (build in measurements for supporting and ensuring satisfaction) as measured by survey
2. Professional development logs
3. Staff Surveys (anonymous)

Strategic Plan Goal

1C

GOVERNANCE

Foster the proper and timely use and integration of technology school-wide.

JCS-Inc. Org

KEY ACTIVITIES

- 1C.1 Select representative from each school to be part of the Technology Team (TnTD).
- 1C.2 Ensure that staff is trained and supported on the technology that currently exists and will be purchased for each school.
- 1C.3 Maintain and replace physical resources.

TIMELINES & TEAM

Year 1 through 5 and ongoing (refer to tracker)

Lead: Jennifer Cauzza, Aaron Lorenz
Team: TnTD Team

MEASUREMENTS

1. Attendance records for TnTD meetings and meeting notes.
2. Attendance records and notes for staff training.
3. Purchase orders of new materials and online resources.

Strategic Plan Goal

2

ACADEMIC GROWTH

Monitor and encourage the continuous academic growth for each student

JCS-Inc. Org

KEY ACTIVITIES

- 2.1 Meet LCAP goals in student achievement and growth.
- 2.2 Assist schools by providing benchmarks and assessment so JCS student continue to grow academically each year.
- 2.3 Support the implementation of formative, summative, and organizationally created assessments to monitor student growth at each school.
- 2.4 Develop collaborative data analysis and measurements to demonstrate that students are growing academically each semester/year.

TIMELINES & TEAM

Years 1 – 5 (refer to tracker)

Lead: Jennifer Cauzza

Team: Educational Leadership Team

MEASUREMENTS

1. Gather data and widely share results related to student outcomes.
2. Measure student satisfaction through reflective surveys and point of service.
3. Develop a more robust reporting on retention and graduation rates at all six schools.

Strategic Plan Goal

Prioritize needs and ensure that our investments, bonds, and arrears are met in order to have the largest impact on student needs.

3

FISCAL MANAGEMENT

JCS-Inc. Org

KEY ACTIVITIES

- 3.1 Streamline and build internal processes to a fully in-house accounting operation and move away from a management company for all accounting functions.
- 3.2 Assess leadership capacity for operational duties.
- 3.3 Determine processes to ensure consistency across all school sites.
- 3.4 Reduce late payments.
- 3.5 Sustain and provide financial resources that enable our schools to educate all of our students.

TIMELINE & TEAM

- 3.1 Year 1-2
- 3.2 Year 1
- 3.3 Year 1-2
- 3.4 Year 1 ongoing
- 3.5 Year 1 ongoing

Leads: Cam Lay, Jennifer Cauzza

Team: Main Office staff and CSMC or other management company

MEASUREMENTS

1. Improve fiscal responsibility as measure through the annual stakeholder surveys.
2. Ensure spending is prioritized to support instruction as measured by each school's budget.
3. Increase revenue by supporting marketing and advertising efforts in all school and measure through enrollment reports.

Strategic Plan Goal

Build a supportive and trustworthy communication network between each of the six schools and the corporation to support the mission and vision of the school and maintain a positive relationship with the community and each school.

4

COMMUNICATION

JCS-Inc. Org

KEY ACTIVITIES

- 4.1 Build a supportive communication network with all stakeholders in a transparent, effective, and timely manner.
- 4.2 Improve our communication school-wide by utilizing tools such as Parent Square, newsletters, and other forums to reach the community.
- 4.3 Develop an effective communication platform effectuate the successful operations of all JCS schools.

TIMELINES & TEAM

4.1-4.3 Year 1 and ongoing (refer to tracker)

Lead: Jennifer Cauzza

Team: Educational Leadership Team

MEASUREMENTS

1. Strengthen collaborative processes and communication as evidenced by stakeholder surveys each semester.
2. Increase percentage of parents and students responses to survey “strongly agree” minimum 75% that our schools communicate effectively.

Strategic Plan Goal

5A

SAFETY &
SUPPORT

Establish a plan with each school to encourage a supportive and safe learning community.

