

THINK LEARN BE
MORE
TOGETHER
POCATELLO/CHUBBUCK
SCHOOL DISTRICT 25

STRATEGIC PLAN 2021 – 2024

“Learning Today for the Possibilities of Tomorrow”

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MISSION VISION & BELIEFS



MISSION

Learning today for the possibilities of tomorrow.



BELIEFS

- Learning occurs best in a safe, respectful environment where all individuals are valued.
- Learning is a responsibility shared by students, parents, staff and the community.
- Learning and a successful life are built upon a foundation of positive relationships.
- Learning is enhanced by positive social, emotional and character development.
- Learners know what they are learning, know what progress they have made and know their next steps.
- Learning is fostered through productive struggle.
- Learners and teachers collaboratively analyze achievement and progress to determine the impact of learning and teaching strategies.
- Learning is maximized through consistent application of evidence-based instruction and curriculum.
- Learners graduate prepared for college and careers.
- Learning is a cumulative, lifelong pursuit for all members of the learning community.



VISION

The Pocatello/Chubbuck School District is a community of children, parents, educators and patrons working collectively toward a common purpose to graduate learners with the skills to be successful contributors in a changing, diverse world.

BOARD OF TRUSTEES



STRATEGIC GOALS

- Learners and staff will learn and work in a safe, respectful environment where all individuals are valued.
- The District will engage with the community to meet the Mission, Vision and Beliefs of the district.
- The District will work in partnership with parents and the community to assure that all learners meet or exceed state standards.
- The District will ensure that the work force is highly qualified and well trained.
- The District will provide and maintain facilities and grounds that enhance student learning, safety and accommodate student capacity.
- The District will be fiscally accountable to the public and will allocate resources based on Board goals.

CURRICULUM AND INSTRUCTION

Research Base: *Visible Learning, the comprehensive educational research of John Hattie, guides the Pocatello/Chubbuck School District. Hattie's growing database is composed of more than 1,200 meta-analyses and provides a laser-like focus on learning.*

Idaho Content Standards (ICS) Unit Development

- Continue to refine and implement ICS units with a focus on Visible Learning; ensure curriculum and instruction reflect a culturally responsive approach to learning; evaluate for effectiveness.
- Provide professional development for all staff on unit revisions.

Early College

- Continue to offer dual credit opportunities that meet the GEM requirements in all three comprehensive high schools.
- Continue to support dual credit opportunities on Idaho State University's campus.
- Continue to support dual-qualified faculty so that GEM-required classes may be offered in all three comprehensive high schools.

Career Technical Education (CTE)

- Continue to explore the feasibility of a Career Technical Center and develop a plan for actualization.
- Expand industry certificate offerings for learners in CTE Pathways.
- Expand dual credit offerings in CTE Pathways.
- Explore and establish middle school CTE opportunities.

Curriculum Cycle of Renewal

- Implement, per the timeline below, the phases of the Curriculum Cycle of Renewal: Planning and Curriculum Development; Textbook/Instructional Materials Adoption; Implementation and Program Evaluation.

Phase I: Planning and Phase II: Curriculum Development

- 2019-2020: High School Math, Secondary Social Studies, Secondary Science (June 2020)

- 2020-2021: K-8 Mathematics (June 2021)
- 2021-2022: TBD

Phase III: Textbook / Instructional Materials Adoption

- 2019-2020: Secondary Social Studies
- 2020-2021: K-8 Mathematics
- 2021-2022: TBD

Phase IV: Implementation and Program Evaluation

- 2019-2020: 6-12 English Language Arts
- 2020-2021: Secondary Social Studies
- 2021-2022: K-8 Mathematics

Effective Instruction: Danielson Framework

- Continue to implement and monitor Individual Professional Learning Plans (IPLP) for all certified staff.
- Continue to monitor effective instruction through classroom walkthroughs, observations and Professional Learning Communities (PLC) processes.
- Support effective instruction through building-level professional development and PLC framework.
- Monitor and adjust targeted strategies (e.g., SIOP) to support the learning of all subgroups.
- Monitor the Title III/Idaho English Learner plan to improve the performance of English Learners and make necessary modifications.

Professional Learning Communities (PLCs)

- Continue with PLC implementation. Evaluate effectiveness and make any necessary changes.
- Support the work of PLCs as the focus evolves with new learning, such as the current focus on teacher clarity and assessment capable learners.
- Monitor PLC time to preserve the intended purpose.
- Ensure the integration of elective teachers, special education and counseling staff into PLCs.
- Capitalize on technology to enhance PLC processes.

