

SIoux CITY COMMUNITY SCHOOL DISTRICT MULTI-YEAR STRATEGIC PLAN 2015-16

BELIEVE...ACHIEVE...SUCCEED The Sioux City Community School District exists to educate students to believe in their talents and skills, achieve academic excellence and succeed in reaching their potential.

Sioux City Education Priority Area: Student Achievement (SA) / Dr. Kim Buryanek

OBJECTIVE 1: Improve reading achievement						
Strategy		Action Steps		Timeline	Measurement of Effectiveness	Responsible Parties / Completion Notes
A.	Increase understanding and use of best practices in reading instruction	1.	Monitor implementation and results associated with elementary reading pilots	Ongoing	Reach Safe Harbor at each building in reading subtest	Brian Burnight, Kari Webb
		2.	Monitor implementation and results associated with Reading Foundations training for special education teachers	Ongoing		Kim Neal, Brian Burnight, Jim Vanderloo
		3.	Research and communicate best practices for reading instruction	Ongoing		Brian Burnight, Jim Vanderloo, Kari Webb
B.	Continue to implement the RtI/MTSS system	1.	Teachers will identify students that are not proficient in reading using FAST assessment or other universal screener	Sep., Dec., and May	Achieve 75% proficient on spring FAST assessment and reach Safe Harbor at each building in reading subtest	Brian Burnight, Jim Vanderloo, Kari Webb
		2.	Teachers will assign struggling readers to intervention group	Every 10 weeks		Brian Burnight, Jim Vanderloo
		3.	Monitor <i>Whole-to-Part</i> implementation in grades 3-8 to ensure fidelity	Analyzed every 10 weeks		Brian Burnight, Jim Vanderloo
		4.	Continue to monitor the implementation of <i>Second Chance Reading</i> , to ensure fidelity	Nine week assessments	Increase percent of <i>Second Chance Reading</i> students proficient in reading by 10%	Jim Vanderloo
		5.	Research best practices for enrichment for high achieving students	Ongoing	Recommendations in TAG program review	Kim Neal, Brian Burnight, Jim Vanderloo
C.	Strengthen incorporation of effective instructional strategies into classrooms	1.	Each cadre will include <i>Classroom Instruction that Works</i> (CITW) and formative assessment education	Each of 3 cadre meetings	Increase use of CITW and SIOP strategies as documented by walkthroughs. Increase use of formative assessments	Jim Vanderloo, Brian Burnight
		2.	Continue to provide Sheltered Instruction Observation Protocol (SIOP) training to buildings with high ELL enrollment	Ongoing		Jim Vanderloo, Brian Burnight
		3.	Identify and support building professional development needs through teacher leader discussions	Ongoing		Kari Webb

D.	Strengthen Professional Learning Communities (PLCs), focusing on student achievement	1.	Status of PLCs and needs of PLCs in each building will be identified	Fall 2015	PLC survey will be administered. Observation data will be collected by LEAD team members. Anecdotal data will be collected by teacher leaders	LEAD Team
		2.	Support will be provided to building PLCs	Ongoing		Brian Burnight, Jim Vanderloo
		3.	Convene data teams regularly with grade level teams and/or content areas and administrators	Monthly		Brian Burnight, Jim Vanderloo
		4.	PLCs will be monitored and coaching will be provided	Ongoing		LEAD Team