JCS-Inc. Org

KEY ACTIVITIES

- 5A.1 Review with each school how students will set goals.
- 5A.2 Work with each school to develop social and emotional learning into the curriculum.
- 5A.3 Provide staff development on social and emotional learning .
- 5A.4 Develop plans to support increased student achievement, positive behavior, and an understanding of social-emotional skills.
- 5A.5 Provide schools with the support they need to integrate social and emotional supports into the curriculum.

TIMELINES & TEAM

- 5A.1 Year 1
- 5A.2 Year 1-2
- 5A.3 Year 2
- 5A.4 Year 2-5
- 5A.5 Year 2-5

Lead: Jennifer Cauzza

Team: Educational Leadership Team, Academy Coordinators & Leads

MEASUREMENTS

1. Survey each location to determine the items that needs to be addressed and set up teams at each school to address safety plans.
2. Post safety plans at each site.
3. Provide professional development and measure implementation of social and emotional content through student survey results

Strategic Plan Goal

5B

SAFETY &
SUPPORT

Re-engineer the SPED department and all student support services to reflect the changing needs of each JCS school, including the implementation of a school-wide MTSS platform.

JCS-Inc. Org

KEY ACTIVITIES

- 5B.1** Evaluate the current positions and support of the SPED department to determine if additional staffing is needed.
- 5B.2** Continue to provide effective programs and services that impact student learning and growth.
- 5B.3** JCS schools will implement valuable MTSS programs and continue to support students through this process.

TIMELINES & TEAM

- 5B.1** Year 1
- 5B.2** Year 1-2
- 5B.3** Year 2-5 and ongoing

Lead: Jennifer Cauzza, Miranda Shields, Jeremiah Whitten
Team: Educational Leadership Team, Academy Coordinators & Leads

MEASUREMENTS

1. Increase staff if it is determined that staffing is not adequate in each school to provide support.
2. Ensure that student growth is measured and students participate in mandatory assessments.
3. Improve communication with the SPED department at all levels of the organization.
4. Implement MTSS program by year 3.



SWOT Analysis



Strengths...

Dedicated Staff: Teachers and staff are supportive and provide excellent service. Teachers and staff are loyal and committed to their school and to creating an environment for their students that is supportive.



Personalized Learning: JCS provides a rich environment for learning where personalized curriculum and courses are a priority within each program. Each school site and classroom maintains a small, personalized learning environment where students feel safe, included, and supported.

Solid Guiding Principles: Our guiding principles give us an advantage over many of our competitors. We are dedicating to being legally compliant, ethical, and accountable to our stakeholders and authorizers. We are dedicated to being fiscally sound, student centered, and legally compliant.



Resource Library: JCS takes pride in our fully stocked resource library for home study families. Families may choose from a huge variety of curricular options to support students and their individualized goals and plan. Unlike many of our competitors, all resources are included with enrollment in JCS home study.

Customer loyalty: Our students and parents are loyal to our school. They support our missions, vision, and core values. They have weathered the difficult transition with us, and have tremendous support for our teachers, staff, and our commitment to personalized learning.



SWOT Analysis

Weaknesses...



“Our greatest weakness lies in giving up. The most certain way to succeed is always to try just one more time.”

Thomas A. Edison



Compensation: Our faculty and staff are not currently compensated with competitive salaries. Faculty and staff have not received increases in salary for many years, and this has caused turnover of faculty and staff, which is a great cost to the organization, culture, and morale. Our human resources are the most valuable part of the organization and therefore these efforts must be addressed in order to remain a viable educational force.

Internal Processes: Clean and define organizational processes are necessary to run a strong and successful school. Many of the current internal processes need to be re-evaluated for their effectiveness and streamlined, including accounting, enrollment, student information systems, Canvas, vendor ordering, and the website. A team will need to be developed in order to identify specific bottlenecks and create a strategic plan for how to address the flaws in order to build and strengthen the operations.

Communication: Both staff and parents indicate that they have felt disengaged from major decisions relating to the transition, and are unclear on the some of the decision-making processes. Staff and parents also desire more clear, streamlined communication from the leadership and across all schools. In addition, teachers need to have more observations and instructional feedback as well as an understanding of performance-based evaluations and clarification on their roles and job expectations.