Response to Interventions (RtI)

- Refine and continue to implement a systematic process for meeting the academic and behavioral needs for all learners at the elementary and secondary level.
- Continue implementation of Tier 2 and 3 interventions. Evaluate effectiveness and make any necessary changes.
- Continue to provide enrichment for learners who meet benchmarks and those who are identified for Gifted and Talented services.
- Reinforce the expectation for and make full use of Mileposts K – 5 as the process for monitoring learner interventions.
- Train teachers in the use of Tier 1, 2 and 3 curricular materials.
- Continue to identify and implement curriculum support for Tier 3 intervention at all levels. Evaluate effectiveness and make any necessary changes.
- Implement and monitor Apex credit recovery program aligned to ICS.
- Continue to refine and implement K – 5 iStation ISIP universal screening and diagnostic assessments in reading and math.
- Implement math and ELA interventions utilizing iReady in all middle schools and monitor for effectiveness.
- Continue to utilize the District Intervention Team to support behavior interventions.

Special Education Services

- Continue to strengthen secondary transition programs through established cooperation/collaboration activities with the Idaho Department of Vocational Rehabilitation (IDVR) and Idaho State University.
- Continue efforts to align Resource Room curriculum and professional development to a research based implementation which is ICS focused.
- Continue efforts to improve eligibility determination accuracy by strengthening identification practices through ongoing intervention, collaboration and professional development.
- Continue efforts to identify appropriately learners who are eligible for the Idaho Alternate Assessment (IAA), not to exceed a 1% cap of learners tested.
- Continue to work on strengthening collaboration between buildings and increasing competency through Special Education PLC's and special education professional development CAMP's.

- Increase efforts in maintaining the integrity of the IEP writing process throughout all programs and across all grade levels.

Social Emotional Learning / Character Education

- Maintain staff focus on social emotional instruction and expectations for required usage through implementation of K-8 Second Step.
- Continue to build upon positive school culture, with relationships as the foundation, using research-based strategies and resources (e.g. Restorative Practices, Trauma-Informed Classrooms, Second Step, anti-bullying practices, and creating equitable systems for all).
- Continue to build community awareness of best practices to support a positive school culture.

Comprehensive Assessment System

- Implement and monitor the components of a comprehensive assessment system, inclusive of state, district, and classroom assessments, including formative assessment processes.
- Use assessment results to monitor, evaluate, and make adjustments pertinent to curricular and instructional needs.
- Make use of assessment resources, e.g., Tools for Teachers, ISAT Interim Assessments, iStation Lessons, College Board Resources.
- Implement K-5 standards based reporting system and refine as appropriate.

Strategic Direction for Professional Development

- Ensure each classroom has a highly effective teacher.
- Offer District professional development that enhances para educator/teacher/administrator effectiveness.
- Sustain a dynamic culture of continuous improvement.

Strategic Direction for Technology Literacy

- Redesign and implement the Instructional Technology Plan to support the transformational use of technology in the teaching and learning process.
- Expand Computer Science courses at the secondary level.
- Monitor plan for STEM education K-12.

District and School Improvement Planning

- Update Strategic Plan annually approved by the Board of Trustees.
- Benchmark Strategic Plan annually with the Board of Trustees for public accountability with minutes of board meeting reflecting the documentation.
- Plan for and conduct annual Building Leadership Team professional development for data analysis, self-reflection, and goal setting to direct continuous learning planning.
- Evaluate, update, and implement Continuous Learning Plan/School Wide Improvement Plan, including measures of academic performance and documentation of progress.
- Implement Every Student Succeeds Act (ESSA) requirements and direction from the State Board of Education (SBOE) requirements for accountability; complete requirements as per Accountability Timeline.
- Provide oversight and assistance for state-identified CSI-Up and TSI schools.

SCHOOL SAFETY

SAFE FACILITIES AND GROUNDS

- Ensure schools complete emergency response drills in a timely manner as outlined by the district's Safety Committee and applicable state and federal laws.
- Periodically debrief and monitor completion of emergency response drills with the Safety committee to ensure compliance.
- Ensure schools review the District Emergency Response Plan (DERP) and National Incident Management System (NIMS) protocols and provide any necessary updates including collaboration with first responders.
- Ensure school administrators complete basic NIMS training for tri-annual certification.
- Implement formal safety plans for Transportation and Technology departments.
- Review and assess effectiveness of all department and school safety plans.
- Annually review the Emergency Operations Plan (EOP). Adjust as necessary.
- Periodically review the district-wide Communication Plan. Adjust as necessary.
- Ensure all rooms are equipped with proper lockdown safety equipment including blinds, door locks and safety buckets.
 - Annually review safety bucket checklist.
- Fully implement and review all fire controls and protocols.
- Annually review Infection Control Guidelines and Pandemic Protocols and make adjustments as necessary.
- Review protocols for delivery and receipt of supplies and goods for schools, departments and vendors.
- Ensure that all play areas and school grounds are inspected bi-annually for signage and safety hazards.
- Review and assess Snow and Ice Removal Plans. Adjust as necessary.
- Review and assess Chemical Hygiene Plans. Adjust as necessary.
- Continue CPR/AED/First Aid training for in-district staff.
- Monitor and update AED equipment for all schools and departments.
- Annually review facility rentals to ensure compliance and safety relative to community usage.

