

**STRATEGIC PLAN**  
**CHARLES CITY COMMUNITY**  
**SCHOOL DISTRICT**

**2017 – 2022**



**ENGAGE. INSPIRE. EMPOWER.**

## MISSION STATEMENT

*Our mission is to engage, inspire, and empower students and staff in order to maximize learning.*

## VISION STATEMENT

*In everything we do, we aim to maximize learning for all students and staff. Through personalized learning experiences, student-centered environments, and real-world opportunities, individuals are challenged to positively impact the global community.*



## STRATEGIC PLAN PROCESS

From September of 2015 through November of 2016, the Superintendent of Schools gathered input on this Strategic Plan from a variety of stakeholders through focus groups, two School Improvement Advisory Committee meetings (2015-16 and 2016-17), and a session with the school board. Additional input came from the Community Needs Assessment that was conducted in November of 2016, which was completed by 697 stakeholders.

The Strategic Plan retains the four major goal areas from the plan that was developed in 2009: High Academic Achievement; Culture, Climate, & Environment; Fiscal Responsibility and Stability; and Facilities for Educational Excellence. A fifth area, Effective Communication, has been added.

Implementation of an updated and expanded Strategic Plan for the Charles City Community School District for 2017-2022 provides a structure for achieving the goal of making our school system a destination district.

## CURRENT REALITIES & STRATEGIC ASSUMPTIONS FOR 2017-2022

There are many changes on the horizon as this strategic plan is being presented to the school board in January of 2017. All of these changes have the potential to significantly impact the Charles City Community School District. The challenge for the school board, administration, and staff is to move forward boldly knowing that these changes are out of the District's control.



### Political

Donald Trump will be sworn in as President of the United States on January 20, 2017. His selection of Betsy DeVos as Secretary of Education signals potential shifting of tax dollars to charter schools, voucher programs, and online academies and away from public schools.

By the summer of 2017, Governor Terry Branstad is expected to be approved as the next Ambassador to China, elevating Lieutenant Governor Kim Reynolds to the top office. In the November election, the Iowa Senate flipped to Republican control (29-20-1) and Republicans expanded their lead in the Iowa House of Representatives (59-41).

- Expansion of charter schools, vouchers, and educational savings accounts appears likely.
- Changes to collective bargaining appear imminent this legislative session.
- CTE programming and delivery will change due to HF2392 that became law in 2016, requiring more collaboration among school districts

### School Funding

- Supplemental State Aid amounts likely will be in the 0-2% range going forward.
- Big increases in entitlement programs will diminish the available monies for K-12 education.
- Low funding amounts could lead to the next wave of school consolidations in Iowa.
- The legislature likely will set budgets on two-year cycles, beginning in 2017.
- Categorical funding may be loosened to allow a portion to be spent for other purposes, such as transportation inequity.
- Solutions to inequities in district cost per pupil, transportation, English Language Learners, and students in poverty could take several years to accomplish.
- Elimination of the sunset on the one cent sales tax appears likely in the next 5 years.

Economic

- The new Charles City Middle School is expected to boost enrollment in the Charles City Community School District.
- The McQuillen Place development, Allied Development, and Parkside Development will provide additional housing options for current and prospective Charles City residents.
- In June of 2016 the number of manufacturing jobs in Floyd County reached an all-time high since the closure of the White Tractor plant.
- Simply Essentials began operations in Charles City in December of 2016 and is expected to bring 500 jobs by next summer.

Demographic

- The percentage of non-Caucasian students in the District is expected to increase.
- The percentage of students receiving free/reduced meals is expected to increase.
- The percentage of students with special needs is expected to increase.
- The number of students receiving mental health counseling at school is expected to increase.

## GOAL 1 HIGH ACADEMIC ACHIEVEMENT

We aim to maximize learning for all students and staff. Through personalized learning experiences, student-centered environments, and real-world opportunities, individuals are challenged to positively impact the global community.



Over the past three years a number of changes have been implemented to more fully live out our vision statement. Lab classrooms in mathematics and literacy were established in 2014 to provide more student-centered environments and strengthen Iowa Core instruction. Lincoln and Washington Elementary Schools were realigned from K-5 centers into grade-alike schools in 2015 to maximize learning for students.

At the secondary level, interdisciplinary learning has increased in grades 5-12 and new courses have been introduced at the high school. Project-Based Learning (PBL) training took place for teachers in 2015. The number of PBL experiences for students in grades 5-12 has continued to grow. The number of Advanced Placement courses at the high school has increased and will continue to grow through 2020. The District was awarded a \$25,000 STEM BEST grant in 2015 in partnership with three neighboring school districts.

### Strategies:

1. Expand personalized learning experiences for students and staff.
2. Expand student-centered environments at all grade levels.
3. Create more real-world opportunities (PBLs, job shadowing, internships) for students.
4. Provide more frequent coaching, feedback, and training opportunities for teachers.
5. Enhance the quantity and quality of assessments for learning at all grade levels.
6. Pursue innovative grants and awards that align with this goal area.

### Indicators of Success:

1. Each of our attendance centers will rate as “high performing” or “exceptional” on the Iowa Report Card by 2022.
2. Advanced Placement courses in calculus, chemistry, organic chemistry, and studio art will be in place by 2020.
3. 8<sup>th</sup> grade students will have the ability to take HS credit courses by 2018.
4. Enrollment in innovative programs like Iowa BIG North will grow each year.
5. Standards-based grading will be in place in the high school by 2020.

