

Council Bluffs Community School District

Strategic Plan (II)

Approved by the Board of Education May 27, 2014



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Council Bluffs Community School District – Strategic Plan

Mission Statement: The mission of the Council Bluffs Community School District is to guarantee that every student graduates with the knowledge, skills, and character to become a responsible citizen and to succeed in a changing world by creating a leading edge, inclusive educational system which provides challenging expectations, diverse experiences, engaging curriculum and innovative teaching within a collaborative, caring community.

Belief Statements:

We believe that:

- Every person is unique and has inherent worth
- High quality education is a fundamental right of every individual
- Family experience has a critical impact on the development of the individual
- Success is a basic human desire that can be fostered and developed
- Hard work and persistence are essential to achieve full potential
- Challenging expectations inspire people to reach higher levels of achievement
- Individuals are responsible for their actions
- It is the responsibility of each individual to contribute to the betterment of the community
- Honesty and integrity are vital to build trust and respect within a community
- Embracing diversity and inclusiveness enriches our community
- Educated citizens are crucial for a democratic society to thrive
- The entire community is responsible for the social and educational well-being of its children
- Change involves risk but is necessary to meet the challenges of the future

Council Bluffs Community School District – Strategic Plan

Objectives:

All students will meet or exceed state proficiency standards in reading, writing, math, science, and social studies.

Each student will meet or exceed expected growth targets on state assessments.

100% of students will graduate and demonstrate the knowledge, skills, and attributes to successfully transition to post-secondary education or a career.

Strategies:

1. We will refine our systemic approach to bolstering, measuring and communicating about student achievement and strengthening interventions for students who are academically falling behind.
2. We will develop and implement plans that will result in a more positive perception of our school district with staff, students, parents and community members.
3. We will develop and implement plans to obtain and sustain long-term funding as well as cultivate and secure alternative funding sources.
4. We will create an organizational culture that will position Council Bluffs Community School District to be recognized as a great place to work.
5. We will develop a system through which we improve and measure students' college and career readiness in elementary, middle and high school.
6. We will engage our community and staff to address behavioral and mental health issues which interfere with learning.
7. We will expand and improve the integration of technology to support curriculum implementation, instructional innovation and to improve student achievement.

Strategic Parameters:

- Student well-being will always be given the highest priority in decision-making.
- We will maintain safe environments conducive to learning.
- School Improvement Plans must always be consistent with the strategic plans.
- We will not tolerate behavior that demeans or disparages the dignity of any individual.
- No new program or service will be accepted unless it is consistent with the strategic plan, the benefits clearly justify the cost, and provisions are made for professional development and program evaluation.
- No program or service will be retained unless it makes an optimal contribution to achieving the mission, and benefits continue to justify the cost.
- We will not tolerate ineffective performance or unprofessional behavior by any staff member.

Council Bluffs Community School District – Strategic Plan

April 7, 2014

Dear Strategic Planning Group Members,

We are pleased to present for your review the work of Action Team #1. The group was charged with formulating action plans to refine our systemic approach to bolstering, measuring and communicating about student achievement and strengthening interventions for students who are falling behind academically. The eighteen member team worked diligently through the past several weeks to develop plans that will help to bolster, measure, and communicate student achievement as well as strengthen interventions for students in the Council Bluffs Community School District.

The planning process began in early January with an introductory meeting regarding the strategy. In the meetings that followed, the team worked to define the strategy and develop a deeper understanding of what this strategy encompassed. The team agreed that this was a large strategy that had a dual focus. One was bolstering, measuring, and communicating student achievement. The other was strengthening interventions.

After team members had a firm grasp of the strategy, each member was asked to bring several actions that would help operationalize the strategy. After sorting through the ideas, several categories were determined for research purposes which included interventions, core instruction, communicating achievement, and increasing student achievement. This research was used to generate eight results statement for the strategy.

From this research, four major categories were established; professional development for teachers, communication of achievement, literacy intervention, and math intervention.

The action plans that address professional development for teachers not only provides development for teachers in the area of instructional practices, but also expresses the need to design schedules that provide teachers time to plan for instruction. The combination of targeted professional development with job-embedded planning time will help to realize the portion of the strategy for bolstering student achievement.

Literacy intervention was an area where three of our four plans originated. With the current legislation by the State of Iowa for retention after third grade for those students who are not reading at grade level, the team felt it was critical to begin focusing on K-2 intervention services; along with that implementing a systemic protocol that would determine movement among our already established tiers of intervention services. In addition to early literacy intervention, the team saw a need to refine current intervention services for middle and high school students to continue to increase our high school graduation rate.

For measurement and communication, the team felt this was two-fold. First, we must redesign our methods for measuring and communicating learning to parents. In addition, we must also find more effective ways of communicating achievement to the larger community.

Lastly, the area of mathematics came to the surface with a need for intervention services. Much like literacy, there are students who are falling behind who need additional interventions in math in order to build a solid foundation for number sense and future achievement in mathematics. The classroom teacher alone cannot remediate the deficits that exist.

We understand that these plans can influence the future of achievement and intervention in the Council Bluffs Community School District. It is our sincerest hope that our decisions will ultimately make a lasting impact on the future of our school community.

It is with this hope for the future that we respectfully submit the action plans for strategic planning strategy #1.

Sincerely,

Action Team 1

Strategy 1 Contents

STRATEGY #1: We will refine our systemic approach to bolstering, measuring and communicating about student achievement and strengthening interventions for students who are falling behind academically.

Bolster student achievement:

Plan #1: Focus teacher professional development on instructional practices in order to improve and strengthen classroom instruction which will result in improved student performance levels.

Plan #2: Develop schedules that support the learning team cycle so teachers have equitable job embedded time PK-12.

Measure and communicate student achievement:

Plan #3: Redesign methods of communicating PK-12 learning to parents, staff, students and the community.

Plan #4: Clearly communicate information to the community about the achievement of the school system and its schools, including the sharing of student performance results.

Strengthen Interventions:

Plan #5: Focus intervention services on students in grades K-2 in literacy.

Plan #6: Refine literacy intervention services in middle school and high school.

Plan #7: Implement a systemic protocol for determining movement among tiered intervention services in literacy.

Plan #8: Design and implement a systemic tiered PK -12 intervention system for mathematics.

ACTION PLAN

STRATEGY NUMBER: 1 **PLAN NUMBER:** 1 **DATE:** April 7, 2014

STRATEGY: We will refine our systemic approach to bolstering, measuring and communicating about student achievement and strengthening interventions for students who are falling behind academically.

SPECIFIC RESULT: Focus teacher professional development on instructional practices in order to improve and strengthen classroom instruction which will result in improved student performance levels.

#	ACTION STEP (number each one)
1.	Determine appropriate instructional practices on which to focus during professional development
2.	Design professional development for classroom teachers
3.	Develop guidelines for determining effectiveness of core
4.	Develop a process for intervening with teachers in need of core support
5.	Determine a process for assessment analysis (formative & summative)
6.	Design professional development for teacher leaders to assist with core instruction
7.	Develop models and criteria of key learning targets for students
8.	Evaluate effectiveness of professional development on student performance

Responsible:



(Shaded areas for administrative use in implementation phase)

COST-BENEFIT ANALYSIS

STRATEGY NUMBER: 1 **PLAN NUMBER:** 1 **DATE:** April 7, 2014

STRATEGY: We will refine our systemic approach to bolstering, measuring and communicating about student achievement and strengthening interventions for students who are falling behind academically.

SPECIFIC RESULT: Focus teacher professional development on instructional practices in order to improve and strengthen classroom instruction which will result in improved student performance levels.

COSTS	BENEFITS
<p>Tangible:</p> <ul style="list-style-type: none"> ● substitutes for teacher work for choosing targets/criteria for 6 teachers over 2 days @ \$170.00 a day \$2040 <p>Intangible:</p> <ul style="list-style-type: none"> ● Organizing and presenting District & building level professional development ● Stress for teachers struggling with core instruction 	<p>Tangible:</p> <ul style="list-style-type: none"> ● Increased student achievement ● Over time, less students would require intervention services each year ● Minimize the number of students needing retained in third grade ● Increased graduation rate <p>Intangible:</p> <ul style="list-style-type: none"> ● Build staff efficacy ● Increased student self-esteem ● Increased parent satisfaction with student progress

(Have you considered opportunity costs?
Does this action plan have sufficient return on investment?)

Council Bluffs Community School District – Strategic Plan

ACTION PLAN

STRATEGY NUMBER: 1 **PLAN NUMBER:** 2 **DATE:** April 7, 2014

STRATEGY: We will refine our systemic approach to bolstering, measuring and communicating about student achievement and strengthening interventions for students who are falling behind academically.

SPECIFIC RESULT: Develop schedules that support the learning team cycle so teachers have equitable job embedded time PK-12.

#	ACTION STEP (number each one)
1.	Solicit feedback on current scheduling from teachers and building administrators
2.	Develop a district master schedule that ensures a balance of teacher preparation time and learning team time
3.	Provide scheduling support to administrators
4.	Clearly define scheduled times to aid in consistency among buildings
5.	Evaluate effectiveness of learning teams in terms of improving students achievement

Responsible:



(Shaded areas for administrative use in implementation phase)

ACTION PLAN

STRATEGY NUMBER: 1 **PLAN NUMBER:** 3 **DATE:** April 7, 2014

STRATEGY: We will refine our systemic approach to bolstering, measuring and communicating about student achievement and strengthening interventions for students who are falling behind academically.

SPECIFIC RESULT: Redesign methods of communicating PK-12 learning to parents, staff, students, and the community.

#	ACTION STEPS (number each one)
1.	Solicit feedback from parents and teachers regarding current practices of sharing learning (<i>reports & conferences</i>)
2.	Redesign progress reports to align to common core standards
3.	Ensure staff understand and consistently implement the grading policies
4.	Refine/revise a systemic parent teacher conference format based on solicited feedback
5.	Communicate revisions to parents, students, staff, and community
6.	Relaunch additional communication on secondary grading policies to students, parents, and community leaders
7.	Establish protocols for communicating student progress in interventions to parents
8.	Provide professional development to staff on reporting progress
9.	Evaluate effectiveness of reporting/communicating to parents

Responsible: 

(Shaded areas for administrative use in implementation phase)

COST-BENEFIT ANALYSIS

STRATEGY NUMBER: 1 **PLAN NUMBER:** 3 **DATE:** April 7, 2014

STRATEGY: We will refine our systemic approach to bolstering, measuring and communicating about student achievement and strengthening interventions for students who are falling behind academically.

SPECIFIC RESULT: Redesign methods of communicating PK-12 learning to parents, staff, students, and the community.

COSTS	BENEFITS
<p>Tangible:</p> <ul style="list-style-type: none"> ● <i>potential</i> paper and mailing \$3000 costs to solicit feedback (if not electronic) ● courtesy costs \$500 ● substitutes for 6 teachers over 2 days @ \$170.00 a day \$2040 <p>Intangible:</p> <ul style="list-style-type: none"> ● Administrator time to meet with parents for discussion ● Time to interpret and share results with leadership team ● Stress on teachers to meet with parents of struggling learners in language arts (<i>Chapter 63</i>) ● Help from technology department to design electronic reporting, professional development on use, organize a variety of alternative technological methods of meeting (<i>Skype, Hangout, Zoom, etc.</i>) 	<p>Tangible:</p> <ul style="list-style-type: none"> ● Parent communication may result in fewer students opting out of the district ● Increased achievement due to alignment of learning to standards ● Increased achievement due to parental involvement in intervention meetings <p>Intangible:</p> <ul style="list-style-type: none"> ● Parent and teacher voice encourages involvement and ownership in generating reporting form and input from parents on conference format ● Parent understanding of the common core ● Flexibility in method of conference for parents and teachers ● Consistent information across the district ● Parents are more involved in students education ● Shared understanding of a protocol of communicating student progress in interventions

(Have you considered opportunity costs?
(Does this action plan have sufficient return on investment?))

ACTION PLAN

STRATEGY NUMBER: 1 **PLAN NUMBER:** 4 **DATE:** April 7, 2014

STRATEGY: We will refine our systemic approach to bolstering, measuring and communicating about student achievement and strengthening interventions for students who are falling behind academically.

SPECIFIC RESULT: Clearly communicate information to the community about the achievement of the school system and its schools, including the sharing of student performance results.

#	ACTION STEP (number each one)
1.	Solicit feedback from stakeholders to determine preference of receiving information
2.	Determine process for communicating performance results
3.	Determine building and district administrator roles in collecting and publishing school data
4.	Choose achievement data relevant for sharing with stakeholders
5.	Develop narratives for explanation of achievement data
6.	Design communiqué for all stakeholders
7.	Communicate achievement
8.	Evaluate effectiveness of communication

Responsible:



(Shaded areas for administrative use in implementation phase)

COST-BENEFIT ANALYSIS

STRATEGY NUMBER: 1 **PLAN NUMBER:** 4 **DATE:** April 7, 2014

STRATEGY: We will refine our systemic approach to bolstering, measuring and communicating about student achievement and strengthening interventions for students who are falling behind academically.

SPECIFIC RESULT: Clearly communicate information to the community about the achievement of the school system and its schools, including the sharing of student performance results.

COSTS	BENEFITS
<p>Tangible:</p> <ul style="list-style-type: none"> ● Production costs (paper & printing; would prefer electronic to save costs) \$10,000 ● Mailing costs \$9,000 <p>Intangible: Administrator time to collect and interpret building data</p>	<p>Tangible:</p> <ul style="list-style-type: none"> ● Fewer students opting out of the district based on data results and transparency ● Increased numbers of students opting into the district based on data results and transparency <p>Intangible:</p> <ul style="list-style-type: none"> ● Increased community perception of schools and district ● Increased publicity ● Increased opportunities to present and share district successes

(Have you considered opportunity costs?
Does this action plan have sufficient return on investment?)