STUDENT BEHAVIOR: PREVENTION, INTERVENTION AND RESPONSE

- Ensure all district personnel understand what acceptable student behavior is, and work as a whole to ensure the minimum behavior expectations are met.
- Review protocols for communicating behavior expectations to students and parents. Adjust as necessary.
- Review behavior prevention procedures at the elementary level using Response to Intervention (RtI) to increase individual interventions as necessary and document in Mileposts.
- Review behavior prevention procedures at the secondary level using Response to Intervention (RtI) to increase individual interventions as necessary and document in Infinite Campus.
- Continue Infinite Campus training for all new staff.
- Continue Infinite Campus behavior entry training for all new administrators.

SAFE AND RESPECTFUL SCHOOL CLIMATE

- Ensure all district staff, parents and the community understand, support and actively participate in a system-wide K-12 plan to promote and build responsible student behavior.
- Continue training teachers, administrators, teaching assistants and other classroom personnel in Restorative Practices until all classroom personnel have been trained. Ensure new hires receive the training.
- Continue to create community and awareness of the Restorative Practice approach.
- Utilizing in-district trainers, to continue to broaden the implementation of Restorative Practices in the classroom and schools.
- Ensure community agencies including law enforcement, juvenile justice, mental health and social services are actively involved at each of the schools.
- Ensure a wide-range of after school programs/activities are available for all students. Review offerings annually and make any adjustments.
- Continue to build community partnerships to promote anti-bullying activities and foster a climate which respects diversity.
- Ensure all employee groups annually review policies, procedures, guidelines, protocols, best practices and safety training identified by the Safety Committee.
- Ensure all teachers continue supporting our learners with social emotional learning by providing training focused on creating equity in the classroom and trauma-informed classrooms.

COMMUNICATIONS AND COMMUNITY RELATIONS

The communications and community relations plan will serve as a guide for the Pocatello/Chubbuck School District 25 communications strategies for community engagement. The plan will ensure communications efforts align with the PCSD 25 efforts to Think More. Learn More. Be More Together. and the District's focus on Visible Learning.

There are five key content hubs the plan covers:

1. Image and Branding
2. Communications
 - a. Internal Communications
 - b. External Communications
 - c. Crisis Communications
3. Media & Public Relations
4. Community Engagement

AUDIENCE

Internal Audience

- Learners
- Parents
- PCSD 25 administrators, faculty and support staff
- Board of Trustees

Desired Behavior and Attitudes

- Represent the PCSD 25's mission to Think More. Learn More. Be More Together.
- Take pride and ownership in the District.
- Keep informed of key issues and share information.
- Work as a high-performing organization whose employees value and celebrate one another.
- Represent PCSD 25 with professional interactions with the public.

External Audience

- Learners
- Parents
- Parent-Teacher Associations/Organizations (PTAs/PTOs)
- Patrons of PCSD 25
- Business leaders & community employers
- Media
- Civic leaders and organizations
- Realtors
- First responders
- Legislators
- Faith-based leaders
- Residents without children/empty-nesters
- Senior citizens
- New residents
- Prospective residents

Desired behaviors and attitudes

- Feel involved and engaged in their public school system.
- Exhibit community pride and trust in schools in PCSD 25.
- Support PCSD 25 through levy and bond elections.
- Choose to enroll in PCSD 25 schools because of its opportunities for learners.
- Retention of learners enrolled in PCSD 25 schools.

IMAGE & BRANDING

Continue image and branding activities that communicate the quality of PCSD 25 to our community in a meaningful way.

GOAL ONE

Continue to promote brand identity to represent the quality and mission of PCSD 25.

Strategy

Incorporate identity, graphics and verbiage into all communications activities.