OBJECTIVE 2: Improve mathematics achievement

Strategy		Action Steps		Timeline	Measurement of Effectiveness	Responsible Parties / Completion Notes
A.	Increase understanding and use of best practices in mathematics instruction	1.	Implement and monitor revised pacing for elementary math	Ongoing	Reach Safe Harbor at each building in math subtest	Brian Burnight, Kari Webb
		2.	Implement <i>Board Math</i> across all grade levels in all elementary buildings	Fall 2015		Brian Burnight
		3.	Research and communicate best practices for secondary math instruction	Spring 2016		Jim Vanderloo, Kari Webb
B.	Strengthen incorporation of effective instructional strategies into classrooms	1.	Each cadre will include <i>CITW</i> and formative assessment education	Each of 3 cadre meetings	Increase use of <i>CITW</i> and <i>SIOP</i> strategies as documented by walkthroughs. Increase use of formative assessments	Jim Vanderloo, Brian Burnight
		2.	Continue to provide <i>SIOP</i> training to buildings with high ELL enrollment	Ongoing		Jim Vanderloo, Brian Burnight
		3.	Identify and support building professional development needs through teacher leader discussions	Ongoing		Kari Webb
C.	Strengthen Professional Learning Communities (PLCs), focusing on student achievement	1.	Status of PLCs and needs of PLCs in each building will be identified	Fall 2015	PLC survey will be administered. Observation data will be collected by LEAD team members. Anecdotal data will be collected by teacher leaders	LEAD Team
		2.	Support will be provided to building PLCs	Ongoing		Brian Burnight, Jim Vanderloo
		3.	Convene data teams regularly with grade level teams and/or content areas and administrators	Monthly		Brian Burnight, Jim Vanderloo
		4.	PLCs will be monitored and coaching will be provided	Ongoing		LEAD Team

OBJECTIVE 3: All buildings will maintain a school climate that is safe, orderly and conducive to academic productivity for all students						
A.	Crisis management procedures will continue to be developed, revised and implemented	1.	Policies, manuals, documents and communication will be updated to reflect crisis management procedures	Ongoing	Records of attendance at trainings; completion of investigation forms, safety plans, and follow up meetings turned into Jen Gomez for audit purposes	Jen Gomez, Alison Benson
		2.	Crisis management training will be provided to staff	Fall, 2015		
B.	Bullying will be prevented and when it does occur, bullying will be addressed aggressively	1.	Bullying prevention training will be provided to staff	Ongoing		Attendance rates will be above state average. Dropout rate will be below state average. Program review of at-risk programs
		2.	Bullying investigation training will be provided to staff	Ongoing	Jen Gomez	
		3.	Safety plan implementation will be monitored	Ongoing		
C.	Attendance and drop out rates will be monitored	1.	At risk programs will be analyzed to ensure programs target students who are at-risk of dropping out of school	Fall, 2015	Attendance rates will be above state average. Dropout rate will be below state average. Program review of at-risk programs	Kim Buryanek
		2.	At risk programs will be analyzed to ensure programs target students who have high absenteeism	Fall, 2015		Kim Buryanek
		3.	Adjustments will be made to the at-risk programs to ensure programs are meeting the needs of the students who are at-risk of dropping out	Ongoing		Kim Buryanek
D.	Parents will be informed of critical components that affect their child(ren)	1.	Legislative, board and administrative decisions that have a direct impact on students will be communicated to parents	Ongoing	Communication log	Alison Benson
		2.	Continued communication will occur regarding the District's grading practices to strengthen parent understanding	Ongoing	Communication log, parent survey	Alison Benson, Jim Vanderloo, Brian Burnight
		3.	Intensive summer school program to be implemented in 2017 for students in 3rd grade who are not meeting reading expectations will be communicated	Spring 2016	Parent meeting and documents	Brian Burnight

OBJECTIVE 4: Operationalize the Board's definition of the "Well-Educated Student"						
A.	Develop understanding of the District's expectation for a "Well-Educated Student"	1.	Develop the working definition of the "Well-Educated Student"	2015-2016	Documents produced and shared	LEAD Team
		2.	Update policies, handbooks and manuals to reflect the definition of the "Well-Educated Student"	2015-2016	Documents revised and shared.	LEAD Team
		3.	Develop a communication plan that conveys the components of the definition for a "Well-Educated Student" across the District and community	2015-2016	Documents produced and shared	LEAD Team, Alison Benson
B.	Incorporate the components of the definition of the "Well-Educated Student" into the curriculum as curriculum is modernized	1.	Monitor implementation of middle school exploratory courses to determine alignment of instruction to the definition of the "Well-Educated Student"	2015-2016	Monitor implementation	Jim Vanderloo, Kari Webb
		2.	Elementary reading curriculum will include components of definition of "Well-Educated Student"	2015-2016	Curriculum produced	Kari Webb, Brian Burnight

