

Cascade School District #422, Strategic Plan (2019 – 2023)

| | | |
|------------------------|--------------------------------|-------------------------------|
| School District | # 422 | Name: Cascade |
| Superintendent | Name: Jeff Blaser | Phone: (208)630-6057 Ext.2202 |
| | E-mail:Jeff@cascadeschools.org | |

Mission Statement:

Cascade School District Mission: Engage every student, every day in character development and rigorous education.

Vision Statement:

The Cascade School teachers and staff will:

- Engage all students and set standards for excellence that will prepare them to be effective community members.
- Meet as a professional learning community to collaborate with purpose, to develop high-quality learning for all.
- Commit daily to provide opportunities that encompass the whole child through a well-rounded educational curriculum, family engagement, and community and cultural enrichment.

Values/Beliefs:

In order to advance our shared vision to engage all students and set standards for excellence, we will:

- Collaborate with one another and our students so that we can achieve our collective goals more effectively.
- Help all students achieve the intended outcomes of the curriculum with perseverance by addressing their individual needs and learning styles.
- Promote a positive school climate by modeling the qualities and characteristics that we hope to instill in our students.
- Engage students with enthusiasm coupled with high expectations.
- Communicate with all stakeholders a consistent message of positivity, purpose and dedication toward the education of our students.
- Involve parents in the education of their children by keeping them informed of student progress and offering suggestions for assisting their students.
- Monitor the results of our individual and collective efforts and use evidence of results to guide our processes of continuous improvement.

Goal #1: Academic Achievement:

Cascade Schools will offer a guaranteed and viable curriculum, high quality instruction with a system of accountability.

Objective #1: Provide a guaranteed and viable curriculum

Definitions: *Guaranteed curriculum - the approved, standards aligned curriculum is taught by every teacher in a way that all students have equal opportunity to learn it. Viable Curriculum - The amount of content in the curriculum is appropriate to the amount of time teachers have available to teach it. (DuFour & Marzano, 2011; Marzano, 2003b)*

| | |
|--------------------|---|
| Strategy 1: | For all existing curriculum, analyze each curriculum to ensure all content taught in all grade levels is approved and aligned to the Idaho Core Standards. |
| Strategy 2: | Assure alignment to current Idaho Core Standards in all content/grade levels by implementing and following a Scope and Sequence for each of the content areas for all grade levels. |
| Strategy 3: | Use current District SBAC data to collaboratively determine the Cascade School District's annual essential standards to guide and target core and non-core instruction. |
| Strategy 4: | Vertically align core content curriculum PreK-12, eliminating non-essential and superfluous instruction providing assurance of curriculum viability. |

Accountability Reporting:

Completion:

- Strategy 1 - Core curriculum (Math, English, Science) by August 2020
- Strategy 1 - All other curriculum by May 2021
- Strategy 2 - Scope & Sequence work by December 2020.
- Strategy 3 - Annual essential standards updated August of current school year
- Strategy 4 - Vertical alignment complete by May 2022

Indicators may include but are not limited to:

- Completed Scope and Sequence for each content area and grade level.
- Curriculum adoption & Status Log/document
- District Curriculum Overview & Non-negotiables document with evidence of regular review with Building Leadership Team and Staff.
- Collaboration Meeting agendas and notes focused on data review, curriculum alignment, and scope and sequence work.
- Standards alignment documents for each grade level and content area posted on the District website.

- Annually updated Essential Standards for Cascade School District with evidence of meeting agendas and notes from determining the essential standards.
- Vertical alignment documents uploaded to District website.

Objective #2: Provide effective instruction for every class PreK-12th grade.

Definitions: *Effective Instruction - Majority of Instruction that takes place in the Proficient, or Distinguished categories based on the Charlotte Danielson Framework for Teaching Domains.*

| | |
|--------------------|---|
| Strategy 1: | Gather baseline data of observable Charlotte Danielson Framework for Teaching Domains to determine areas of focus for individual teacher for the school year annually before September 30th. (The summative data from the previous year will be used to set goals and PD plans starting with the Spring of 2020). |
| Strategy 2: | Instructional coach will provide regular, monthly (at a minimum) feedback to teachers using the Charlotte Danielson Framework for Teaching and focus areas from the baseline data gathered. |
| Strategy 3: | Instructional staff will be given formative feedback a minimum of 2 times per month from lead evaluator. |
| Strategy 4: | Each staff member will have a formative evaluation conference in early January of every year to inform the individual teaching practices. |
| Strategy 5: | Select two observable Charlotte Danielson Framework Teaching Domains for both the Elementary teaching staff and the Jr/Sr teaching staff to show improvement from Fall to Spring of the current school year. |

Accountability Reporting:

Completion:

- Strategy 1 - Annually no later than September 30th.
- Strategy 2 - Monthly
- Strategy 3 - Monthly
- Strategy 4 - Annually no later than January 31st.