ACTION PLAN

STRATEGY NUMBER: 1 **PLAN NUMBER:** 5 **DATE:** April 7, 2014

STRATEGY: We will refine our systemic approach to bolstering, measuring and communicating about student achievement and strengthening interventions for students who are falling behind academically.

SPECIFIC RESULT: Focus intervention services on students in grades K-2 in literacy.

#	ACTION STEP (number each one)
1.	Hire additional intervention staff to meet projected needs of K-2 students who are below basic and basic on the data wall district-wide
2.	Train new intervention staff in literacy interventions
3.	Provide on-going professional development to already trained interventionists
4.	Assign rover interventionists/new interventionists to schools with high need
5.	Refine core assessments used to determine students eligible on data wall for intervention K-2
6.	Allocate intervention staff in each building with a focus on early prevention in kindergarten
7.	Increase quantities of current materials/resources available for intervention use
8.	Engage parents in reinforcing intervention steps with their children
9.	Evaluate the effectiveness of K-2 interventions in terms of 3 rd grade achievement levels

Responsible:



(Shaded areas for administrative use in implementation phase)

COST-BENEFIT ANALYSIS

STRATEGY NUMBER: 1 **PLAN NUMBER:** 5 **DATE:** April 7, 2014

STRATEGY: We will refine our systemic approach to bolstering, measuring and communicating about student achievement and strengthening interventions for students who are falling behind academically.

SPECIFIC RESULT: Focus intervention services on students in grades K-2 in literacy.

COSTS	BENEFITS
<p>Tangible:</p> <ul style="list-style-type: none"> ● 8.6 FTE @ \$75,000 \$645,000 ● Training materials for 9 @ \$500 \$4,500 ● Ongoing PD materials for 12 @ \$500 \$6,000 ● Books and Materials for 11 buildings @ \$7500 \$75,000 <p>Intangible:</p> <ul style="list-style-type: none"> ● Time out of buildings for training ● Stress of scheduling intervention groups around core ● Allocating additional space in buildings for new staff 	<p>Tangible:</p> <ul style="list-style-type: none"> ● Increased student achievement ● More students served in intervention ● Over time, less students would require intervention services each year ● Minimize the number of students needing retained in third grade ● Increased graduation rate ● Intervention services may result in fewer students opting out of the district ● Intervention services may result in increased numbers of students opting into the district <p>Intangible:</p> <ul style="list-style-type: none"> ● Build staff efficacy ● Increased student self-esteem ● Increased building/district morale due to additional assistance for students ● Increased parent satisfaction with student progress in interventions

(Have you considered opportunity costs?
Does this action plan have sufficient return on investment?)

Council Bluffs Community School District – Strategic Plan

ACTION PLAN

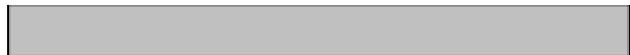
STRATEGY NUMBER: 1 **PLAN NUMBER:** 6 **DATE:** April 7, 2014

STRATEGY: We will refine our systemic approach to bolstering, measuring and communicating about student achievement and strengthening interventions for students who are falling behind academically.

SPECIFIC RESULT: Refine literacy intervention services in middle school and high school.

#	ACTION STEP (number each one)
1.	Evaluate effectiveness of current reading interventions in the middle schools and high schools (student achievement, student attitudes and effort, behavior)
2.	Add additional literacy interventionists at middle schools and high schools to create equity among buildings
3.	Explore possibilities of additional reading interventions in middle schools and high schools
4.	Determine interventions for middle school and high school
5.	Develop guidelines for determining students in need of literacy intervention services
6.	Develop ways for parents to reinforce intervention steps with their children
7.	Evaluate effectiveness of interventions annually

Responsible:



(Shaded areas for administrative use in implementation phase)

COST-BENEFIT ANALYSIS

STRATEGY NUMBER: 1 **PLAN NUMBER:** 6 **DATE:** April 7, 2014

STRATEGY: We will refine our systemic approach to bolstering, measuring and communicating about student achievement and strengthening interventions for students who are falling behind academically.

SPECIFIC RESULT: Refine literacy intervention services in middle school and high school.

COSTS	BENEFITS
<p>Tangible:</p> <ul style="list-style-type: none"> ● 4 FTE @ \$75,000 \$300,000 ● Training materials for 4 @ \$500 \$2,000 ● Books and Materials for 4 buildings @ \$10,000 \$40,000 <p>Intangible:</p> <ul style="list-style-type: none"> ● Time out of buildings for training ● Stress of scheduling intervention groups around core <p>Allocating additional space in buildings for new staff</p>	<p>Tangible:</p> <ul style="list-style-type: none"> ● Increased student achievement ● More students served in intervention ● Over time, less students would require intervention services each year ● Increased graduation rate ● Intervention services may result in fewer students opting out of the district ● Intervention services may result in increased numbers of students opting into the district <p>Intangible:</p> <ul style="list-style-type: none"> ● Build staff efficacy ● Increased student self-esteem ● Increased building/district morale due to additional assistance for students ● Increased parent satisfaction with student progress in interventions

(Have you considered opportunity costs?
Does this action plan have sufficient return on investment?)

Council Bluffs Community School District – Strategic Plan

ACTION PLAN

STRATEGY NUMBER: 1 **PLAN NUMBER:** 7 **DATE:** April 7, 2014

STRATEGY: We will refine our systemic approach to bolstering, measuring and communicating about student achievement and strengthening interventions for students who are falling behind academically.

SPECIFIC RESULT: Implement a systemic protocol for determining movement among tiered intervention services in literacy.

#	ACTION STEP (number each one)
1.	Provide on-going professional development in the RTI process to all buildings, including AEA support staff
2.	Develop and implement a framework for intervention meetings
3.	Train staff in the framework for intervention meetings
4.	Develop and implement suggested guidelines for movement between tiers of intervention
5.	Solicit feedback on the effectiveness of the protocol at year-end

Responsible:



(Shaded areas for administrative use in implementation phase)

COST-BENEFIT ANALYSIS

STRATEGY NUMBER: 1 **PLAN NUMBER:** 7 **DATE:** April 7, 2014

STRATEGY: We will refine our systemic approach to bolstering, measuring and communicating about student achievement and strengthening interventions for students who are falling behind academically.

SPECIFIC RESULT: Implement a systemic protocol for determining movement among tiered intervention services in literacy.

COSTS	BENEFITS
<p>Tangible:</p> <ul style="list-style-type: none"> ● 10-member committee for developing framework and guidelines @ \$20/hr for 18 hours during summer curriculum camp \$7,200 <p>Intangible:</p> <ul style="list-style-type: none"> ● Scheduling summer committee meeting dates ● Finding time to provide professional development to all buildings and AEA reps 	<p>Tangible:</p> <ul style="list-style-type: none"> ● Increased efficiency/effectiveness of the RTI process ● Increased fidelity of implementation ● Students receiving appropriate and timely interventions <p>Intangible:</p> <ul style="list-style-type: none"> ● Consistency between buildings ● Improved communication about student progress ● Staff more knowledgeable about RTI process ● Increased parent satisfaction with student progress

(Have you considered opportunity costs?)
 (Does this action plan have sufficient return on investment?)

ACTION PLAN

STRATEGY NUMBER: 1 **PLAN NUMBER:** 8 **DATE:** April 7, 2014

STRATEGY: We will refine our systemic approach to bolstering, measuring and communicating about student achievement and strengthening interventions for students who are falling behind academically.

SPECIFIC RESULT: Design and implement a systemic tiered PK -12 intervention system for mathematics.

#	ACTION STEP (number each one)
1.	Determine math interventions for each level (primary, intermediate, middle and high school) including resources and materials
2.	Interview and hire math interventionists
3.	Establish training schedule for interventionists
4.	Train math interventionists
5.	Establish an intervention structure that addresses the movement among tiers in mathematics
6.	Determine performance guidelines to select interventions for students
7.	Determine diagnostic progress monitoring for interventions
8.	Staff buildings with math interventionists
9.	Train classroom teachers on Tier 1 (<i>classroom</i>) interventions
10.	Engage parents in reinforcing math intervention steps with their children
11.	Evaluate effectiveness of interventions annually

Responsible:



(Shaded areas for administrative use in implementation phase)

COST-BENEFIT ANALYSIS

STRATEGY NUMBER: 1 **PLAN NUMBER:** 8 **DATE:** April 7, 2014

STRATEGY: We will refine our systemic approach to bolstering, measuring and communicating about student achievement and strengthening interventions for students who are falling behind academically.

SPECIFIC RESULT: Design and implement a systemic tiered PK -12 intervention system for mathematics.

COSTS

BENEFITS

<p>Tangible:</p> <ul style="list-style-type: none"> ● Elementary 9 FTE @ 75,000 \$675,000 ● Secondary 8 FTE @ \$75,000 \$600,000 ● District Rovers 4 FTE @ \$75,000 \$300,000 ● PD Materials for 21 @ \$500 = \$10,500 ● Intervention Materials for 14 buildings @ \$5000 = \$70,000 <p>Intangible:</p> <ul style="list-style-type: none"> ● Organizing and presenting District & building level professional development ● Organizing learning team structure that supports teachers in their learning ● Time out of buildings for training ● Stress of scheduling intervention groups around core ● Allocating additional space in buildings for new staff 	<p>Tangible:</p> <ul style="list-style-type: none"> ● A higher number of students will opt to go into the math/ science field. ● Increase the number of students that are graduating from high school ● Increased student achievement ● More students served in intervention ● Over time, less students would require intervention services each year ● Intervention services may result in fewer students opting out of the district ● Intervention services may result in increased numbers of students opting into the district <p>Intangible:</p> <ul style="list-style-type: none"> ● Students feel more successful in the area of mathematics ● Decrease in undesirable behaviors ● Build staff efficacy ● Increased student self-esteem ● Increased building/district morale due to additional assistance for students ● Increased parent satisfaction with student progress
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(Have you considered opportunity costs?)
(Does this action plan have sufficient return on investment?)

Council Bluffs Community School District – Strategic Plan

April 11, 2014

Dear Members of the Strategic Plan Steering Committee,

On behalf of the 17 members of Action Team #2, we appreciate the opportunity to present this set of six action plans to you for consideration. Our team's strategy is, "We will develop and implement plans that will result in a more positive perception of our school district with staff, students, parents and community members."

As we began our work together, we discussed how this strategy relates to all of the other strategies, and how the proposed action plans have the potential to positively affect, and be affected by, the implementation of the entire strategic plan. We also envisioned how more positive perception would look and sound among the four key stakeholder groups of staff, students, parents and community members. As part of discussing strategies for improving perception among the key audiences, we considered the need to establish a positive perception among those who currently do not have an opinion of the school district, such as new community members, or district residents who are not alumni, and who do not have children in school. However, our action plans focus the implementation of programs and communication to influence a positive change in perception among those who currently have a negative perception. Our team met eight times as a group, and included work together in sub-groups to conduct and prepare research presentations, and to write and edit action plan steps and cost-benefit analysis.

Prior to development of the action plans, the team, we agreed on the six focus areas of promoting positive school identification and access to school events, customer service professional development, promotion of specialized and innovative programs for students, business and community partnerships, alumni relations and engagement, and family involvement.

We kept in mind the concurrent market research study being conducted in the school district, and developed plans that would be complemented by the implementation of a district marketing plan. We also discussed that intentional communication planning is essential to the implementation of the proposed plans.

The work of the team has resulted in the proposal we are pleased to present to the Steering Committee. We look forward to the positive affect it promises to have on engaging a broader school community to collectively fulfill our mission for students.

Sincerely,

Action Team 2

Strategy 2 Contents

STRATEGY #2: We will develop and implement plans that will result in a more positive perception of our school district with staff, students, parents and community members.

- Plan 1 Result: Increase district-wide family engagement.
- Plan 2 Result: Strengthen the connection between alumni and CBCSD in order to increase positive perceptions.
- Plan 3 Result: Initiate a district-wide program to increase area business/district connections and awareness of district strengths and the positive impact on the greater community.
- Plan 4 Result: Develop a program that ensures positive, respectful interactions when any person communicates with a district employee or enters a district building.
- Plan 5 Result: Increase school spirit.
- Plan 6 Result: Promote new and current advanced and specialized educational opportunities.

Council Bluffs Community School District – Strategic Plan

ACTION PLAN

STRATEGY NUMBER: 2 **PLAN NUMBER:** 1 **DATE:** 4/11/2014

STRATEGY: We will develop and implement plans that will result in a more positive perception of our school district with staff, students, parents and community members.

SPECIFIC RESULT: Increase district-wide family engagement.

#	ACTION STEPS
1	Research best practice examples or models for family involvement in schools and at home in supporting their child’s education
2	Determine reasons why parents are not involved; why they are; what motivates a parent to get involved
3	Create print and online materials that inform parents of ways to get involved and share the benefits of involvement
4	Create letter all schools can use to personally invite parents to become active in their school and the school district
5	Involve current active parents and members of Booster Clubs and PTOs to encourage/ recruit more involvement
6	Establish a district-wide Parent Advisory Council, representative of all buildings and convened by the Superintendent
7	Extend the District’s Living the Mission recognition program to include individuals and families who are involved in our schools
8	Create a process to evaluate the effectiveness of the program and make changes as identified

Responsible:



(Shaded areas for administrative use in implementation phase)

COST-BENEFIT ANALYSIS

STRATEGY NUMBER: 2 **PLAN NUMBER:** 1 **DATE:** 4/11/2014

STRATEGY: We will develop and implement plans that will result in a more positive perception of our school district with staff, students, parents and community members.

SPECIFIC RESULT: Increase district-wide family engagement.