**GOAL 2****CULTURE, CLIMATE, & ENVIRONMENT**

The Charles City Community School District will provide a safe and supportive learning environment for students and staff that nurtures a positive school climate.



A positive, supportive environment is essential in achieving the desired District academic goals. It also is essential in retaining quality employees who carry out the mission and vision set by the school board. Students and staff who feel safe and supported will lead to a positive school culture and climate that in turn makes the Charles City Community School District a destination district.

## Strategies:

1. Promote positive interactions between and among students, staff, and the community through implementation of the Orange Frog program.
2. Enhance the Positive Behavior Interventions & Supports and Nurtured Heart initiatives with staff and parents.
3. Encourage and promote student participation in one or more activities.
4. Explore implementation of the Leader in Me program for grades K-8.
5. Expand and enhance the onboarding of new staff members to the District.

## Indicators of Success:

1. The high school graduation rate will be 95% or higher.
2. The overall K-12 attendance rate will be 95% or higher.
3. Office referrals, suspensions, and expulsions will decline each year.
4. The two-year staff retention rate will be 85% or higher.
5. On future Needs Assessment surveys, the number of students in grades 5-12 who Agree or Strongly Agree with the statement “Staff in the Charles City Community School District engage, inspire, and empower students in order to maximize learning” will be 75% or higher.
6. On future Needs Assessment surveys, the number of parents who rate the CCCSD as Good or Excellent will be 75% or higher.
7. The percentage of 7-12 students involved in one or more activities will be 85% or higher.

### GOAL 3

## EFFECTIVE COMMUNICATION

The Charles City Community School District will utilize effective, efficient, and innovative methods to share information and seek input from stakeholders.



Administration and staff in the Charles City Community School District have been at the forefront of utilizing a strong mix of traditional and social media in sharing information with stakeholders. The District employs a Communications and Community Engagement position which also is responsible for the Charles City Public Access Network.

#### Strategies:

1. Maintain and expand our presence on Facebook, Twitter, and YouTube.
2. Develop a presence on new, large-scale social media platforms as appropriate.
3. Administrative team members will make presentations to civic, community, and church groups to share information and seek stakeholder input.
4. Conduct a Community Needs Assessment in 2018, 2020, and 2022.
5. The school board will increase its presence throughout the District on an annual basis.

#### Indicators of Success:

1. The number of interactions with stakeholders on Facebook (shares), Twitter (retweets), and YouTube (views) will increase each year.
2. Members of the administrative team collectively will make 10 presentations or more each year to civic, community, and church groups.
3. Receive at least 800, 1000, and 1200 completed Community Needs Assessment surveys in 2018, 2020, and 2022 respectively.
4. Hold at least one school board meeting in Floyd and Colwell each year.
5. Board members will engage in a formalized listening post 4 times a year.

## **GOAL 4**

### **FISCAL RESPONSIBILITY AND STABILITY**

The Charles City Community School District will follow IASB guidelines regarding financial health and explore partnerships and prospects for operational sharing that could generate additional revenues.



Through sound financial stewardship the Charles City Community School District will continue to utilize the standard funding formula to support the adopted learning and District goals. Partnerships, optional levies, and other revenue sources will be evaluated and pursued that are practical, beneficial, and allow the district to maintain financial stability.

#### Strategies:

1. Modify expenses in relationship to certified enrollment.
2. Use five-year projections to detect trends earlier.

#### Indicators of Success:

1. The Unspent Authorized Budget will be in the IASB recommended 5-15% range.
2. Salaries and benefits remain attractive to prospective employees.



**GOAL 5****FACILITIES FOR EDUCATIONAL EXCELLENCE**

The Charles City Community School District will provide 21<sup>st</sup> century academic and extra-curricular environments for all students and staff in support of our mission and vision.



A new Charles City Middle School opened on August 29, 2016. Attached to the north end of the Charles City High School, this new building for students in grades 5-8 was intentionally built to reflect the latest in 21<sup>st</sup> century school design. This was the first phase in a process to overhaul secondary education in the Charles City Community School District.

In the recent Community Needs Assessment, the dominant facility priority identified by stakeholders was upgrades, renovations, or replacement of the high school. Extra-curricular facilities and improvements at Lincoln and Washington also received several mentions.

**Strategies**

1. Engage the students, staff, parents, and community members in the District to determine what level of upgrades, renovations, or replacement of the high school is desired and would be supported in a referendum.
2. Acquire and construct extra-curricular and fine arts facilities that meet the needs of our students.
3. Continue the process to sell the North Grand Building and decrease the District's ownership and maintenance costs.
4. Determine a long-term location for the District Office, Carrie Lane program, Home School Assistance Program, and Iowa BIG North program.
5. Develop a long-range plan for improvements at the elementary school level.

**Indicators of Success**

1. A supermajority of the voters in the District approve a bond referendum.
2. Baseball and softball fields are built on land that is out of the flood plain.
3. A new auditorium is built at the 5-12 complex.
4. The North Grand Building is sold either for residential or civic use.
5. By 2020, the District has secured a permanent location for the District Office, Carrie Lane program, Home School Assistance Program, and Iowa BIG North program.
6. By 2022, a task force is convened to develop a long-range plan for elementary education in the CCCSD.