Indicators may include but are not limited to:

- Evaluation reports from Teacher Vitae in Mileposts (Strategies 1-4)
- Evidence reports shared to teachers via Teacher Vitae.
- Emails to teachers sharing formative feedback.
- Handwritten notes from Instructional Coach.
- Hand scored Rubrics from Instructional Coach.
- Professional development plans/meeting agendas in the two Charlotte

Danielson Framework Teaching Domains.

Objective #3: Ensure Assessment is standards aligned and measures true student understanding and achievement of the Idaho Core Standards.

Definitions: *Aligned Assessment - Assessment that measures understanding of Idaho Core Standards (or NGSS).*

| | |
|--------------------|--|
| Strategy 1: | Add assessment by listing standards assessed and type of assessment to the annually updated Scope and Sequence for each course taught. |
| Strategy 2: | Utilize ISAT Interim assessments a minimum of three times a year to inform instruction. |
| Strategy 3: | Analyze current student data in PLC teacher teams. |
| Strategy 4: | Select Essential Standards for each grade level in both Reading and Math, provide targeted instruction, then assess effectiveness. |

Accountability Reporting:

Completion:

- Strategy 1 - Annually before the start of school starting in August of 2021. Until then, Scope and Sequences need to be created for each course taught.
- Strategy 2 - three times a year per grade level given the ISAT.
- Strategy 3 - Monthly
- Strategy 4 - Annually no later than August 30th using the most current ISAT data starting August of 2020

Indicators may include but are not limited to:

- Completed Scope and Sequences posted to the school website with assessment types and standards listed.
- ISAT interim data from State Reporting website.
- PLC meeting agendas and notes.
- Annual Essential Standards documents created.

Objective 4: Offer an effective, self-sustaining afterschool program that provides and supports academic, social and recreational enrichment, STEAM and team building opportunities for students age Kindergarten through Sixth Grade.

| | |
|---------------------|--|
| Strategy #1: | Program a minimum of 100 academic and social enrichment contact days of afterschool learning time each year |
| Strategy #2: | Design after school activities that collaborate with community resources and are aligned with academic content standards |

| | |
|---------------------|---|
| Strategy #3: | Provide safe student transportation to planned activity locations |
| Strategy #4: | Provide regular training opportunities for all staff regarding effective afterschool programs |
| Strategy #5: | Offer on-going parent education and enrichment opportunity courses to support successful parenting skills |
| Strategy #6: | Nurture and strengthen on-going community relationships with educational and corporate partners, as well as developing and building new community support systems and local and state grant funding |

Accountability Reporting:

Utilize the After School Advisory Board members for guidance. Showing program transparency reporting through meeting minutes. Practice consistent use of the Data Workbook which is designed to reflect afterschool attendance, programming hours, scheduling and lesson plans. Attendance logs will be kept for parent educational/activity attendance.

Indicators may include but are not limited to:

- Consistent student attendance for after school program with 90% attendance
- 85% parent survey participation
- District student achievement data collection in collaboration with instructional staff
- Safe transportation provided for all scheduled learning activities outside of walking areas
- Advisory Board meeting six times per year

Goal #2: Operations & Finance: Demonstrate fiscal responsibility through thoughtful and consistent oversight of budget development, implementation of appropriate systems and effective program evaluation.

Objective 1: Create and maintain an adequate operating budget to ensure fiscal integrity in the normal. Day to day operations of the school district.

| | |
|---------------------|--|
| Strategy #1: | The Board, Superintendent and Business Manager will develop a budget each year that supports district priorities, objectives and goals while maintaining fiscal responsibility and aligning with our District mission. |
| Strategy #2: | The Board, Superintendent and Business Manager will show transparency, integrity and honesty in all financial reporting. |
| Strategy #3: | The Superintendent and Business Manager will meet monthly to review and analyze district revenue and expenditure trends. |
| Strategy #4: | The Superintendent and Business Manager will meet monthly to review monthly payroll, bank and investment pool reconciliations. |
| Strategy #5: | Establish purchase order procedure that is purposeful and supports our priorities and mission. |

Accountability Reporting: This activity will be systematic and a standard monthly practice to be reviewed annually by the Superintendent, Business Manager and School Board.