COSTS	BENEFITS
<p>Tangible:</p> <p>Plaques/trophies for individual/family Living the Mission Awards: \$500</p> <p>Design and printing of materials or banners that promote involvement; recognize: \$2,500</p> <p>Refreshments for Parent Advisory Council meetings: \$600</p> <p>Participation in Family Involvement Conference:: \$500</p> <p>Potential Volunteer/Family/Business Engagement Coordinator: \$50,000 (shared in proposed plan 2 & 3)</p> <p>Increased contributions to fundraisers (\$500 X16= \$8,000)</p> <p>Intangible:</p> <p>Time of staff members to research and create plans, programs, and materials, and to conduct outreach</p>	<p>Tangible:</p> <p>More active volunteers</p> <p>Increased awareness and pride in schools</p> <p>More participation in events</p> <p>Greater participation in fundraisers</p> <p>Increased Student Achievement</p> <p>Intangible:</p> <p>Increased feeling among staff of support and community-effort due to increased levels of involvement</p> <p>More empowered parents</p>

(Have you considered opportunity costs?
Does this action plan have sufficient return on investment?)

Council Bluffs Community School District – Strategic Plan

ACTION PLAN

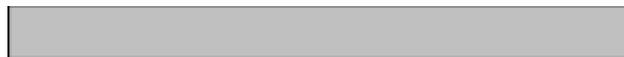
STRATEGY NUMBER: 2 **PLAN NUMBER:** 2 **DATE:** 04/11/14

STRATEGY: We will develop and implement plans that will result in a more positive perception of our school district with staff, students, parents and community members.

SPECIFIC RESULT: Strengthen the connection between alumni and CBCSD in order to increase positive perceptions.

#	ACTION STEPS
1.	Create a process to seek out positive news about alumni.
2.	Publish positive stories about CBCSD alumni - those persons who have made a mark in sports, television, business, movies, journalism, medicine, philanthropy, education etc., utilizing social media, print, posters.
3a	Develop student alumni association ambassador group.
3b	Determine nomination and selection process for middle and high schools students to serve as ambassadors from each feeder school and recruit alumni for special school events.
4.	Connect graduating seniors with the Community Education Foundation-sponsored Council Bluffs Alumni Association.
5.	Connect alumni to the volunteer opportunities/programs/performances in the schools.
6.	Create a structure to inform the alumni association of individual school needs that could or would require the support of alumni.

Responsible:



(Shaded areas for administrative use in implementation phase)

COST-BENEFIT ANALYSIS

STRATEGY NUMBER: 2 **PLAN NUMBER:** 2 **DATE:** 4-1-14

STRATEGY: We will develop and implement plans that will result in a more positive perception of our school district with staff, students, parents and community members.

SPECIFIC RESULT: Strengthen the connection between alumni and CBCSD in order to increase positive perceptions.

COSTS	BENEFITS
<p>Tangible:</p> <p>Refreshments, printing, mailings for alumni and student ambassador group: \$500/year</p> <p>Potential Volunteer/Family/Business Engagement Coordinator: \$50,000 (shared in proposed plans 1 & 3)</p> <p>Intangible:</p> <p>Time for notifying and finding alumni</p> <p>Time for training in becoming an ambassador</p> <p>Time to get paperwork in order for events</p>	<p>Tangible:</p> <p>Increased interactions between students and alumni</p> <p>More student volunteers</p> <p>Increase in alumni volunteer hours</p> <p>Increased alumni pride and increased understanding of current educational practices</p> <p>Multiple opportunities for alumni to be involved in schools</p> <p>Intangible:</p> <p>Stronger feeling of school pride</p>

(Have you considered opportunity costs?
Does this action plan have sufficient return on investment?)

ACTION PLAN

STRATEGY NUMBER: 2 **PLAN NUMBER:** 3 **DATE:** 4/11/2014

STRATEGY: We will develop and implement plans that will result in a more positive perception of our school district with staff, students, parents and community members.

SPECIFIC RESULT: Initiate a district-wide program to increase area business/district connections and awareness of District strengths and the positive impact on the greater community.

#	ACTION STEPS
1.	Research best practices for creating awareness of the importance of strong schools on the success of local business and the overall community vitality.
2.	Use the research from best practices to create outreach plan
3.	Utilize area Chambers of Commerce as partners in outreach
4.	Create materials and opportunities to share with businesses the strengths of the district; materials they can share as appropriate with employees, customers and clients.
5.	Develop a protocol for schools to share successes that can be promoted to businesses
6.	Hold annual event to recognize and celebrate the businesses that partner with the district
7.	Create process to evaluate the outreach efforts, involvement and impact

Responsible:



(Shaded areas for administrative use in implementation phase)

COST-BENEFIT ANALYSIS

STRATEGY NUMBER: 2 **PLAN NUMBER:** 3 **DATE:** 4/10/2014

STRATEGY: We will develop and implement plans that will result in a more positive perception of our school district with staff, students, parents and community members.

SPECIFIC RESULT: Initiate a district-wide program to increase a business connections and awareness of District strengths and the positive impact on greater community.

COSTS	BENEFITS
<p>Tangible: Annual recognition event \$5,000 year Potential Volunteer/Family/Business Engagement Coordinator: \$50,000 (shared in proposed plans 1 & 2)</p> <p>Intangible: Time for trainings and meetings</p>	<p>Tangible:</p> <ul style="list-style-type: none"> ● Increased business awareness of the CBCSD district and its direct impact on business ● Organized way of sharing and coordinating business and school connections to benefit Students, District, Businesses and Community. <p>Intangible:</p> <ul style="list-style-type: none"> ● Increased awareness of school and business partnerships. ● Increased feeling of pride and being a part of a community /family. ● Schools and businesses will be able to communicate and share great news in an organized productive way. ● Increased student opportunities to collaborate with business and grow educationally and professionally. ● Increased positive perception to help in increasing enrollment. ● Opportunity to benefit business sales/ revenue ● Chamber of Commerce increased business and community partnership ● Follow data to show positive involvement and partnership

(Have you considered opportunity costs?
Does this action plan have sufficient return on investment?)

ACTION PLAN

STRATEGY NUMBER: 2 **PLAN NUMBER:** 4 **DATE:** 4-11-2014

STRATEGY: We will develop and implement plans that will result in a more positive perception of our school district with staff, students, parents, and community members.

SPECIFIC RESULT: Develop a program that ensures positive, respectful interactions when any person communicates with a district employee or enters a district building.

#	ACTION STEPS
1.	Train all office staff (secretaries, health associates, paraprofessionals, and any employee that may answer telephones or sit at reception desk) in positive customer service relations and the importance of first impressions.
2a	Train all personnel in perception and positivity when conversing about experiences in the classrooms, buildings, and district (lead PR person identified within each building that will be trained and in turn work with others on best practices for positive communication).
2b	Provide standards and best practices for all school personnel about communication with parents and community to be done in a friendly, positive format, regardless of the purpose.
3.	Create talking points that empower employees to share the positives about their school and District. Present these talking points and how to use them.
4.	Create an “initial interaction feedback survey” to be distributed to anyone visiting or interacting with school or district personnel for the first time. (postcard, link within email, etc.) in an effort to collect feedback measuring interactions with parents and community.
5.	Create a system that rewards/recognizes employees who consistently provide positive interactions with all community, staff, and students.

Responsible:



(Shaded areas for administrative use in implementation phase)

COST-BENEFIT ANALYSIS

STRATEGY NUMBER: 2 **PLAN NUMBER:** 4 **DATE:** 4/11/14

STRATEGY: We will develop and implement plans that will result in a more positive perception of our school district with staff, students, parents, and community members.

SPECIFIC RESULT: Develop a program that ensures positive, respectful interactions when any person communicates with a district employee or enters a district building.

COSTS	BENEFITS
<p>Tangible:</p> <ul style="list-style-type: none"> ● Potential for hourly costs for training of PR lead person in each building <p>Intangible:</p> <ul style="list-style-type: none"> ● Time to train office staff (possibly during non-student work day) ● Time to review current practices 	<p>Tangible:</p> <ul style="list-style-type: none"> ● Additional Revenue/ less out of district pay due to increased enrollment/ retention of in-district students ● Increased staff retention ● Increased funding from community (through fundraisers, grants, etc.) <p>Intangible:</p> <ul style="list-style-type: none"> ● Stronger sense of community and connection ● Improved perception of initial interaction of CB schools ● Raised level of professionalism ● Increase in staff self-efficacy ● Increased positive relationships between parents and staff members ● Increased involvement of PTO groups and Booster Clubs

(Have you considered opportunity costs?
Does this action plan have sufficient return on investment?)

Council Bluffs Community School District – Strategic Plan

ACTION PLAN

STRATEGY NUMBER: 2 **PLAN NUMBER:** 5 **DATE:** 4/10/2014

STRATEGY: We will develop and implement plans that will result in a more positive perception of our school district with staff, students, parents and community members.

SPECIFIC RESULT: Increase school spirit.

#	ACTION STEPS
1.	Identify a series of approaches that will increase school spirit.

Responsible:

(Shaded areas for administrative use in implementation phase)

COST-BENEFIT ANALYSIS

STRATEGY NUMBER: 2 **PLAN NUMBER:** 5 **DATE:** 4/11/14

STRATEGY: We will develop and implement plans that will result in a more positive perception of our school district with staff, students, parents and community members.

SPECIFIC RESULT: Increase school spirit.

COSTS	BENEFITS
<p>Tangible:</p> <p>Lost potential revenue at some events due to school attire discount</p> <p>Start-up inventory costs for adult and student attire until revenues are realized</p> <p>Intangible:</p> <p>Staff time to coordinate spirit wear orders</p>	<p>Tangible:</p> <p>Increased revenue with more attendance at events in concession sales</p> <p>Intangible:</p> <p>Greater sense of involvement at school activities for students and attendees</p> <p>Greater audience satisfaction due to more appropriate attendee conduct</p> <p>More sense of connection and belonging among elementary, middle, and high schools with shared school mascot</p> <p>More professional staff environment due to branded spirit wear</p>

(Have you considered opportunity costs?
Does this action plan have sufficient return on investment?)

Council Bluffs Community School District – Strategic Plan

ACTION PLAN

STRATEGY NUMBER: 2 **PLAN NUMBER:** 6 **DATE:** 4/11/2014

STRATEGY: We will develop and implement plans that will result in a more positive perception of our school district with staff, students, parents and community members.

SPECIFIC RESULT: Promote new & current advanced and specialized educational opportunities.

#	ACTION STEPS
1.	Map academic, curricular and extracurricular program offerings for CBCSD schools vs. surrounding districts.
2.	Create a campaign strategy to communicate CBCSD advantages to various audiences (i.e., new babies or families, high school / CTE interested families, realtors, and prospective employees) with differentiated messages.
3.	Create and implement a social media and traditional campaign focused on promoting specialized and advanced educational opportunities.
4.	Utilize local cable access channels for promoting advantages of CBCSD academic programs and to showcase student work
5.	Create and distribute promotional presentations, videos, and other forms of print or broadcast media that promote CB schools and activities.
6.	Develop a plan to utilize existing climate or new survey instrument to measure awareness and perception.

Responsible:



(Shaded areas for administrative use in implementation phase)

COST-BENEFIT ANALYSIS

STRATEGY NUMBER: 2 **PLAN NUMBER:** 6 **DATE:** 4/11/14

STRATEGY: We will develop and implement plans that will result in a more positive perception of our school district with staff, students, parents and community members.

SPECIFIC RESULT: Promote new & current advanced and specialized educational opportunities.

COSTS

BENEFITS

<p>Tangible: Communications and social media campaigns could have costs for staff or consultant time, and could include production time for online and print materials Costs related to measuring CBCSD perception (perhaps to expand existing effort) Staff time to research & document CBCSD offerings vs. surrounding districts Staff or consulting time in producing & distributing information about Early Childhood offerings to area hospitals and pediatricians.</p> <p>Intangible: Increased / refocused workload of communications & and community engagement staff</p>	<p>Tangible: Increased morale and engagement of stakeholders due to better understanding of CBCSD advantages</p> <p>Intangible: Greater knowledge of how district’s program offerings compare to those of surrounding districts New participants in conversation about district program offerings that can affect decisions to enroll in CBCSD schools.</p>
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(Have you considered opportunity costs?
 Does this action plan have sufficient return on investment?)

Council Bluffs Community School District – Strategic Plan

April 9, 2014

Dear strategic planning group members,

We are pleased to present the work of the Action Team #3 for your review. The group was charged with formulating action plans to develop and implement plans to obtain and sustain long-term funding as well as cultivate and secure alternative funding sources. Team members embraced the charge wholeheartedly and began their work with great seriousness.

The team consisted of several district employees including the superintendent of the school district, building administrators, and other certified and support employees. There were two community members that serve on the board of directors for the Community Education Foundation in addition to the Executive Director for the Foundation. It quickly became evident that a collaborative relationship between the Foundation and the school district would be important for the successful implementation of Strategy 3. The team also clarified that the action plans are to focus on the responsibilities of the district, and not to dictate the actions of the Community Education Foundation.

Efforts began in January to come to consensus on the meaning of the assigned strategy. Several meetings focused on information gathering and defining the terms present in the strategy. Once the team had an understanding of the magnitude of the assigned strategy, we focused on defining a realistic amount of revenue to secure from alternative sources annually. Action Plan 1 has the expectation of raising \$100,000 in revenue from alternative sources each year, based on the previous year's non-formula revenues. The team discussed that this amount may appear to be small in comparison to annual school budget, over 100 million dollars, however it does provide for sustaining and increasing the revenue each year. In addition to finding new alternative revenue of at least \$100,000, funding would also need to be found for any grants that have expired.

The action team also recognized the impacting role that the state legislature has on the funding for the school district each year. Through discussion the action team developed Action Plans 5 and 6 to focus on informing legislative advocates to help legislators know about the impact that current legislation and the current funding formula have on our students.

We know that increased funding is needed in order to continue to provide the high quality programming that will prepare our students for life after graduation from the Council Bluffs Community School District. Our team also recognized that such alternative funding of high quality programs may draw additional students into our school district, with the added bonus of additional per-pupil state support.