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Sioux City Education Priority Area: Fiscal Accountability (FA) / Dr. John Chalstrom						
OBJECTIVE 1: Protect the District's Financial Solvency						
Strategy		Action Steps		Timeline	Measurement of Effectiveness	Responsible Parties / Completion Notes
A.	Protect the District's spending authority and solvency	1.	Recommend budget adjustments to adjust expenditures to available revenues and Unspent Balance	Begin Nov., 2015 - Completed by Apr. 15, 2016	Adopt a balanced budget and maintain a solvency ratio of 10%	Dr. John Chalstrom / Jodi Ryan (begin process in Nov., 2015 after certified enrollment is finalized and complete process by Apr. 15, 2016 for budget certification)

OBJECTIVE 2: Renew the District's Instructional Support Levy						
Strategy		Action Steps		Timeline	Measurement of Effectiveness	Responsible Parties / Completion Notes
A.	Review the District's Instructional Support Levy	1.	Educate the Board of Education on the importance of renewing and increasing the Instructional Support Levy from 8.5% to 10% of the District's regular program District cost. Additional revenue generated will be earmarked towards yearly curriculum purchases. The cash revenue levy will be reduced in order to offset any increase in the District's levy rate	Sept., 2015 - Oct., 2015	Successful passage of the Instructional Support Levy	Dr. John Chalstrom

OBJECTIVE 3: Develop budget process that ensures an effective utilization of resources based on multi-year projections / scenarios in order to maintain the long-term viability of the District's financial health in order to promote student academic success						
Strategy		Action Steps		Timeline	Measurement of Effectiveness	Responsible Parties / Completion Notes
A.	Revise our recommended budget allocations and strategies	1.	Implement budget hearings for all programs in the District in order to ascertain specific needs	Oct., 2015 - Apr., 2016	Match financial resources to curricular and program needs	Dr. John Chalstrom / Jodi Ryan

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Sioux City Education Priority Area: Human Resources (HR) / Dr. Rita Vannatta

OBJECTIVE 1: Deliver HR services, programs, and communications that add value for our prospective employees, current employees, and retirees						
Strategy		Action Steps		Timeline	Measurement of Effectiveness	Responsible Parties / Completion Notes
A.	Enhance the employment experience for all employees through a comprehensive orientation process	1.	Collaborate with CIA on PD schedule	Aug., 2015	PD Schedule	Dr. Rita Vannatta, HR Staff, Kari Webb, Curriculum, Instruction and Assessment Staff
		2.	Provide Administrators with an opening school year calendar for new employees	Aug., 2015	Opening Calendar	
		3.	Provide Administrators with orientation schedule for new employees throughout the school year	Ongoing	Emails, Phone logs, and Let's Talk	
B.	Define and communicate HR service model for administrative and professional staff, and support staff	1.	Continue to respond to all communication within a timely manner	Ongoing	Emails, Phone logs, and Let's Talk	Dr. Rita Vannatta, Alison Benson
		2.	Review other UEN websites	Ongoing	HR Website	
C.	Update Early Retirement Plan and communicate to all staff	1.	Review current Board Policy with stakeholders and make updates where necessary	Sept., 2015	Board Policy	Dr. Rita Vannatta, HR Staff, Board Policy Committee
		2.	Email all staff updated policy and necessary forms	Oct., 2015	Email	