Indicators may include but are not limited to:

- Payroll, Bank and Investment Pool Statement Reconciliation every month
- Normal operations conducted on approved annual budget
- PO system will become standard practice with all purchasing
- Annual Audit

Objective 2: Create specific opportunities for Board in-depth review and education on district financial matters, including major budget cost drivers.

| | |
|----------------------------------|--|
| Strategy #1: | Schedule bi-annual trainings each year. Utilize support systems and training resources offered by the ISBA to further the Board's understanding of district finances and stewardship |
| Strategy #2: | Increase district and Board transparency with the community through the use of BoardDocs communication system |
| Accountability Reporting: | Strategy 1 and 2 will be practiced consistently to reinforce transparency and integrity in district financial reporting. |

Indicators may include but are not limited to:

- Transparency in monthly reports will be obvious
- A consistent understanding of budgeting and school finance will be shared among board members
- Trust with the district’s financial stewardship will be strengthened among stakeholders

Objective 3: Maintain an adequate operating budget to ensure fiscal integrity in the normal, day to day operation of the District Athletic Program

| | |
|---------------------|---|
| Strategy #1: | Monthly the Athletic Director and Business Manager will collaborate to assure facilities, services, and ASB athletic accounts are reconciled and make an account ledger available for the heads of each athletic program |
| Strategy #2: | The Athletic Director and Business Manager will collaborate to develop a sustainable and transparent budget policy that coordinates activities and athletics and provides oversight for head coaches to manage each program |
| Strategy #3: | Coordinate and communicate effectively in regards to athletic fundraising goals and activities inclusive of all stakeholders |

Goal #3: Operations: Facilities, Technology, Student Transportation and a Safe and Collaborative Culture.

Objective 1: Athletic facilities will be consistently maintained and updated every year

| | |
|---------------------|--|
| Strategy #1: | Create an athletic facilities use policy and update it annually |
| Strategy #2: | Build a culture of pride, personal responsibility, and accountability through established policies, procedures and systems |
| Strategy #4: | Repair and maintain structural systems of the Little Gym |
| Strategy #5: | Utilize grant-writer/grants to help procure funding for athletic facility infrastructure. |
| | |

| | |
|---|--|
| Objective 2: School facilities will be evaluated bi-annually and maintained according to recommended state and local standards for public facilities | |
| Strategy #1: | Regular maintenance and inventory all power equipment such as tractor, mowers, snow blowers, floor machines, power hand tools, etc. |
| Strategy #2: | Regular maintenance and inventory of all HVAC systems |
| Strategy #3: | Regular maintenance of all external cameras and building surveillance cameras |
| Strategy #4: | Regular maintenance of electrical, plumbing, roof condition, irrigation, playground equipment and all interior/exterior academic and athletic facilities |
| Strategy #5: | Perform an annual plant facilities inspection/audit. Bring recommendations to the Superintendent for each aspect of the campus, plant and facilities. |
| Accountability Reporting: | |
| <ul style="list-style-type: none"> ● Create an evaluation tool to evaluate facilities maintenance efforts ● Create a preventive Maintenance plan for maintenance and operation issues ● Create a staff management plan with an annual evaluation process ● Create a facilities maintenance checklist | |
| Indicators may include but are not limited to: | |
| <ul style="list-style-type: none"> ● Facility use is managed through systems of accountability and low risk liability ● Update and recommendations from structural engineering and safety inspectors put to on a 5-year timeline. ● Grant funding for facility updates each year ● Repair trusses in Little Gym in 2020 ● Level North-East end of Little Gym floor/foundation by 2021 ● Landscape around foundation for freeze protection of foundation by 2021 ● Re-Roof Little Gym by 2021 ● Replace existing floor tile in cafeteria by 2023 ● Continue asbestos abatement within building ● Polish concrete floor in Middle School area rooms and Middle Office by 2021 ● Replace lighting in Main Gym with LED lighting by 2023 | |