Sincerely,

Action Team 3

Strategy 3 Contents

STRATEGY #3: We will develop and implement plans to obtain and sustain long-term funding as well as cultivate and secure alternative funding sources.

Alternate Funding: Cultivating and securing alternate funding sources

- Plan 1 Results:
- Strengthen the relationship with the Community Education Foundation (CEF) to ensure collaboration in meeting the needs of the school district.
- Refine and maintain an alumni database to foster and nurture relationships to enhance future fundraising activities.
 - Increase and improve two-way communication with alumni and key stakeholders to build awareness and trust.
 - Collaborate with the Community Education Foundation to develop the capacity to carry out one campaign annually.
 - Collaborate with the Community Education Foundation to develop planned giving.

Plan 2 Results:

Establish practices and partnerships through which the school district will obtain increased sustainable funding above current non-formula revenues each year.

Legislation: Legislative advocates and collaboration with other districts

Plan 3 Results:

Develop and nurture a group of informed legislative advocates to lead communication efforts regarding legislative issues that impact funding for CBCSD.

Plan 4 Results:

Form coalitions with other like school district to lobby for equitable funding formula.

ACTION PLAN

STRATEGY NUMBER: 3 **PLAN NUMBER:** 1 **DATE:** March 24, 2014

STRATEGY: We will develop and implement plans to obtain and sustain long-term funding as well as cultivate and secure alternative funding sources.

SPECIFIC RESULT: Strengthen the relationship with the Community Education Foundation (CEF) to ensure collaboration in meeting the needs of the school district.

#	ACTION STEP (number each one)
1.	Establish a memorandum of understanding (MOU) to clarify the role of the CEF in relation to CBCSD.
2.	Refine and maintain an alumni database to foster and nurture relationships to enhance future fundraising activities. <ul style="list-style-type: none"> - Designate district personnel to communicate with the CEF regarding data element inclusion in the alumni database. - Delineate expectations with the district and the CEF for database maintenance. - Identify and incorporate best practices for database mining and management from other districts. - Develop district protocols and security elements to guide utilization of the database.
3.	Increase and improve two-way communication with alumni and key stakeholders to build awareness and trust. <ul style="list-style-type: none"> - CEF and CBCSD secure the services of an alumni director and/or alumni committee with key focus on increasing and improving communication with graduates and key district stakeholders. - Complete an analysis of current communication practices and products that are shared with/sent to alumni. - Determine most effective and efficient means of contact with alumni and key stakeholders (i.e. mail, email, phone, Facebook, YouTube, other social media). - Determine key areas to target communications for alumni, key district stakeholders, community members, and staff that could focus on the following sample activities/events: reunions, general district news updates, specific areas of interest, annual district fundraising cause, milestone achievements. - Build a calendar for annual communication goals with alumni and key district stakeholders, targeting specific dates for production and delivery of communications. - Ensure that all communication is professionally prepared and approved by designated representatives of CEF staff and board and CBCSD administration. - Determine, implement, and publicize methods through which alumni may update personal profile information. - Evaluate communication practices and products annually. (CONTINUED)

4.	<p>Collaborate with the Community Education Foundation to develop capacity to carry out one campaign annually.</p> <ul style="list-style-type: none">- Develop a listing of district needs that could be addressed in future fundraising campaigns.- Recruit a person/persons to represent the district in the annual campaign, and assist with recruitment of individuals to work on the campaign.- Select a project to be funded from the campaign with input from the community and school staff leaders.- Develop strategies to bring the campaign to fruition.- Develop evaluation mechanism and process to assess the success of each yearly campaign.
5.	<p>Collaborate with the Community Education Foundation to develop planned giving.</p> <ul style="list-style-type: none">- Identify potential donors and influencers who could consider planned giving to support the school district- Identify district personnel to work with CEF representatives to develop individual and group marketing plans, which could include the following steps:<ul style="list-style-type: none">o Develop 15-20 minute presentation on planned givingo Audition the presentation to a qualified group of individualso Identify prospective groups to make presentations to (Service Clubs, CPAs, Financial Planners, Estate Attorneys)o Present program to one of these groups in the first yearo Modify the presentation and make additional presentations to other groupso Conduct at least one of these one-on-one meetings on a quarterly basiso Develop print materials/brochures that can be left with prospective donorso Announce the schedule of presentations on websiteo
6.	<p>Evaluate the relationship between CEF and CBCSD in terms of annual campaigns and planning giving.</p>

Responsible:



(Shaded areas for administrative use in implementation phase)

COST-BENEFIT ANALYSIS

STRATEGY NUMBER: 3 **PLAN NUMBER:** 1 **DATE:** March 24, 2014

STRATEGY: We will develop and implement plans to obtain and sustain long-term funding as well as cultivate and secure alternative funding sources.

SPECIFIC RESULT: Refine and maintain an alumni database to foster and nurture relationships to enhance future fundraising activities.

COSTS

BENEFITS

<p>Tangible: There are no additional costs to the district since CEF has a management program, Raiser’s Edge, that can accomplish these tasks. There are potential increased costs to CEF.</p> <p>Intangible: Time of district personnel to work with CEF personnel to gather, review and maintain accurate data. Need for increased district staff time for communication with CEF representatives.</p>	<p>Tangible: Having access to an accurate alumni database. Increased, improved communication. Potential for increased revenue.</p> <p>Intangible: Improved relationship between the school district and the CEF. Increased visibility with potential donors and influencers. Increased positive public relations for the school district.</p>
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(Have you considered opportunity costs?
Does this action plan have sufficient return on investment?)

Council Bluffs Community School District – Strategic Plan

ACTION PLAN

STRATEGY NUMBER: 3 **PLAN NUMBER:** 2 **DATE:** March 24, 2014

STRATEGY: We will develop and implement plans to obtain and sustain long-term funding as well as cultivate and secure alternative funding sources.

SPECIFIC RESULT: Establish practices and partnerships through which the school district will obtain increased sustainable funding above current non-formula revenues each year.

#	ACTION STEP (number each one)
1.	Hire a grant writer or contract grant writing services to obtain alternative funding.
2.	Identify district personnel and a process through which a team of people will meet on a regular basis to review grant opportunities and identify areas of need.
3.	The same committee will study successful trends for fundraising in other public school districts.
4.	Determine logical grantors and cultivate relationships with major grantors i.e. IWF, Google, Kiewit, CEF, etc...
5.	Review and make recommendations on district policy for facility rental.

Responsible: 

(Shaded areas for administrative use in implementation phase)

COST-BENEFIT ANALYSIS

STRATEGY NUMBER: 3 **PLAN NUMBER:** 2 **DATE:** March 24, 2014

STRATEGY: We will develop and implement plans to obtain and sustain long-term funding as well as cultivate and secure alternative funding sources.

SPECIFIC RESULT: Establish practices and partnerships through which the school district will obtain increased sustainable funding above current non-formula revenues each year.

COSTS	BENEFITS
<p>Tangible: Grant writer (\$50,000) or contracted grant writing service (5% of raised funds)</p> <p>Intangible: Staff time to plan and review grant needs and opportunities.</p> <p>Donor fatigue - If school district competes with other agencies that provide services to children.</p>	<p>Tangible: Increased revenue estimated at \$100,000 net each year.</p> <p>Intangible: The school district will have more partnerships supporting the district and knowing about the good work of the district.</p>

(Have you considered opportunity costs?
Does this action plan have sufficient return on investment?)

Council Bluffs Community School District – Strategic Plan

ACTION PLAN

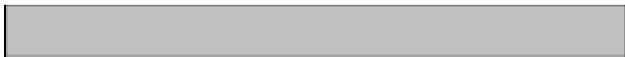
STRATEGY NUMBER: 3 **PLAN NUMBER:** 3 **DATE:** March 24, 2014

STRATEGY: We will develop and implement plans to obtain and sustain long-term funding as well as cultivate and secure alternative funding sources.

SPECIFIC RESULT: Develop and nurture a group of informed legislative advocates to lead communication efforts regarding legislative issues that impact funding for CBCSD.

#	ACTION STEP (number each one)
1.	Establish the position of Legislative Advocates who will play a critical role in helping legislators understand the impact of pending legislation on students in the district. Expected roles will be: <ul style="list-style-type: none"> • Meet with district representatives prior to and mid-way through the legislative session • Stay informed of the bills being discussed in the house and senate • Advocate for bills that would make a positive difference for students • Invite others to voice their opinions • Attend one or more local chamber of commerce or other regional legislative forum(s) • Review the legislative page of the Urban Education Network (UEN) or local district advocacy page • Keep updated for new legislative advocates • Build and maintain relationships with legislators at the city, county, state, and federal levels
2.	Develop and sustain ongoing communication with the Legislative Advocates.
3.	Develop, publish and regularly update a local district advocacy page throughout legislative session and school year.

Responsible:



(Shaded areas for administrative use in implementation phase)

COST-BENEFIT ANALYSIS

STRATEGY NUMBER: 3 **PLAN NUMBER:** 3 **DATE:** March 24, 2014

STRATEGY: We will develop and implement plans to obtain and sustain long-term funding as well as cultivate and secure alternative funding sources.

SPECIFIC RESULT: Develop and nurture a group of informed legislative advocates to lead communication efforts regarding legislative issues that impact funding for CBCSD.

COSTS

BENEFITS

<p>Tangible: Cost of advocacy materials such as mailing and printing. Minimal meeting support is needed for Legislative Advocates.</p> <p>Intangible: Need for increased district staff time.</p>	<p>Tangible: Influence with legislators, which could result in legislation that increases financial support for the school district. Additional stakeholders will represent the district in communication with legislators.</p> <p>Intangible: Increased district visibility at local, regional and state levels.</p>
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(Have you considered opportunity costs?
Does this action plan have sufficient return on investment?)

Council Bluffs Community School District – Strategic Plan

ACTION PLAN

STRATEGY NUMBER: 3 **PLAN NUMBER:** 4 **DATE:** March 24, 2014

STRATEGY: We will develop and implement plans to obtain and sustain long-term funding as well as cultivate and secure alternative funding sources.

SPECIFIC RESULT: Form coalitions with other like school districts to lobby for equitable funding formula.

#	ACTION STEP (number each one)
1.	Review most recent analysis of the school funding formula to determine district perspectives on the identified inequities.
2.	Identify and involve a designated district contact person to track the ongoing statewide process to change the formula; identify district priorities in the formula.
3.	Share district priorities with state-wide study committee, local legislators, and district legislative advocates.
4.	Repeat each year as needed.

Responsible:



(Shaded areas for administrative use in implementation phase)

COST-BENEFIT ANALYSIS

STRATEGY NUMBER: 3 **PLAN NUMBER:** 4 **DATE:** March 24, 2014

STRATEGY: We will develop and implement plans to obtain and sustain long-term funding as well as cultivate and secure alternative funding sources.

SPECIFIC RESULT: Form coalitions with other like school district to lobby for equitable funding formula.

COSTS

BENEFITS

<p>Tangible: There may be minimal costs to the school district.</p> <p>Intangible: Need for increased district staff time</p>	<p>Tangible: The district would be helped by an equitable funding formula.</p> <p>Intangible: Increased district visibility at local, regional and state levels.</p>
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(Have you considered opportunity costs?
Does this action plan have sufficient return on investment?)

Council Bluffs Community School District – Strategic Plan

March 31, 2014

Dear Strategic Planning Group Members,

We are pleased to present for your review the work of Action Team #4. Our group was charged with formulating action plans to create an organizational culture that will position CBCSD to be recognized as a great place to work. Team members were fully committed and worked diligently to provide action plans to operationalize our strategy.

After developing shared meaning of what our strategy entailed, we spent time gathering information to guide our work around what we did well as a district, why people were leaving, what makes other organizations and districts great places to work and what perks contribute to employee satisfaction. From our research we were able to identify some broad themes that contribute to employee satisfaction. They included receiving meaningful positive feedback from direct supervisors, having work-life balance, having the necessary supports and resources to do one's job effectively, and having "fun" in the work place.

Given these broad themes, the team outlined steps to ensure that employees have the necessary training, support and resources to be effective in their position. This included identifying needs and providing new employee orientation, training for supervisors in regards to providing on-going recognition, and giving supervised employees an opportunity to provide feedback to their supervisors through the evaluation system. Steps for these areas were outlined in Action Plans 1 and 4. Next the team addressed work-life balance in Action Plans 2 and 6 by outlining steps to look at the number of initiatives implemented annually and through the creation of cultural norms. Action Plan 5 targeted the development of a social atmosphere in the workplace and finally Action Plan 3 is focused on evaluating employee satisfaction through differentiated surveys.

We know that if employees feel supported, engaged, connected and equipped to do their job well, then CBCSD will be recognized as a great place to work.

With that as our vision, we respectfully submit the action plans for Strategic Planning Strategy 4.

Sincerely,

Action Team 4

Strategy 4 Contents

Council Bluffs Community School District – Strategic Plan

STRATEGY #4: Create an organizational culture that will position CBCSD to be recognized as a great place to work

Plan 1 Results:

Develop a comprehensive approach to provide all district employees with the necessary training, support, and resources to be effective in their positions

Plan 2 Results:

Create an ongoing, district-wide, multi-year implementation schedule for new initiatives for all job placements

Plan 3 Results:

Implement building- and department-specific surveys for staff satisfaction and establish protocols for voicing staff concerns

Plan 4 Results:

Implement an administrative evaluation tool/system that included feedback from supervised employees

Plan 5 Results:

Create and cultivate a social atmosphere that will enhance relationships within buildings and district-wide

Plan 6 Results:

Implement cultural norms to promote life balance

ACTION PLAN

STRATEGY NUMBER: 4 **PLAN NUMBER:** 1 **DATE:** February 28, 2014

STRATEGY: We will create an organizational culture that will position CBCSD to be recognized as a great place to work.