Community Involvement/Marketing: JCS lacks a presence in many of the communities in which schools are located. A strategic and targeted community outreach plan is needed for each school in order to build relationships with community members and stakeholders. An outreach campaign would attract new student enrollment and build new student opportunities within each school’s distinct community. In addition, volunteer expectations and opportunities for parents should be included in this plan. As the organization grows, the contributions by parents will also need to grow and expand.

Cash flow/budgetary constraints: Each JCS school will need to focus heavily on growth and budgeting according to current student numbers. The smaller entities must grow in order to sustain themselves, and budgets must therefore be balanced to reflect their current needs.



SWOT Analysis



Opportunities...

Growth: JCS has an opportunity for growth in each of its schools. Working with a team to create a growth plan will ensure continued growth and sustain a strong base of existing staff and parent support. Part of this plan will be to regain our reputation and build a marketing platform to attract new students to our school.

Grants: All of the new schools received either a start-up or other grant to assist with the purchase of necessities such as curriculum, resources, classroom supplies, and assets. The benefits of these grants will help to grow and sustain JCS programs in the short term.

Build morale: We have the opportunity to find ways to support teachers financially, professionally, and personally, such as: evaluate compensation structure; increase professional learning opportunities, formalize mentorship program among teachers, seek creative ways to support work-life balance; create a system for knowledge capture and resource sharing; and routinely celebrate student and teacher successes.

Personalized learning: Continue to develop and personalize learning for all of our students while focusing on our vision and mission. We need to develop strategies for involving all stakeholders in supporting a student's individual goals., while also showing learning growth to our authorizers.

Assessments: Gaining buy-in from all stakeholders regarding necessary student assessments will be crucial. Parents and students will need to understand and buy-in to the requirements of our authorizers. One way to tackle this will be to build in a positive definition of student success and write our curriculum to include more Common Core and NGSS standard measures.





SWOT Analysis

Threats...

Legislative updates and mandates: The biggest threat to all charter schools is the uncertainty of legislative changes that could impact the JCS-Inc. schools. It is impossible to predict all of the changes that could be required of charter schools over the term of this strategic plan. Our stakeholders and employees have become skeptical about our sustainability. Continued and transparent communication will need to continue to be a goal of the leadership at all schools.

Authorizer requirements: Each school has a set of mitigating factors that must be met in order to sustain the authorization and continue to be approved as a school. These factors will need to be addressed and resolved, if necessary, in order to continue to grow as a school. Understanding the requirements of each authorizer, including those relating to payroll, accounting, accountability, and much more, will be required of each leader in order to maintain good-standing and charter renewability. Authorizers will be expecting to see standardized test scores that are inline with their district or exceed their district measures. Meeting or exceeding authorizers' standards and requests (i.e., demographic indicators, EL student numbers, etc.) will help ensure the charter's future.

Bonds and costs of facilities: A significant portion of JCS-Inc. schools budget is expended on facility costs, which reduces funds that could be used for students, programs, and salaries. In addition, the quality of some of the facilities needs improvement, which is an additional source of fund depletion. A careful analysis of the cost of facilities will need to be performed to determine if changes are warranted.

Transition to Six Schools: The transition over the last year has been challenging at all levels of the organization. Each school will now need to connect to their community, build enrollment, and grow in order to sustain itself, while still maintain personalized learning. There are several risks that now face each school and their ability to sustain themselves as an individual school. While JCS-Inc. Will continue to provide specific support to each school, they will now have separate leadership, teams, and start to develop a distinctive culture in order to meet their student's needs based on demographic diversity and needs. The organization and leadership team will need to invest in our employees and support them as they strive to tackle many obstacles that will present themselves over the next few years.

Competition: JCS schools face competition not only from their local district schools, but also from other charter schools, many of which do not follow the same standards of legal compliance. Several schools offer more funding for home study students and also higher salaries to teachers. JCS schools must offer programs other schools do not -- we have to evaluate the market to determine what programs students/parents desire, and build those options in order to grow enrollment and sustain current student enrollment. In addition, reviewing program options and diversifying and updating offerings to be competitive at all levels will be an important part of strategic planning. Offering more career and college readiness, dual enrolment, and continued personalization of courses and curriculum in all grade levels will be paramount in building an environment that can compete.