| | |
|---|---|
| Objective 3: <u>Technology</u> - Maintain and update our technology base in order to provide innovative technology and prepare all students for career, college and life beyond high school. | |
| Strategy #1: | Staff, teacher, and administrators use technology each year to perform and enhance their job duties |
| Strategy #2: | Establish specific job description and duties of Technology Director for the district |
| Strategy #3: | Student use of technology will be accessible in every classroom |

| | |
|--|--|
| Strategy #4 | Internet Safety procedures will continue to be implemented each year |
| Accountability Reporting: Maintain and update effective integration of technology into teaching and learning. Provide safe and efficient administration and operation of the school district through the use of technology. | |
| Indicators may include but are not limited to: <ul style="list-style-type: none"> ● Manage the district’s Chromebook program ● Procure, install and manage hardware ● Secure adequate Internet bandwidth and maintain districts wired and wireless networks. ● Ensure safety, security and appropriate use of technology ● Maintain the District’s website for efficient and timely communication with students and stakeholders. ● Monitor and ensure compliance with software licensing ● Configure zones and set bell schedules with building systems ● Maintain a smooth workflow for staff technology requests. ● Maintain and Manage the school website and information ● Provide internet safety training for all stakeholders | |

| | |
|--|--|
| Objective 4: <u>District Transportation</u> – Create systems that improve the overall operation and safety of the district’s transportation by using standardized and approved safety and maintenance schedules. | |
| Strategy #1: | Comply with Federal DOT regulations for school bus transportation |
| Strategy #2: | Comply with State DOT and SDE regulations and standards for school bus transportation. |
| Strategy #3: | Comply with I-Bus reporting with SDE |
| Strategy #4: | Place radios in each bus for communication and safety of transporting students. |
| Strategy #5: | Plan and build a 8-bay bus shelter with power and water availability |
| Accountability Reporting: State accountability reporting – I-Bus and Idaho Code (Annually) Plan and budget for implementation of a CB radio system for each bus Plan and budget for a building start date for the 8-bay bus shelter (By 2021) | |
| Indicators may include but are not limited to: <ul style="list-style-type: none"> ● Analyze and review/revise bus routes in the event of growth ● Bus barn/shed with 8 – 10-foot-wide bays, lights, outlets for power and water. ● Operational inspections of facilities and buses meet state standards ● Budgeting and bidding for projects 2023 | |

| | |
|---|--|
| Objective 5: Maintain a safe and collaborative school culture | |
| Strategy #1: | Staff will prioritize proactive approaches in behavior management through Behavior Response to Intervention systems approach |
| Strategy #2: | Staff will practice behavior management using Character Education techniques within academics and seasonal athletic activities |
| Strategy #3 | The district will continue to support interventions and prevention Systems to further reduce substance (drug/alcohol/tobacco/vape) use and abuse. |
| Strategy #4: | Administration and staff will regularly review district and building security plans and procedures of all facilities |
| Strategy #5: | Staff will continue implementing anti-bullying/harassment policies and preventions plans at every grade level |
| Strategy #6 | Monthly “School-Talks” community open forum meeting with administration and stakeholders |
| Strategy #7 | Schedule Quarterly Safety Committee Meetings |
| Strategy #8 | Athletics and activities will operate under the expectation and culture of safety for all. They will offer all students opportunity and a place to grow through extracurricular activities |
| Accountability Reporting: <ul style="list-style-type: none"> ● Monthly Evacuation practice and training ● Bi-annual lock-down practice and training to include time and student accountability data ● Meet IHSAA sportsmanship award standards by 2020 | |
| Indicators may include but are not limited to: <ul style="list-style-type: none"> ● The faculty and staff perceive the school environment as safe and orderly ● Students, parents, and community perceive the school environment as safe and orderly ● Teachers have formal roles in the decision-making process regarding school initiatives ● Teacher teams and collaborative groups regularly interact to address common issues regarding curriculum, assessment, instruction and the achievement of all students ● Students, parents and the community have formal ways to provide input regarding the optimal functioning of the school ● The success of the whole school, as well as individuals within the school, is appropriately acknowledged ● The fiscal, operational and technological resources of the school are managed in a way that directly support teachers ● Safe and Drug Free SDE reporting | |

- Grade level data collection with safety account reporting
- Monthly and Annual safety training and practice in partnership with community resources

Goal #4: School and Community Relations

Objective 1: All Cascade School employees will help to create a respectful and friendly customer service environment.