SPECIFIC RESULT: Develop a comprehensive approach to provide all district employees with the necessary training, support and resources to be effective in their positions.

#	ACTION STEP (number each one)
1.	Provide Professional development for administrators and supervisors regarding team building and positive culture that results in on-going recognition of all employees
2.	Determine differentiated training and resource needs of all employee groups.
3.	Design and implement a multi-year master plan to provide needed training and resources
4.	Provide differentiated new employee orientation at several times of the year
5.	Create and/or expand a process to attain teacher feedback on summer academies and recommend adjustments based on that feedback.
6.	Evaluate the implementation of this plan and make adjustments accordingly.

Responsible:



(Shaded areas for administrative use in implementation phase)

COST-BENEFIT ANALYSIS

STRATEGY NUMBER: 4 **PLAN NUMBER:** 1 **DATE:** March 12, 2014

STRATEGY: We will create an organizational culture that will position CBCSD to be recognized as a great place to work.

SPECIFIC RESULT: Develop a comprehensive approach to provide all district employees with the necessary training, support and resources to be effective in their position.

COSTS	BENEFITS
<p>Tangible: Facilitator for administrator Prof dev Prof. Dev materials for administrators Prof. Dev facilitator(s) for all employee groups Resources and Materials</p> <p>Intangible: -Increased work-load for orientation leaders/facilitators</p>	<p>Tangible: Increased student achievement Increased productivity and efficiency</p> <p>Intangible: less employee stress increased morale</p>

(Have you considered opportunity costs?
 Does this action plan have sufficient return on investment?)

Council Bluffs Community School District – Strategic Plan

ACTION PLAN

STRATEGY NUMBER: 4 **PLAN NUMBER:** 2 **DATE:** February 28, 2014

STRATEGY: We will create an organizational culture that will position CBCSD to be recognized as a great place to work.

SPECIFIC RESULT: Create an ongoing, district-wide, multi-year implementation schedule for new initiatives for all job placements.

#	ACTION STEP (number each one)
1.	Define current and known future initiatives for each job category
2.	Incorporate training time, work-load, number of initiatives, and time of year into the implementation schedule with cross representation from each job category
3.	Create a team represented by all departments to annually evaluate on-going initiatives in respect to mastery and feasibility of implementation

Responsible:



(Shaded areas for administrative use in implementation phase)

ACTION PLAN

STRATEGY NUMBER: 4 **PLAN NUMBER:** 3 **DATE:** February 28, 2014

STRATEGY: We will create an organizational culture that will position CBCSD to be recognized as a great place to work.

SPECIFIC RESULT: Implement building- and department-specific surveys for staff satisfaction and establish protocols for voicing staff concerns.

#	ACTION STEP (number each one)
1.	Identify differentiated surveys to assess staff satisfaction for each employee group
2.	Develop a schedule and a tool for assessing the effectiveness of the surveys
3.	Provide multiple formats and resources needed to complete the survey
4.	Communicate survey results with stakeholders and take action according to patterns and trends
5.	Reconfigure the exit interview process to get useful information, communicate the information with necessary individuals, and take action according to patterns and trends
6.	Develop a system to check in with all new employees and all employees who have changed roles within the district regarding transition
7.	Collaboratively establish and communicate protocols for staff to use when they have concerns

Responsible:



(Shaded areas for administrative use in implementation phase)

COST-BENEFIT ANALYSIS

STRATEGY NUMBER: 4 **PLAN NUMBER:** 3 **DATE:** March 12, 2014

STRATEGY: We will create an organizational culture that will position CBCSD to be recognized as a great place to work.

SPECIFIC RESULT: Implement building and department specific surveys for staff satisfaction.

COSTS	BENEFITS
<p>Tangible: Cost of purchasing, administering, and analyzing surveys If designed in-house could be cost savings</p> <p>Intangible: Increased work-load</p>	<p>Tangible:</p> <p>Intangible: High employee satisfaction Less stress Increased engagement in work</p>

(Have you considered opportunity costs?
Does this action plan have sufficient return on investment?)

Council Bluffs Community School District – Strategic Plan

ACTION PLAN

STRATEGY NUMBER: 4 **PLAN NUMBER:** 4 **DATE:** February 28, 2014

STRATEGY: We will create an organizational culture that will position CBCSD to be recognized as a great place to work.

SPECIFIC RESULT: Implement an administrative evaluation tool/system that includes feedback from supervised employees.

#	ACTION STEP (number each one)
1.	Determine an appropriate evaluation tool for each administrative role within the district that will incorporate data from supervised employees
2.	Determine a non-biased method for analyzing the data that will identify trends/themes
3.	Redesign process for communicating evaluation data
4.	Redesign the professional growth plan to incorporate the analysis of the non biased data from supervised employees
5.	Evaluate the effectiveness of the evaluation tool/process

Responsible:



(Shaded areas for administrative use in implementation phase)

COST-BENEFIT ANALYSIS

STRATEGY NUMBER: 4 **PLAN NUMBER:** 4 **DATE:** March 11, 2014

STRATEGY: We will create an organizational culture that will position CBCSD to be recognized as a great place to work.

SPECIFIC RESULT: Implement an administrative evaluation tool/system that includes feedback from supervised employees.

COSTS	BENEFITS
<p>Tangible: Cost of selection and implementation of tool/Could design in-house Cost of people to do work/Reassign</p> <p>Intangible: Controversy, frustration, anxiety and possible increased workload with a new evaluation tool.</p>	<p>Tangible: Stronger administrative evaluation tool.</p> <p>Intangible: Anticipated growth in employees Supervised employees are given a voice.</p>

(Have you considered opportunity costs?
 Does this action plan have sufficient return on investment?)

Council Bluffs Community School District – Strategic Plan

ACTION PLAN

STRATEGY NUMBER: 4 **PLAN NUMBER:** 5 **DATE:** February 28, 2014

STRATEGY: We will create an organizational culture that will position CBCSD to be recognized as a great place to work.

SPECIFIC RESULT: Create and cultivate a social atmosphere that will enhance relationships within buildings and district-wide.

#	ACTION STEP (number each one)
1.	Develop a district social committee with representation from each building with the goal to provide tools, support and guidance to establish and foster building social committees
2.	Identify and allocate resources (monetary and non-monetary) needed to enable building level committees to create and cultivate a social atmosphere

Responsible:



(Shaded areas for administrative use in implementation phase)

COST-BENEFIT ANALYSIS

STRATEGY NUMBER: 4 **PLAN NUMBER:** 5 **DATE:** March 12, 2014

STRATEGY: We will create an organizational culture that will position CBCSD to be recognized as a great place to work.

SPECIFIC RESULT: Create and cultivate a social atmosphere that will enhance relationships within buildings and district-wide.

COSTS	BENEFITS
<p>Tangible: Cost of staff time to develop plan Possible cost of events or food Cost of monetary allocation to each building as recommended by the strategy/\$10-\$15 per employee</p> <p>Intangible: Increased workload for those who are organizing and planning.</p>	<p>Tangible: Improved productivity Less turnover</p> <p>Intangible: Reduce stress Improve emotional, physical and social well-being of staff Improve morale and happiness of staff Building staff relationships</p>

(Have you considered opportunity costs?
 Does this action plan have sufficient return on investment?)

Council Bluffs Community School District – Strategic Plan

ACTION PLAN

STRATEGY NUMBER: 4 **PLAN NUMBER:** 6 **DATE:** February 28, 2014

STRATEGY: We will create an organizational culture that will position CBCSD to be recognized as a great place to work.

SPECIFIC RESULT: Implement cultural norms to promote life balance.

#	ACTION STEP (number each one)
1.	Gather current life balance perceptions from employees
2.	Create a district forum represented by various employee groups to analyze life balance perception data
3.	Based on data and best practices create cultural norms to promote life balance (Having choice and flexibility, balancing the needs of both the employer and employees, and the optimum environment for high performance and satisfaction at ALL levels) eg. wellness programs, responses to electronic communications
4.	Communicate and implement cultural norms with fidelity from ALL

Responsible:



(Shaded areas for administrative use in implementation phase)

COST-BENEFIT ANALYSIS

STRATEGY NUMBER: 4 **PLAN NUMBER:** 6 **DATE:** March 12, 2014

STRATEGY: We will create an organizational culture that will position CBCSD to be recognized as a great place to work.

SPECIFIC RESULT: Implement cultural norms to promote life balance.

COSTS	BENEFITS
<p>Tangible: Time cost for collecting and analyzing data. Time cost for staff participating in forum to develop norms.</p> <p>Intangible: Increased workload for those involved in Development and implementation Adjusting to new workload pacing</p>	<p>Tangible: increased productivity decreased health costs</p> <p>Intangible: employees feel supported when they can care for their family and/or friends (and take care of personal needs) reduced stress happier employees</p>

(Have you considered opportunity costs?
Does this action plan have sufficient return on investment?)

Council Bluffs Community School District – Strategic Plan

April 7, 2014

Dear Strategic Planning Group Members:

We are pleased to present the work of the Action Team #5 for your review. The group was charged with formulating action plans to develop a system through which we intend to improve and measure students' college and career readiness in elementary, middle, and high school. Team members were informed of the task, embraced the challenge, and began their work in earnest.

The team consisted of several district employees including a member of the CBCSD Board of Education, the Director of Secondary Education, building administrators - including elementary, middle, and high school, Iowa Western Community College personnel, a local business and industry representative, Iowa College Student Aid Commission representatives, CBCSD teachers and counselors, and CBCSD parent and student representatives.

Efforts began in January to come to consensus on the meaning of the assigned strategy. Several meetings focused on information gathering, defining the terms present in the strategy, and determining specific results. Our action team divided into smaller groups to work through steps of the process. The team acknowledged that while college and career preparation has long been part of our educational mission, developing an improved systemic and transparent approach toward this outcome could positively impact the future success of our students and the community as a whole. During our research phase, the group found that college and career readiness takes on different meaning across state lines as well as different systems to measure and improve college and career readiness. Iowa is one of eight states and the District of Columbia that does not have a definition for “career ready” or “college ready,” according to a report released by the Center on Education Policy. Our team initially labored in the absence of such a definition, but advanced with the intent to make meaning of the strategy and plan actions to meet best the needs of our students.

The team eventually determined the strategy required two basic components, meaningful metrics and system improvement wrapped around the concept of student college and career readiness. Three result statements and three action plans were developed to operationalize the strategy. The work required in the action plans is expansive, but the team believes the potential overall impact will be equally expansive. The team strongly believes that post-secondary options and attainment for all students will become the driving force and culture within the school system and have profound impact in terms of economic development and perception of the Council Bluffs community. With that as our vision, we respectfully submit the action plans for Strategic Planning Strategy #5.

Sincerely,

Action Team 5

Strategy 5 Contents

STRATEGY #5: We will develop a system through which we improve and measure students' college and career readiness in elementary, middle and high school.

Plan 1 Specific Result:

- Identify the most important indicators and metrics related to academic skills, non-cognitive skills, and knowledge about postsecondary options, and assess their effectiveness on an ongoing annual basis, and modify as necessary.

Plan 2 Specific Result:

- Develop community-wide, cross sector partnerships to build college and career readiness that will address the needs of the community and make postsecondary attainment inescapable.

Plan 3 Specific Result:

- Develop a culture at all levels (K-12) that will ensure post-secondary attainment (readiness) for all.

ACTION PLAN

STRATEGY NUMBER: 5 **PLAN NUMBER:** 1 **DATE:** March 20, 2014

STRATEGY: We will develop a system through which we improve and measure students' college and career readiness in elementary, middle and high school.

SPECIFIC RESULT: Identify the most important indicators and metrics related to academic skills, non-cognitive skills, and knowledge about postsecondary options, assess their effectiveness on an ongoing annual basis, and modify as necessary.

#	ACTION STEP (number each one)
1.	We will identify academic indicators at each level (elementary, middle school, high school) that have the greatest potential to predict future success.
2.	We will identify non-cognitive indicators at each level (elementary, middle school, high school) that have the greatest potential to predict future success. * revise employability skills rubric and self-development rubric/skills *based on new grit research
3.	We will identify indicators at each level (elementary, middle school, high school) to determine if students have the essential knowledge or awareness needed to pursue post-secondary options. (are making appropriate progress towards acquiring knowledge and understanding relevancy for post-secondary opportunities) * from the wide range of experiences, what will we measure?
4.	We will assess current programs and practices to determine their effectiveness and/or ineffectiveness on college and career readiness. * making note of those that impede or deter student success * Need a building-specific inventory of current activities/experiences that develop students' "college knowledge."
5.	We will develop a systematic program that involves and communicates to all students and families progress related to college and career benchmarks. * revise employability skills/self-development skills rubric to reflect college career readiness *Student goal attainment-students should know if they are "college career ready"
6.	Evaluate and monitor the indicators and make appropriate changes.

Responsible:



(Shaded areas for administrative use in implementation phase)

COST-BENEFIT ANALYSIS

STRATEGY NUMBER: 5 **PLAN NUMBER:** 1 **DATE:** April 3, 2014

STRATEGY: We will develop a system through which we improve and measure students' college and career readiness in elementary, middle and high school.

SPECIFIC RESULT: Identify the most important indicators and metrics related to academic skills, non-cognitive skills, and knowledge about postsecondary options and assess effectiveness on an ongoing annual basis.

COSTS	BENEFITS
<p>Tangible:</p> <p>Cost associated with in-district task group(s) to identify metrics - est. \$1200.00; (10X20X6)</p> <p>Professional Development Costs/ Workshops, related conferences - \$15,000.00-20,000.00</p> <p>Purchase of Naviance Software to monitor and track related data and curriculum (see Plan 3) which would be estimated as \$65,000 the first year which includes implementation and training, \$50,000 the second year, \$45,000 the third year, and \$35,000 each subsequent year.</p> <p>Intangible: Time of district personnel to work with task group and/or vendor personnel to train on data system.</p>	<p>Tangible:</p> <ul style="list-style-type: none"> • System in place to identify students ready for Postsecondary options • Communication system for schools, parents, students • Increase # of students entering a post-secondary option (college, military, apprenticeship/training program) <p>Intangible: The school district will have more partnerships supporting the district and knowing about the good work of the district. Creates and climate and culture for all that post-secondary attainment is possible. Improves the overall perception of the school district, and Council Bluffs community. Potential economic development driver for Council Bluffs.</p>

(Have you considered opportunity costs?
Does this action plan have sufficient return on investment?)