OBJECTIVE 2: Support, develop, and strengthen a sustainable organization that can meet the evolving and increasingly complex mission and strategic goals of the Department						
Strategy		Action Steps		Timeline	Measurement of Effectiveness	Responsible Parties / Completion Notes
A.	Create a model work environment by identifying, developing, supporting, and maintaining highly competent educational professionals	1.	Create templates and procedures on frequently addressed employee topics	Ongoing	Template or Procedure	Dr. Rita Vannatta, HR Staff, BOEE
		2.	Review current standardized processes on hiring	Sept., 2015	Process Document	
		3.	Provide training to Administrators on licensure	April, 2016	Presentation	
B.	Implement exit survey to collect results	1.	Enter exit survey results into spreadsheet	Ongoing	Spreadsheet	Dr. Rita Vannatta, HR Staff
		2.	Tabulate data from exit interviews to discover patterns	June, 2016	Analysis	

Sioux City Education Priority Area: Human Resources (HR) / Dr. Rita Vannatta

OBJECTIVE 3: Commit to the principle of inclusive excellence to help create an environment where employees of all backgrounds can thrive						
Strategy		Action Steps		Timeline	Measurement of Effectiveness	Responsible Parties / Completion Notes
A.	Collaborate with relevant departments to provide education and training on issues related to equity, compliance, inclusion, and diversity	1.	Collaborate with stakeholders on Affirmative Action Plan updates	Spring, 2016	Affirmative Action Plan	Dr. Rita Vannatta, HR Staff, Educational Equity Committee, Jen Gomez
		2.	Provide administrators with current diversity statistics	Spring, 2016	Agenda	
B.	Complete program review on Diversity in the Workforce	1.	Present employment statistics to the Board	Spring, 2016	Executive Summary	Dr. Rita Vannatta, HR Staff, Jen Gomez
		2.	Present program review to Educational Equity Committee	Spring, 2016	Agenda	
C.	Assess current services provided through the Employee Assistance Program and communicate to staff	1.	Meet with EAP provider to discover all services offered	Sept., 2015	Agenda	Dr. Rita Vannatta, HR Staff, Carebridge Corp.
		2.	Provide list of all services provided staff through email	Fall, 2015	Email	

OBJECTIVE 4: Support safety and wellness through the implementation of strategic and comprehensive health and wellness approaches						
Strategy		Action Steps		Timeline	Measurement of Effectiveness	Responsible Parties / Completion Notes
A.	Decrease injuries and associated costs	1.	Conduct thorough workers' comp review with guided steps for improvement	Fall, 2015	Decreased Claims	Dr. Rita Vannatta, HR Staff, United Heartland, Arthur J. Gallagher & Co.
		2.	Provide training through SafeShools on slips, trips, and falls	Fall, 2015	Email	
B.	Offer biometric screenings with incentive from United Healthcare	1.	Provide communication to all staff through email	Fall/Winter, 2015	Email	Dr. Rita Vannatta, HR Staff, United Healthcare
		2.	Schedule interested employees for screenings	Fall, 2015	Schedule	
C.	Introduce Rally, United Healthcare's new wellness program	1.	Email all staff regarding Rally's relationship with the wellness program	Fall, 2015	Email	Dr. Rita Vannatta, HR Staff, United Healthcare
		2.	Provide program updates as necessary	Ongoing	Emails	

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Sioux City Education Priority Area: Educational Facilities (EF) / Brian Fahrenholz

OBJECTIVE 1: Oversee general construction of an Elementary School located on the Hoover Middle School site						
Strategy		Action Steps		Timeline	Measurement of Effectiveness	Responsible Parties / Completion Notes
A.	Review project to make certain that the process follows the timeline and design specifications	1.	Began Bid Package 2 and 3 work April 2014. Continue to oversee remaining site development work	July 1, 2013 - June 30, 2016	Project completion	Brian Fahrenholz
		2.	Began general construction work October 2014			
		3.	Meet bi-weekly with contractor and architect project manager			
		4.	Keep completion date of June 30, 2016 on schedule			