| | |
|----------------------------------|---|
| Strategy #1: | Communication to parents and the community will be easily accessible, timely, accurate and available in multiple mediums and predominant languages |
| Strategy #2: | The superintendent or designee will encourage investment and partnerships with government, businesses, and community organizations to promote school to-work opportunities, academic awards, and financial resources to address school and program needs |
| Strategy #3: | The district will engage the community and the staff annually by conducting a formative Engagement and Satisfaction Survey with the purpose of using the outcome data to direct strategic decision making and planning |
| Strategy #4: | The Athletic Director will develop a cohesive and collaborative social media / communications plan to quickly disseminate information to the public, patrons, and the media |
| Strategy #5 | Coaches be evaluated after each competitive season. Evaluations will include player, parent and supervising athletic director’s input. Outcome feedback from the evaluation process will be used to direct strategic decision making and program planning |
| Accountability Reporting: | Evidenced by collecting and reporting feedback from school communication in order to adjust desired outcomes. |

- Indicators may include but are not limited to:**
- elementary school newsletters,
 - school Facebook and Social Media page reporting
 - weekly district newsletters,
 - activity postings,
 - parent engagement and satisfaction survey
 - award banquets, athletics and activities.

Goal #5: Cascade schools will offer premier athletic and activity programs. These programs will focus on developing positive character and lifetime skills

Objective 1: Develop an Athletic Department Mission statement that supports the Cascade Schools Mission.

| | |
|---------------------|--|
| Strategy #1: | Engage stakeholders and define what makes Cascade worthy of success in athletics |
|---------------------|--|

| | |
|---------------------|--|
| Strategy #2: | Implement a system of accountability and expectations using coach handbooks, sports handbooks, athletic checklists, expectations and goals for Cascade athletics |
|---------------------|--|

| | |
|----------------------------------|---|
| Accountability Reporting: | Evidenced by collecting and reporting feedback from stakeholder surveys and communication data. |
|----------------------------------|---|

Indicators may include but are not limited to:

- High School Social Media pages and reporting
- weekly district newsletters,
- activity postings,
- parent engagement and satisfaction survey
- award banquets,
athletic and activities

Objective 2: Athletics and activities will provide a support network to students and teachers for the purpose of improving academic achievement

| | |
|---------------------|--|
| Strategy #1: | Athletic policy and best practices coaching handbook will be mandatory training for all coaches on a yearly basis. |
|---------------------|--|

| | |
|---------------------|--|
| Strategy #2: | Coaches will provide oversight for their program that is accurate, transparent, and reproducible by establishing and communicating their own set of standards that meet or exceed the Cascade Schools Athletics/Activities handbook. |
|---------------------|--|

| | |
|---------------------|--|
| Strategy #3: | The Athletic Director will provide a clear and transparent system of communication regarding academics and procedures to reach the viable goal of being top 10 schools of excellence for the 1A D2 in the state of Idaho |
|---------------------|--|

Accountability Reporting:
Completion - Strategy #1-2 by year end 2021 / Strategy 3 by 2025*****

Indicators may include but are not limited to:

- Systems put in place to measure coaching reflection and willingness to develop
- Student Surveys
- IHSAA Reports

- Eligibility Verification Reports
- Academic Excellence reporting IDHSAA

Objective 3: Provide Effective Coaching for all sports that improves competition and student participation numbers

| | |
|---------------------|--|
| Strategy #1: | Coaches have opportunities to observe and discuss effective Coaching. |
| Strategy #2: | Provide coaches with professional development support in order to continually enhance pedagogical skills through reflection and constructive criticism |
| Strategy #3: | Coaches are provided clear, ongoing evaluations of their pedagogical strengths and weaknesses that are based on multiple sources of data and consistent with student achievement data |
| Strategy #4: | Coaches and Athletic Director collaborate regularly to provide a command structure and communication level that builds trust and retains coaches that continually demonstrate "championship culture" in their programs |
| Strategy #5: | Provide oversight and mentorship for coaches |

Accountability Reporting:
 Strategy #1 - 3 complete by year end 2021 as evidenced by program evaluation, stakeholder feedback survey results, and coach evaluations.

- Indicators may include but are not limited to:**
- Elementary and Secondary Professional Learning Community Practice SMART Goal Data
 - Annual Professional Development driven by learning data
 - Academic achievement in all grade levels showing individual student trajectory growth goal data
 - Coaching evaluation systems
 - Increase in athlete's participation and achievement
 - Student/Patron Surveys