Council Bluffs Community School District – Strategic Plan

ACTION PLAN

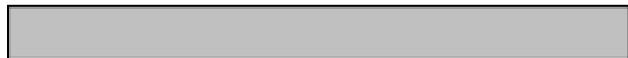
STRATEGY NUMBER: 5 **PLAN NUMBER:** 2 **DATE:** March 20, 2014

STRATEGY: We will develop a system through which we improve and measure students' college and career readiness in elementary, middle and high school.

SPECIFIC RESULT: Develop community-wide, cross sector partnerships to build college and career readiness that will address the needs of the community and make postsecondary attainment inescapable.

#	ACTION STEP (number each one)
1.	Identify key stakeholders in community-wide (all school districts), cross-sector partnerships to form a PK-20 Council.
2.	Identify other shared community strategic initiatives (environmental scan) regarding postsecondary attainment.
3.	Build shared understanding around college and career readiness indicators, existing initiatives and current needs and/or barriers.
4.	Engage Iowa College Aid in ongoing technical assistance regarding collective impact initiative.
5.	Align district goals with PK-20 Council shared goals and outcomes.
6.	Ensure ongoing communication between PK-20 Council members and the community and regularly update stakeholders on progress.

Responsible:



(Shaded areas for administrative use in implementation phase)

COST-BENEFIT ANALYSIS

STRATEGY NUMBER: 5 **PLAN NUMBER:** 2 **DATE:** April 3, 2014

STRATEGY: We will develop a system through which we improve and measure students' college and career readiness in elementary, middle and high school.

SPECIFIC RESULT: Develop community-wide, cross sector partnerships to build college and career readiness that will address the needs of the community and make postsecondary attainment inescapable.

COSTS	BENEFITS
<p>Tangible: Cost associated with in-district task group(s) to identify metrics - est. \$8,000.00; (20X20X20)</p> <p>Potential costs associated with grant writing support est. \$25,000.00</p> <p>Intangible: Cost of curriculum realignment to support plan</p>	<p>Tangible:</p> <ul style="list-style-type: none"> • Postsecondary options • Communication system for schools, parents and students • Increase # of students entering a post-secondary option (college, military, apprenticeship/training program) <p>Intangible: The school district will have more partnerships supporting the district and knowing about the good work of the district. Creates and climate and culture for all that post-secondary attainment is possible. Improves the overall perception of the school district, and Council Bluffs community. Potential economic development driver for Council Bluffs.</p> <p>What is the cost if we don't act?</p>

(Have you considered opportunity costs?
 Does this action plan have sufficient return on investment?)

Council Bluffs Community School District – Strategic Plan

ACTION PLAN

STRATEGY NUMBER: 5 **PLAN NUMBER:** 3 **DATE:** March 20, 2014

STRATEGY: We will develop a system through which we improve and measure students' college and career readiness in elementary, middle and high school.

SPECIFIC RESULT: Develop a culture at all levels (K-12) that will ensure post-secondary attainment (readiness) for all.

#	ACTION STEP (number each one)
1.	The district will develop a college and career ready culture, by providing training and professional development that contribute to a core belief that all children have the right and ability to attain postsecondary education.
2.	Improve K-12 curriculum integration in workplace readiness skills and college preparation concepts.
3.	Develop student expectations for course selection that encourage students to consider career goals, and exceed minimum requirements.
4.	All students will participate in career learning experiences.
5.	District will revisit graduation requirements that contribute and align to postsecondary attainment.
6.	The district will create a family education process to include information and services to include: college visits, college admission, college planning timeline, paying for college, college readiness standards, types of colleges, types of degrees/programs, financial literacy. (college knowledge, necessity of postsecondary education/training)

Responsible:



(Shaded areas for administrative use in implementation phase)

COST-BENEFIT ANALYSIS

STRATEGY NUMBER: 5 **PLAN NUMBER:** 3 **DATE:** April 3, 2014

STRATEGY: We will develop a system through which we improve and measure students' college and career readiness in elementary, middle and high school.

SPECIFIC RESULT: Develop a culture at all levels (K-12) that will ensure postsecondary attainment (readiness) for all.

COSTS

BENEFITS

<p>Tangible: See Plan 1 for cost of Naviance system. Additional costs associated with career learning experiences (transportation, sub costs for staff to supervise, rental fees for facilities, family education possible 1-2 FTE for coordinator positions, etc.) - est. \$65-70K for 6-12 coordinators \$6K per year for CLE transportation \$5K per year for sub coverage. Costs associated with paying current staff beyond contract hours to support family education related to College/Career options. \$2,000.00 per secondary school.</p> <p>Intangible: * some costs associated with these efforts may be financially supported through Pottawattamie County Workforce Development Plan.</p>	<p>Tangible:</p> <ul style="list-style-type: none"> • Vertical curriculum that promotes student College and Career Readiness. • System in place to identify students ready for Postsecondary options • Communication system for schools, parents, students • Increase # of students entering a post-secondary option (college, military, apprenticeship/training program) <p>Intangible: The school district will have more partnerships supporting the district and knowing about the good work of the district. Creates and climate and culture for all that post-secondary attainment is possible. Improves the overall perception of the school district, and Council Bluffs community. Potential economic development driver for Council Bluffs.</p>
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(Have you considered opportunity costs?
Does this action plan have sufficient return on investment?)

April 2014

Dear Strategic Planning Committee:

Strategy Six team members used targeted discussion that developed into action by correlating concepts of data/program analysis, proactive intervention and direct services to students with mental health and behavioral needs. The plans and cost benefit analysis attached to this memo outline the steps to create *partnerships*, and to develop schools as **access points** for **behavioral** and **mental health** services. In addition, to developing community centers for family support a *comprehensive* approach will be used to measure effectiveness and sustainability of current and future programming.



Action plans list specific action steps to develop a system of *intervention* that blankets students with support. Focus on **proactive attention** and goals to develop and foster resilience. Professional development and school improvement will focus on developing an understanding of behavioral and mental health for staff, students and families

After review of our plan and presentation, the planning committee will concur with the team’s viewpoint that the tangible and intangible benefits of these plans far outweigh the costs. These plans

allow for school autonomy, with systemic programming. We will not silo programming to support behavior and mental health but rather a District focused on engaging the community to create positive change in the area of behavioral and mental health.

The action and direction the team has taken will help all students grow to be health, caring, responsible graduates, and community members of Council Bluffs.

Sincerely,

Action Team Six

Strategy 6 Contents

STRATEGY #6: We will engage our community and staff to address behavioral and mental health issues which interfere with learning.

Plan #1 Result: Identify measures of effectiveness and sustainability for current and future mental health services utilized within CBCSD.

Plan #2 Result: Develop a PK-12 system of interventions (internal and external) for behavioral and mental health with a structured implementation plan.

Plan #3 Result: Create school-based community access points to implement comprehensive proactive treatment of **behavioral and mental health services**.

Plan #4 Result: Create school-based community access points to implement comprehensive **substance abuse services and prevention**.

Plan #5 Result: Provide educational opportunities for staff, students and parents to understand substance abuse, mental health and behavioral needs.

ACTION PLAN

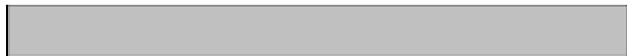
STRATEGY NUMBER: 6 **PLAN NUMBER:** 1 **DATE:** March 21, 2014

STRATEGY: We will engage our community and staff to address behavioral and mental health issues which interfere with learning.

SPECIFIC RESULT: Identify measures of effectiveness and sustainability for current and future mental health services utilized within CBCSD.

#	ACTION STEP
1.	Create advisory group composed of internal and external participants. <ul style="list-style-type: none"> • help to evaluate effectiveness of current programming • review , analyze, monitor
2.	Inventory all existing programs, services (internal/external) PK- 12. <ul style="list-style-type: none"> • Comprehensive idea regarding evidence-based or research-based programs. • how is it evaluated/implemented
3.	Create a process for establishing effectiveness with current programs; moratorium on new programs. <ul style="list-style-type: none"> • Need a communication plan for teachers, administrators, community agencies, etc. • Work with independent consultants regarding effectiveness of mental health programs in the school system- create a rubric for the district. • From the rubric create long term goals and outcomes, as well as, establish key indicators for success
4.	Analyze programs in place, based on rubric for effectiveness, to determine which programs have favorable outcomes for students.
5.	Create and perform a needs assessment at every level (PK-12). Determine approach for meeting student need.
6.	Create a district-wide policy for services provided.
7.	Create a plan to match student needs with effective programming.
8.	Create a protocol in which all new programs must be piloted.
9.	Create a systematic evaluation process that must be completed by all agencies working within the school system. Use this data to determine continuation or any alterations of the program. Evaluate programs annually and monitor for success/barriers to success.

Responsible:



(Shaded areas for administrative use in implementation phase)

COST-BENEFIT ANALYSIS

STRATEGY NUMBER: 6 **PLAN NUMBER:** 1 **DATE:** March 21, 2014

STRATEGY: We will engage our community and staff to address behavioral and mental health issues which interfere with learning.

SPECIFIC RESULT: Identify measures of effectiveness and sustainability for current and future mental health services utilized within CBCSD.

COSTS

BENEFITS

<p>Tangible:</p> <ul style="list-style-type: none"> • Mental Health Director- Master’s Level LMHP (\$75,000) • Bi-annual evaluation (\$20,000) 	<p>Tangible:</p> <ul style="list-style-type: none"> • Reduced office referrals • Fewer disruptions to classroom • Higher achievement • Increased graduation rate • Decreased dropout rate • Pre/post assessment data related to behavioral and mental health. • Program evaluation data
<p>Intangible:</p> <ul style="list-style-type: none"> • Time spent in advisory 10 members meeting monthly total 30 hours (cost per hour) • Copy costs of materials needed • Building level counselor administration of needs assessment, scoring results, referral process, coordination of care. 	<p>Intangible:</p> <ul style="list-style-type: none"> • Effective behavior/mental health programming • Consistent District-wide programming to insure access • Improved employee morale • Statewide leader in addressing behavior and mental health issues. • Improved student access to mental/behavioral health services • Increased parent involvement. • Collaboration with community agencies.

(Have you considered opportunity costs?
Does this action plan have sufficient return on investment?)

Council Bluffs Community School District – Strategic Plan

ACTION PLAN

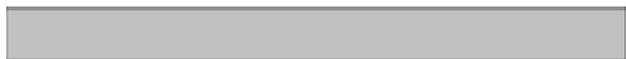
STRATEGY NUMBER: 6 **PLAN NUMBER:** 2 **DATE:** March 21, 2014

STRATEGY: We will engage our community and staff to address behavioral and mental health issues which interfere with learning.

SPECIFIC RESULT: Develop a PK-12 system of interventions (internal and external) for behavioral and mental health with a structured implementation plan.

#	ACTION STEP (number each one)
1.	Create a district Instructional Discipline Team PK-12. <ul style="list-style-type: none"> ● Will develop a common structure and language for internal behavioral and mental health interventions that can then be tailored by the individual building staff to meet the unique needs of each school. ● Identify methods/process for data collection to evaluate the efficacy of intervention plans.
2.	Implement a process and procedure for data collection and documentation (Powerschool/ student management system) of behaviors PK-12
3.	Plan for and execute ongoing PK-12 instructional discipline PD
4.	Create a plan and protocol for external behavioral and mental health interventions/ with community agencies. <ul style="list-style-type: none"> ● Identify methods/process for data collection to evaluate the efficacy of intervention plans.
5.	Engage parents with reinforcing interventions with their own children.
6.	Institute and staff a suspension center within and outside of the school. (6-12) <ul style="list-style-type: none"> ● assigned with a certified teacher ● action to prevent further suspension

Responsible:



(Shaded areas for administrative use in implementation phase)

COST-BENEFIT ANALYSIS

STRATEGY NUMBER: 6 **PLAN NUMBER:** 2 **DATE:** March 21, 2014

STRATEGY: We will engage our community and staff to address behavioral and mental health issues which interfere with learning.

SPECIFIC RESULT: Develop a PK-12 system of interventions (internal and external) for behavioral and mental health with a structured implementation plan.

COSTS	BENEFITS
<p>Tangible:</p> <ul style="list-style-type: none"> ● Teacher for suspension center \$75,000 ● Para for suspension center \$35,000 ● Training for staff on specific techniques to implement <p>Intangible:</p> <ul style="list-style-type: none"> ● Increased training/professional development staff ● District planning committee/protocol ● System of interventions 	<p>Tangible:</p> <ul style="list-style-type: none"> ● Reduced behaviors in classroom ● Reduced truancy ● Increased work completion and grades ● Improved graduation rates ● Program evaluation data to show effectiveness and provide data to make decisions ● Decrease in number of behavioral referrals ● Consistency in providing systematic interventions ● Students remain in school environment rather than being suspended out of school <p>Intangible:</p> <ul style="list-style-type: none"> ● Improved school climate/culture ● Building rapport and relationships ● Modeling positive skills/attitudes ● Consistency in language and philosophy ● Increased employee job satisfaction ● Smoother transitions between subjects/classrooms/schools ● Universal skills set/language

(Have you considered opportunity costs?
Does this action plan have sufficient return on investment?)

Council Bluffs Community School District – Strategic Plan

Action Plan

STRATEGY NUMBER: 6 **PLAN NUMBER:** 3 **DATE:** March 21, 2014

STRATEGY: We will engage our community and staff to address behavioral and mental health issues which interfere with learning.