OBJECTIVE 2: Oversee general construction of remodeling Clark Elementary School into an early childhood educational facility						
Strategy		Action Steps		Timeline	Measurement of Effectiveness	Responsible Parties / Completion Notes
A.	Review project to make certain that the process follows the timeline and design specifications	1.	Finish design work with architect and mechanical engineer to ensure program needs for this facility are met during the remodel	August 2016	Project completion	Brian Fahrenholz
		2.	Begin general construction work May 2016			
		3.	Meet weekly with contractor and architect project manager			
		4.	Keep completion date of August 2016 on schedule			

OBJECTIVE 3: Oversee general construction of an Elementary School located on the Bryant Elementary School site						
Strategy		Action Steps		Timeline	Measurement of Effectiveness	Responsible Parties / Completion Notes
A.	Develop the final architectural/engineering design for the school replacement and site development that would follow the Sioux City Community School District educational specifications. Review design with Building Oversight Committee. Final design to be presented to the Board of Education for approval	1.	Work with architect, staff, and Building Oversight Committee to determine program needs for this replacement school to complete final design	June 1, 2014 - June 30, 2019	Project completion	Brian Fahrenholz
		2.	Work with civil engineer regarding final plans for infrastructure development on the site			
		3.	Begin demolition of four properties fall 2015. Remaining properties and old school building to be demolished spring 2016			
		4.	Review final design with Building Oversight Committee before presenting to the Board of Education for approval			
		5.	Begin Bid Package 1 site work May 2016			

B.	Complete and review the District Facilities Usage Study	1.	In reviewing the completed Study, we will consider projected enrollment and make necessary changes to current Bryant plans	Jan., 2016	Project completion	Brian Fahrendholz, Brian Burnight, Jim Vanderloo
OBJECTIVE 4: Continue to implement, review, and optimize, the Energy Conservation Program with Cenergistic, including Iowa Energy Bank projects implementation to reduce energy consumption district-wide						
Strategy		Action Steps		Timeline	Measurement of Effectiveness	Responsible Parties / Completion Notes
A.	Continue to communicate and educate to all staff the strategies and projects associated with the Energy Conservation Program. Implement necessary modifications and utilize the most energy efficient and cost effective technologies available	1.	Continue to work with Building Engineers, HVAC Techs, and Cenergistic to optimize all building systems to the most energy efficient level while maintaining comfort and safety	June 30, 2016	Review utilities invoices for savings in Energy Cap. Completion of Iowa Energy Bank projects while tracking rebates and paybacks	Brian Fahrendholz
		2.	Continue to implement the identified Iowa Energy Bank projects to help reduce energy consumption			
		3.	Continue to conduct Energy Specialist audits in all District buildings and work with Administrators on identified issues and concerns			
		4.	Communicate and benchmark each building's energy reductions/cost avoidance to help incentivize the Program in a positive manner			

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Sioux City Education Priority Area: Family, Staff, & Community Engagement (CE) / Alison Benson

OBJECTIVE 1: Increase communication with internal and external audiences						
Strategy		Action Steps		Timeline	Measurement of Effectiveness	Responsible Parties / Completion Notes
A.	Train school leaders and office staff on the Infinite Campus communication options	1.	Train registrars on communication options	August / Ongoing as Needed	Registrars know how to use various options	Alison Benson, Matt Pointer
		2.	Train principals on communication options	Sept., 2015	School staff send at least 5 emails and post messages	Alison Benson, Matt Pointer
B.	Host community engagement meetings to seek input from a variety of stakeholders regarding issues related to student achievement and the learning environment	1.	Partner with Nebraska Association of School Boards to coordinate meetings	Ongoing	Plan is created for logistics	Alison Benson
		2.	Create an invitation list	Aug. / Sept., 2015	List is created.	Alison Benson, District Advisory Committee
		3.	Promote community engagement meetings with internal and external audiences	Aug. - Oct., 2015	Meetings have high attendance	Alison Benson, Bianca Sanchez
		4.	Report back to stakeholders the information gathered	Nov. / Dec., 2015	Information is shared through a variety of communication channels	Alison Benson, Bianca Sanchez
C.	Create videos regarding various ways the District is Future Ready	1.	Work with LEAD Team and building principals on topics	*Ongoing	Story board is created	Alison Benson, Bianca Sanchez
		2.	Shoot videos on an ongoing basis. Post on District website and on YouTube page	Monthly	Six videos are produced	Alison Benson, Bianca Sanchez
D.	Host Lunch and Learn online forum with Superintendent and the public	1.	Work with Technology Department on logistics for forum	Nov., 2015	Plan is created for logistics	Alison Benson, Bianca Sanchez
		2.	Promote via school newsletters, social media, local media, etc.	Jan., 2016	Forum has strong participation	Alison Benson, Bianca Sanchez
		3.	Share results of forum via District website and social media	Feb., 2016	Results are shared through all communication channels	Alison Benson, Bianca Sanchez