SPECIFIC RESULT: Create school-based community access points to implement comprehensive proactive treatment of behavioral and mental health services.

#	ACTION STEP
1.	Develop multi-year plan that incorporates mental health professionals and/or outside agencies or organizations to provide mental health services at community access points
2.	Offer individual treatment, groups, family counseling, and crisis interventions
3.	Create a Mobile Response Team (MRT) (behavior and mental health) <ul style="list-style-type: none"> ● mental health ● juvenile justice ● behavioral health ● Law enforcement ● School personnel
4.	Offer assessments, consultations, classroom observations, crisis interventions, professional development for teachers, parent trainings, and referrals for treatment in the community.
5.	Offer Early Recognition and Screening Program - offer screenings school-wide for mental health. With parental consent, student can be referred for further assessment and offered treatment if indicated.
6.	Offer educational experiences on mental illness for students
7.	Evaluate the effects of this plan

Responsible:



(Shaded areas for administrative use in implementation phase)

COST-BENEFIT ANALYSIS

STRATEGY NUMBER: 6 **PLAN NUMBER:** 3 **DATE:** March 21, 2014

STRATEGY: We will engage our community and staff to address behavioral and mental health issues which interfere with learning.

SPECIFIC RESULT: Create school-based community access points to implement comprehensive proactive treatment of behavioral and mental health services.

COSTS

BENEFITS

<p>Tangible:</p> <ul style="list-style-type: none"> ● Hire a BCBA or LMHC (\$45000 year per person + benefits [indeed.com]) ● Evaluation materials ● Mileage ● Teacher for mental health class (\$75,000) ● Office space ● Telephone line ● Transportation ● Food- parent meetings/groups <p>Intangible:</p> <ul style="list-style-type: none"> ● Creating a space where space is limited ● Facility/Custodial services ● Volunteer Child Care by approved staff ● Trade time for staff 	<p>Tangible:</p> <ul style="list-style-type: none"> ● Have an expert in the field service students and aiding staff ● Wrap around services with Releases of Information and onsite personnel ● Reduction in referrals ● Increase in parent involvement ● Provide opportunities for staff and families to consult with a MRT member at each school ● Bill Medicaid and recoup costs <p>Intangible:</p> <ul style="list-style-type: none"> ● Create MRT(mobile response team) using district behavior consultants ● Raising awareness for personnel and students will help provide a better understanding of the situational circumstances surrounding difficulties; thus hopefully less frustration and more empathy ● Provide private, confidential and comfortable space for high need/ at-risk coordinator work to with students and families at each school ● create easy accessibility to services for parents at all levels ● Higher attendance ● Lower incident of behavior referral ● Trainings in current buildings ● Use MRT to conduct the trainings using trade time to pay if needed ● Continuity and then you have people that already know the district and school code ● Professional Development for staff\ ● Decrease in stigma surrounding mental health ● Promotes healthier community ● Improved social/cultural feeling of a caring community ● Increased accessibility to access mental health and behavioral services at all levels
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Council Bluffs Community School District – Strategic Plan

ACTION PLAN

STRATEGY NUMBER: 6 **PLAN NUMBER:** 4 **DATE:** March 24, 2014

STRATEGY: We will engage our community and staff to address behavioral and mental health issues which interfere with learning.

SPECIFIC RESULT: Create school-based community access points to implement comprehensive substance abuse services and prevention.

#	ACTION STEP (number each one)
1.	Contract with CADC (Certified alcohol and drug counselor) to offer support services to secondary buildings <ul style="list-style-type: none"> • develop and use substance abuse inventory
2.	Provide professional development of staff with regard to working with students with any substance abuse/use issues.
3.	Implement educational classes 1 x per week for students determined to be “experimental” user.
4.	Partner with outside agencies to develop and implement recovery <ul style="list-style-type: none"> • Support/Management Groups (AA/NA/IOP/ Alateen) • Crisis Support • Law enforcement
5.	Implement Substance Abuse therapy for students diagnosed with a dependency.
6.	Data collection to assess progress
7.	Develop and implement prevention groups (staff/peer)
8.	Parent education and support group sessions

Responsible:



(Shaded areas for administrative use in implementation phase)

COST-BENEFIT ANALYSIS

STRATEGY NUMBER: 6 **PLAN NUMBER:** 4 **DATE:** March 24, 2014

STRATEGY: We will engage our community and staff to address behavioral and mental health issues which interfere with learning.

SPECIFIC RESULT: Create school-based community access points to implement comprehensive substance abuse services and prevention.

COSTS

BENEFITS

COSTS	BENEFITS
<p>Tangible: (four buildings) Secondary</p> <ul style="list-style-type: none"> • Uninsured/high deductible students - provide free treatment (est. .5 students/year max) =\$9000 approx • Community Resource Center construction=\$ 20K/building X4 • UA’s - contract with Mercy= \$6400 (160 UA’s for district at \$40 each) • Food/meals for parent education groups=\$500 (3 large groups/year) • If we were to hire a CDAC for the district- their annual salary is estimated around \$29000 + benefits • Adolescent SASSI-A2 (Children ages 12-18 Reading level 4.4, 15 mins to administer) Starter kit including 100 tests \$235 • SASSI training about \$130 but 7 CEUs 	<p>Tangible:</p> <ul style="list-style-type: none"> • Reduction in inappropriate behaviors • Reduction in truancy/improve attendance • Improved test scores • Increase in graduation rates • Reduction in ISS/SUS • Reduction in law enforcement contact/criminal charges • Decrease in substance related vehicle accidents
<p>Intangible:</p> <ul style="list-style-type: none"> • TQA early bird session PD for staff = \$1000/2000 (Early Bird) • CADC cover own assessment tool • Space • Staff on-site to organize (paperwork, calls home) • Extra time/effort put in by CBCSD staff to help coordinate services 	<p>Intangible:</p> <ul style="list-style-type: none"> • Improved school climate/culture- Both staff and students • Raising awareness for personnel and students will help provide a better understanding of the situational circumstances surrounding difficulties; thus hopefully less frustration and more empathy • Provide private, confidential and comfortable space for high need/ at-risk coordinator work to with students and families at each school

	<ul style="list-style-type: none"> • create easy accessibility to services for parents at all levels • Better relationships with parents/families • Less transgenerational poverty and abuse in our community • Higher post graduation employment rates; thus less homelessness, less government assistance dollars, decrease in abuse/interventions, etc... MORE money for schools! (as discussed above in tangible) • Children would be properly “diagnosed”, thus \$\$ can be well utilized in more specific areas • Apply for more grant funded services that will lower costs for the district and add more services at the same time. If we were to get • In house services means more accessible services (transportation issues, non-compliance from parents, such as not following through with recommended appointments- LACK OF TREATMENT • Time is money- Admin, Counselors, Grad Coaches, Teachers, etc... could spend less time assisting in the negative aftermaths of drug use at school; refer to CDAC
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(Have you considered opportunity costs?
Does this action plan have sufficient return on investment?)

Council Bluffs Community School District – Strategic Plan

Action Plan

STRATEGY NUMBER: 6 **PLAN NUMBER:** 5 **DATE:** March 21, 2014

STRATEGY: We will engage our community and staff to address behavioral and mental health issues which interfere with learning.

SPECIFIC RESULT: Provide educational opportunities for staff, students and parents to understand substance abuse, mental health and behavioral needs.

#	ACTION STEP
1.	Adopt a common language and philosophy.
2.	Create a District-based committee to build a framework for research-based mental health/behavioral health education which <ul style="list-style-type: none">• Includes how relaxation techniques can assist in managing stress and behavior• Includes how trauma impacts students development and learning
3.	Develop a website that would inform internal and external population (staff, students, parents, community)
4.	Develop and maintain a current listing of community/school resources available to students, staff, and parents.
5.	Schools will develop a measurable goal with action steps and professional development plan re: behavior, mental health and/or substance abuse. (SIP)
6.	Develop and implement parent education forums on behavioral, mental health and substance abuse.

Responsible:



(Shaded areas for administrative use in implementation phase)

COST-BENEFIT ANALYSIS

STRATEGY NUMBER: 6 **PLAN NUMBER:** 5 **DATE:** March 21, 2014

STRATEGY: We will engage our community and staff to address behavioral and mental health issues which interfere with learning.

SPECIFIC RESULT: Provide educational opportunities for staff, students and parents to understand substance abuse, mental health and behavioral needs.

COSTS

BENEFITS

<p>Tangible:</p> <ul style="list-style-type: none"> • resources for training <p>Intangible:</p> <ul style="list-style-type: none"> • Clerical support • In-kind support • data analysis and implementation • facility costs to provide space • maintenance of website/on-line posting 	<p>Tangible:</p> <ul style="list-style-type: none"> • Higher attendance • Higher achievement • decrease in substance use and abuse • reduction in referrals to outside agencies • fewer discipline referrals • higher graduation rate <p>Intangible:</p> <ul style="list-style-type: none"> • Alignment to current school improvement process • Increase in healthy behaviors • stronger feelings of community pride • Improved social/cultural feeling of a caring community • Improved climate • consistency for students • Create culturally competent and inclusive building climates • higher emphasis on use of existing resources • adopting resources to changing needs
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(Have you considered opportunity costs?
Does this action plan have sufficient return on investment?)

Council Bluffs Community School District – Strategic Plan

April 11, 2014

Dear Strategic Planning Group Members:

We are pleased to present for your review the work of Action Team #7. This team was charged with formulating action plans for the strategy: *We will expand and improve the integration of technology to support curriculum implementation, instructional innovation and to improve student achievement.* Each team member worked very hard to develop the attached action plans.

The team began by reaching shared meaning on the strategy, and its connection to the district mission and objectives. Next, we discussed what was needed to make our strategy a reality. This involved gathering information (research) about what was already occurring, what needed to occur, and what other districts were doing to implement similar strategies. These ideas were then transformed into specific result statements in order to ensure the complete implementation of our strategy.

After specific result statements were in place, the team developed an action plan for each result statement that included actionable steps and sequences. Finally, a cost/benefit analysis was completed for each action plan to ensure the tangible and intangible benefits outweighed the costs.

The expansion of technology to support curriculum implementation is absolutely necessary in making our mission a reality for Council Bluffs Community School's students.

Sincerely,

Action Team 7

Strategy 7 Contents

Strategy #7: We will expand and improve the integration of technology to support curriculum implementation, instructional innovation and to improve student achievement.

- **Action Plan #1:** Design a process through which a district advisory team will evaluate and recommend innovative technologies that support PK-12 curriculum and learning.
- **Action Plan #2:** Implement a professional development model with a focus on using technology to support curriculum and instruction and to improve student achievement.
- **Action Plan #3:** Develop innovative, technology-based learning experiences for students to connect, collect, collaborate, organize, share, and publish as part of a global community.
- **Action Plan #4:** Implement innovative, technology-based learning experiences for students to connect, collect, collaborate, organize, share, and publish as part of a global community.
- **Action Plan #5:** Expand the number of portable computing devices available in Grade PK-2 Early Adopter Classrooms to be equal to enrollment.
- **Action Plan #6:** Expand the number of portable computing devices available in all Grade PK-2 Classrooms to be equal to enrollment.
- **Action Plan #7:** Guarantee 24/7 internet access to the Council Bluffs Community Schools' network of students through partnering with community organizations.

Council Bluffs Community School District – Strategic Plan

ACTION PLAN

STRATEGY NUMBER: 7 **ACTION PLAN NUMBER:** 1 **DATE:** March 27, 2014

STRATEGY: We will expand and improve the integration of technology to support curriculum implementation, instructional innovation and to improve student achievement.

SPECIFIC RESULT: Design a process through which a district advisory team will evaluate and recommend innovative technologies that support PK-12 curriculum and learning.

#	ACTION STEP (number each one)
1.	Create a Pre-K-12 advisory team
2.	Create a meeting schedule
3.	Define operational cost (budget) of advisory team (technology, conferences, etc...)
4.	Create a process to gain feedback and input from various stakeholders (i.e. principals, teachers, students, parents)
5.	Create a criteria (how it supports ISTE standards, curriculum and learning,) for evaluating and recommending technologies
6.	Establish the process for making recommendations Identify implications for PD
7.	Follow up for evaluation

COST-BENEFIT ANALYSIS

STRATEGY NUMBER: 7 **ACTION PLAN NUMBER:** 1 **DATE:** March 27, 2014

STRATEGY: We will expand and improve the integration of technology to support curriculum implementation, instructional innovation and to improve student achievement.

SPECIFIC RESULT: Design a process through which a district advisory team will evaluate and recommend innovative technologies that support PK-12 curriculum and learning.

COSTS	BENEFITS
<p>Tangible:</p> <ul style="list-style-type: none"> ● Prototype Device budget = \$10,000/yr ● Travel for team = \$25,000 ● Subs = \$4500 <p>Intangible:</p> <ul style="list-style-type: none"> ● Ad hoc purchasing reduces purchasing power ● Ad hoc device implementation costs ● additional staff development time 	<p>Tangible:</p> <ul style="list-style-type: none"> ● Bulk purchase - cost savings. <ul style="list-style-type: none"> ○ 15-20% ● Reduced staff training budget ● Standardization of platform ● Transparency in device selection process <p>Intangible:</p> <ul style="list-style-type: none"> ● Consistent new technology across the district ● Devices aligned to instructional strategies ● Professional Development aligned to hardware, software, and instructional strategy. ● Teachers will have equitable opportunities for technology based instruction. ● Students will be gaining skills they need for technology based learning earlier than currently available.

(Have you considered opportunity costs?
Does this action plan have sufficient return on investment?)

Council Bluffs Community School District – Strategic Plan

ACTION PLAN

STRATEGY NUMBER: 7 **ACTION PLAN NUMBER:** 2 **DATE:** April 3, 2014

STRATEGY: We will expand and improve the integration of technology to support curriculum implementation, instructional innovation and to improve student achievement.