E.	Train school leaders and office staff on using the push notifications on the District's Mobile App	1.	Train principals	Sept., 2015	School staff send at least 3 push notifications during the school year	Alison Benson
		2.	Train high school activities secretaries	Sept., 2015	High school activities utilize push notifications	Alison Benson
		3.	Promote channel subscription through the mobile app.	Ongoing	Strong parent subscription for individual schools	Alison Benson, Bianca Sanchez
F.	Create text messages for various announcements for parents	1.	Work with technology on logistics for Infinite Campus and Blackboard Connect	July, 2015	Plan created to implement into Infinite Campus	Alison Benson, Technology Department
		2.	Train registrars on how to enter data into Infinite Campus	Aug., 2015	Registrars know how to enter data	Alison Benson, Matt Pointer
		3.	Promote text messaging to parents	Ongoing	High subscription for text messaging	Alison Benson, Bianca Sanchez
		4.	Work with buildings on implementing text messaging	Ongoing	Text messaging is utilized in parent notification	Alison Benson, Bianca Sanchez
G.	Create social media campaign to further enhance communication	1.	Engage stakeholders in new and inventive ways	Ongoing	Social media subscriptions grow by 2%	Alison Benson, Bianca Sanchez
H.	Implement Let's Talk! With K-12 principals	1.	Train all school principals	Aug. / Sept., 2015	All school principals are using Let's Talk! For communication purposes with internal and external audiences	Alison Benson
		2.	Promote Let's Talk! Using a variety of methods.	Ongoing	Let's Talk! Usage increases by 50%.	Alison Benson, School Principals

OBJECTIVE 2: Continue to strengthen community perception of the District

Strategy		Action Steps		Timeline	Measurement of Effectiveness	Responsible Parties / Completion Notes
A.	Implement new District website	1.	Train school webmasters on new website	Ongoing	Each school has a designated webmaster	Alison Benson, Bianca Sanchez
		2.	Work with school webmasters and other District staff on features for new website	Ongoing	Content is updated on a frequent basis and is not stagnant	Alison Benson, Bianca Sanchez
		3.	Promote new website through all communication channels	Ongoing	Website has significant number of hits	Alison Benson, Bianca Sanchez
B.	Research and design a central registration process for new students in the District	1.	Research school districts utilizing central student registration	Aug. - Nov., 2015	Five districts studied	Bianca Sanchez
		2.	Create central registration process	Nov., 2015 - March, 2016	Process created	Bianca Sanchez
		3.	Fully implement central registration process	Ongoing	Process implemented for 2016-2017 school year	Bianca Sanchez
C.	Continue Principal for the Day program for local business leaders	1.	Establish dates to host two Principal for the Day events	Sept., 2015	Dates are created	Alison Benson, Jim Vanderloo, Brian Burnight
		2.	Invite business leaders to participate	Ongoing	Invites mailed	Alison Benson
D.	Continue Career Academy breakfast and tour events	1.	Establish dates to host two breakfasts and tours	Sept., 2015	Dates are created	Alison Benson, Jim Vanderloo
		2.	Invite business leaders to participate in breakfast and tour	Ongoing	Invites mailed	Alison Benson, Jim Vanderloo

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