SPECIFIC RESULT: Implement a professional development model with a focus on using technology to support curriculum and instruction and to improve student achievement.

#	ACTION STEP (number each one)
1.	Create an instructional technology leadership team to provide oversight for professional development.
2.	Conduct a needs assessment aligned with district expectations to determine necessary professional development for staff.
3.	Create a district-wide, layered and differentiated professional development plan.
4.	Determine and secure necessary supports for successful implementation of the professional development plan.
5.	Establish a process for evaluating the quality and impact of professional development.

COST-BENEFIT ANALYSIS

STRATEGY NUMBER: 7 **ACTION PLAN NUMBER:** 2 **DATE:** April 3, 2014

STRATEGY: We will expand and improve the integration of technology to support curriculum implementation, instructional innovation and to improve student achievement.

SPECIFIC RESULT: Implement a professional development model with a focus on using technology to support curriculum and instruction and to improve student achievement.

COSTS	BENEFITS
<p>Tangible:</p> <ul style="list-style-type: none"> ● Early Bird costs= \$60 per person (\$20 per hour x 3 hour session). For all teachers, roughly 700 = \$42,000 <p>Intangible:</p> <ul style="list-style-type: none"> ● stress ● resistance ● fear ● initiative overload ● burnout ● extra time ● incentives 	<p>Tangible:</p> <ul style="list-style-type: none"> ● Maximize district’s current investment in tech and hardware ● highly trained staff ● increased student achievement ● students engaged in transformational learning ● increased attendance ● teacher retention ● increased size of applicant/talent pool <p>Intangible:</p> <ul style="list-style-type: none"> ● great place to work ● more prepared students for global community ● shared vision and goals ● teacher confidence ● teachers feel supported - less stress ● increased teacher recruitment ● professional growth of staff ● strengthen CBCSD reputation which can also affect impressions by future employers and colleges for graduating students.

(Have you considered opportunity costs?
Does this action plan have sufficient return on investment?)

Council Bluffs Community School District – Strategic Plan

ACTION PLAN

STRATEGY NUMBER: 7 **ACTION PLAN NUMBER:** 3 **DATE:** April 3, 2014

STRATEGY: We will expand and improve the integration of technology to support curriculum implementation, instructional innovation and to improve student achievement.

SPECIFIC RESULT: Develop innovative, technology-based learning experiences for students to connect, collect, collaborate, organize, share, and publish as part of a global community.

#	ACTION STEP (number each one)
1.	Integrate the ISTE standards into Pre-K-12 curriculum
2.	Develop a blended learning model for Council Bluffs Community Schools
3.	Create and implement Sandbox Classrooms
4.	Create and implement model classrooms
5.	Establish a procedure and protocol for other teachers to view and learn from Model-Sandbox classrooms
6.	Establish a procedure and protocol for evaluating sand box classrooms and their contributions to student achievement and quality instruction

COST-BENEFIT ANALYSIS

STRATEGY NUMBER: 7 **ACTION PLAN NUMBER:** 3 **DATE:** April 3, 2014

STRATEGY: We will expand and improve the integration of technology to support curriculum implementation, instructional innovation and to improve student achievement.

SPECIFIC RESULT: Develop innovative, technology-based learning experiences for students to connect, collect, collaborate, organize, share, and publish as part of a global community.

COSTS

BENEFITS

<p><u>Tangible:</u></p> <ul style="list-style-type: none"> ● Planning for blended model & implementing sandbox classrooms. 1 day per month @ \$165 x 40 x 9 months (4 at each high school, 2 at Kanesville, 4 at each middle school, 2 at each elementary school) \$60,000 <p><u>Intangible:</u></p> <ul style="list-style-type: none"> ● stress ● resistance ● fear ● initiative overload ● burnout ● extra time needed to implement ● incentives needed 	<p><u>Tangible:</u></p> <ul style="list-style-type: none"> ● teacher input in blended learning model ● shared meaning of blended learning ● increased student achievement ● increased attendance ● teacher retention ● Increased student participation and retention ● more small group and individualized instruction that integrate technology <p><u>Intangible:</u></p> <ul style="list-style-type: none"> ● Strengthen the public image of CBCSD and Council Bluffs community ● more productive staff ● students engaged in transformational learning ● Maximize district’s current investment in tech and hardware ● great place to work ● more prepared students for global community and supporting 21st Century Skills ● teacher confidence and skills in the area of technology ● teachers have opportunity to pilot ahead of time so they feel more prepared ● strengthen CBCSD reputation ● increased student choice in pace and place of instruction
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(Have you considered opportunity costs?
Does this action plan have sufficient return on investment?)

Council Bluffs Community School District – Strategic Plan

ACTION PLAN

STRATEGY NUMBER: 7 **ACTION PLAN NUMBER:** 4 **DATE:** March 27, 2014

STRATEGY: We will expand and improve the integration of technology to support curriculum implementation, instructional innovation and to improve student achievement.

SPECIFIC RESULT: Implement innovative, technology-based learning experiences for students to connect, collect, collaborate, organize, share, and publish as part of a global community.

#	ACTION STEP (number each one)
1.	Continue to develop more model classrooms.
2.	Implement the procedure and protocol for other teachers to view and learn from model classrooms.
3.	Implement a CBCSD blended learning model

COST-BENEFIT ANALYSIS

STRATEGY NUMBER: 7 **ACTION PLAN NUMBER:** 4 **DATE:** March 27, 2014

STRATEGY: We will expand and improve the integration of technology to support curriculum implementation, instructional innovation and to improve student achievement.

SPECIFIC RESULT: Implement innovative, technology-based learning experiences for students to connect, collect, collaborate, organize, share, and publish as part of a global community.

COSTS	BENEFITS
<p>Tangible:</p> <ul style="list-style-type: none"> ● Expanding sandbox classrooms. 1 day per month use subs to cover while teachers are observing sandbox classrooms @ \$165 x 40 x 9 months (4 at each high school, 2 at Kanessville, 4 at each middle school, 2 at each elementary school) \$60,000 <p>Intangible:</p> <ul style="list-style-type: none"> ● stress ● resistance ● fear ● initiative overload ● burnout ● extra time needed to implement ● availability of Internet 	<p>Tangible:</p> <ul style="list-style-type: none"> ● Increased Student Achievement ● Increased student participation and retention ● Students will be given more opportunities ● For students, blended courses offer the conveniences of online learning combined with the social and instructional interactions that may not lend themselves to online delivery (e.g., lab sections or proctored assessments) ● For faculty be a method to infuse new engagement opportunities into established courses or, for some, provide a transitional opportunity between fully face-to-face and fully online instruction. ● For the district, blended courses can compensate for limited classroom space, as well as a way to think differently about encouraging faculty collaboration. ● Monitor students more closely than traditional classrooms ● More feedback for students ● More classroom discussion ● More Global Learning experiences – connecting with classrooms and learners all over the world. <p>Intangible:</p> <ul style="list-style-type: none"> ● Versatility and Flexibility ● More student interaction ● Student will develop time management and critical thinking ● Feeling of connectedness to global community ● Better Utilize Systems district already owns

(Have you considered opportunity costs?
Does this action plan have sufficient return on investment?)

Council Bluffs Community School District – Strategic Plan

ACTION PLAN

STRATEGY NUMBER: 7 **ACTION PLAN NUMBER:** 5 **DATE:** March 27, 2014

STRATEGY: We will expand and improve the integration of technology to support curriculum implementation, instructional innovation and to improve student achievement.

SPECIFIC RESULT: Expand the number of portable computing devices available in Grade PK-2 Early Adopter Classrooms to be equal to enrollment.

#	ACTION STEP (number each one)
1.	Establish an early adopter cohort group
2.	Identify the appropriate portable computing for use in PK-2
3.	Start early adopter cohort training
4.	Begin early adopter implementation
5.	Evaluation early adopter program

COST-BENEFIT ANALYSIS

STRATEGY NUMBER: 7 **ACTION PLAN NUMBER:** 5 **DATE:** March 27, 2014

STRATEGY: We will expand and improve the integration of technology to support curriculum implementation, instructional innovation and to improve student achievement.

SPECIFIC RESULT: Expand the number of portable computing devices available in Grade PK-2 Early Adopter Classrooms to be equal to enrollment.

COSTS	BENEFITS
<p>Tangible:</p> <ul style="list-style-type: none"> ● sub cost (\$12,450) <ul style="list-style-type: none"> ○ ½ day monthly @ \$83.00 X 25 early adopters X 6 months. ● device cost (\$150,000) <ul style="list-style-type: none"> ○ Classroom Sets @ \$300 per device (Average) <p>Intangible:</p> <ul style="list-style-type: none"> ● stress ● fear ● overload ● extra time 	<p>Tangible:</p> <ul style="list-style-type: none"> ● more small group and individualized instruction ● progressive teaching approach ● maximize district’s current investment in tech and hardware ● highly trained staff ● more productive staff ● increased student achievement ● students engaged in transformational learning ● teacher retention ● improved data collection <p>Intangible:</p> <ul style="list-style-type: none"> ● great place to work ● more prepared students for global community ● shared vision and goals ● teacher confidence ● teachers feel supported - less stress ● increased teacher recruitment ● increase student recruitment ● increased parent satisfaction with CBCSD

(Have you considered opportunity costs?
Does this action plan have sufficient return on investment?)

Council Bluffs Community School District – Strategic Plan

ACTION PLAN

STRATEGY NUMBER: 7 **ACTION PLAN NUMBER:** 6 **DATE:** March 27, 2014

STRATEGY: We will expand and improve the integration of technology to support curriculum implementation, instructional innovation and to improve student achievement.

SPECIFIC RESULT: Expand the number of portable computing devices available in all grade PK-2 classrooms to be equal to enrollment.

#	ACTION STEP (number each one)
1.	Provide teacher training for full implementation in all PK-2 Classrooms
2.	Implement portable devices in all PK-2 Classrooms
3.	Continually evaluate program.

COST-BENEFIT ANALYSIS

STRATEGY NUMBER: 7 **ACTION PLAN NUMBER:** 6 **DATE:** March 27, 2014

STRATEGY: We will expand and improve the integration of technology to support curriculum implementation, instructional innovation and to improve student achievement.

SPECIFIC RESULT: Expand the number of portable computing devices available in all grade PK-2 classrooms to be equal to enrollment.

COSTS	BENEFITS
<p>Tangible:</p> <ul style="list-style-type: none"> ● Total device cost \$780,000 (\$260K per year) <ul style="list-style-type: none"> ○ 2600 Devices @ \$300 per device (average) assuming 3 year life cycle. ● Total Personnel Cost (\$75,000) <ul style="list-style-type: none"> ○ 1 Additional Technician to Support ● Training Costs (\$18,000) <ul style="list-style-type: none"> ○ Additional early bird training for primary teachers <p>Intangible:</p> <ul style="list-style-type: none"> ● stress ● resistance ● fear ● overload ● extra time 	<p>Tangible:</p> <ul style="list-style-type: none"> ● more small group and individualized instruction ● progressive teaching approach ● maximize district’s current investment in tech and hardware ● highly trained staff ● more productive staff ● increased student achievement ● students engaged in transformational learning ● teacher retention ● student retention ● improved data collection <p>Intangible:</p> <ul style="list-style-type: none"> ● great place to work ● more prepared students for global community ● shared vision and goals ● teacher confidence ● teachers feel supported - less stress ● increased teacher recruitment ● increase student recruitment ● professional growth of staff ● increased parent satisfaction with ● CBCSD

(Have you considered opportunity costs?
Does this action plan have sufficient return on investment?)

Council Bluffs Community School District – Strategic Plan

ACTION PLAN

STRATEGY NUMBER: 7 **ACTION PLAN NUMBER:** 7 **DATE:** March 27, 2014

STRATEGY: We will expand and improve the integration of technology to support curriculum implementation, instructional innovation and to improve student achievement.

SPECIFIC RESULT: Guarantee 24/7 internet access to the Council Bluffs Community Schools' network of students through partnering with community organizations.

#	ACTION STEP (number each one)
1.	Develop a project steering committee including community partners.
2.	Determine the need for Internet access
3.	Establish project partnerships
4.	Identify ISP delivery strategies
5.	Implement
6.	Evaluate

COST-BENEFIT ANALYSIS

STRATEGY NUMBER: 7 **ACTION PLAN NUMBER:** 7 **DATE:** March 27, 2014

STRATEGY: We will expand and improve the integration of technology to support curriculum implementation, instructional innovation and to improve student achievement.

SPECIFIC RESULT: Guarantee 24/7 internet access to the Council Bluffs Community Schools' network of students through partnering with community organizations.

COSTS	BENEFITS
<p>Tangible:</p> <ul style="list-style-type: none"> ● Initial investment of equipment = \$200,000 ● Maintenance cost = \$10,000 ● Off-Hours Support (Off-site call desk) = \$12,000 a year ● Off hours help desk = ? <p>Intangible:</p> <ul style="list-style-type: none"> ● Frustration from outage 	<p>Tangible:</p> <ul style="list-style-type: none"> ● Greater student achievement ● Increased student participation and retention ● Strengthen the public image of CBCSD and Council Bluffs community leading to some free marketing. <p>Intangible:</p> <ul style="list-style-type: none"> ● Implementation of Blended Learning Environment with equal opportunity for all students ● First in the state of Iowa and the greater Midwest to offer this to students ● Lessen the opportunity divide with low-income households ● Increased student confidence ● Increased teacher confidence/job satisfaction due to more success with students ● Increased parent satisfaction with CBCSD ● Lessened stress over decisions to cancel school due to snow etc. ● Students will learn disciplinary skills that it takes to do class work in less structured settings or from home. ● Student readiness for attending many college programs that are partially or fully online.

(Have you considered opportunity costs?
Does this action plan have sufficient return on investment?)