Tactics

- Ongoing – monitor and evaluate Mission, Vision and Goals to ensure activities are consistent with brand identity.
- Ongoing – monitor and evaluate Mindframes and Maximizers to ensure activities are consistent with brand identity.
- Incorporate language and graphics that reinforce Think More. Learn More. Be More Together.

GOAL TWO

Continue to implement PCSD 25's brand usage guide to present a unified image across the District.

Strategy

Provide guidelines for appropriate usage of logo district-wide.

Tactics

- Share brand usage guide and expectations with faculty and staff.
- Post branding guide online.
- Provide training for proper usage of logo.

GOAL THREE

Develop branding materials to promote PCSD 25.

Strategy

Develop promotional materials through printed, digital and video documents.

Tactics

- Ongoing creation and distribution for print and display on website.
- Enhance PCSD 25 photography galleries for use in promotional materials.
- Survey classrooms during school visits to ensure current MVBs and Mindframes are posted.
- Tie communication materials to communicating essentials of Visible Learning.

GOAL FOUR

Create annual “PCSD 25 Accomplishments” to share facts about PCSD 25 with the public.

Strategy

Promote to and share the document with the public via print and online publication.

Tactics

- Send report link to parents and staff via email and Infinite Campus.
- Publish on website; highlight on Superintendent’s Blog.
- Highlight key points periodically across social media channels.
- Distribute media release.

GOAL FIVE

Highlight the opportunities and successes created by PCSD 25.

Strategy

Continue to spotlight learner and staff achievement with an emphasis on unique programs and opportunities provided across the PCSD 25.

Tactics

- Implementation of editorial calendar to enhance frequency and reach of messaging that spotlights all PCSD 25 schools and programs.
- Interview and photograph students and staff.
- Integrate graphics in printed materials, social media, website and school newsletters.

GOAL SIX

Establish a consistent brand voice across the PCSD 25.

Tactics

- Promote Superintendent's yearly focus through internal and external communications, board recognitions and public presentations.
- Prepare and present employee, student, school and community recognitions at monthly Board meetings, incorporating mission, vision, beliefs and goals.
- Monitor facilities and review with Operations to ensure they provide a positive and safe image of the District.

COMMUNICATIONS

All communications activities should serve to add and maintain transparency while building trust, credibility and support for PCSD 25.

Internal Communications

GOAL ONE

Communicate PCSD 25 Mission, Vision & Beliefs internally.

Strategy

Provide news and announcements to PCSD 25 faculty and staff.

Tactics

- Continue to cultivate two-way communication.
- Utilize email and IC to communicate with staff.
- Engage faculty and staff as frontline supporters for PCSD 25 communication efforts.
- Faculty/staff surveys.
- Share information before public release.

GOAL TWO

Engage staff and invite participation in and ownership of PCSD 25.

Strategy

Create opportunities that instill pride in PCSD and cultivating a culture of ambassadorship.

Tactics

- Continue the PIES employee-of-the-month award to recognize teachers for building strong, positive relationships with students, staff and parents.
- Invite employee-of-the-month awardees to apply for teacher-of-the-year and submit to state.

- Prepare and present employee, learner and community recognitions at monthly meetings, emphasize PCSD 25 mission, vision and beliefs.
- Host annual employee appreciation event at Festival of Trees.
- Host annual retirement reception.
- Coordinate activities to celebrate National Public Schools Week in February.
- Coordinate activities in conjunction with Educator Appreciation Week in April.

GOAL THREE

Strengthen and build relationships between Education Center communications and building/school/department communications.

Strategy

Be present, accessible, responsive and attentive to individual school needs.

Tactics

- Accompany Board of Trustees members on school visits.
- Visit schools routinely to build and strengthen relationships.

GOAL FOUR

Promote effective use of social media.

Strategy

Define expectations and guidelines for schools to implement and manage social media channels.

Tactics

- Develop social media usage guide and communicate expectations with faculty and staff.
- Monitor accounts for compliance and best practices.

GOAL FIVE

Expand and improve school newsletters.

Strategy

Create newsletter templates for schools to utilize.

Tactics

- Use graphic standards and train staff in best practices for school newsletters.
- Implement a consistent and current format.
- Conduct readership surveys.
- Investigate different ways to distribute school newsletters to a broader audience.

GOAL SIX

Position PCSD 25 as a thought leader for district communications by continually evaluating and adopting best practices for communications and community engagement.

Strategy

Network, research, benchmark and participate in professional development in school communications.

Tactics

- Review NSPRA National School Communication survey results and revise communication plan based on results.
- Maintain effective internal and external communications by evaluating and revising as needed.
- Review NSPRA school communication survey as resource to revise communication plan.
- Attend annual NSPRA conference and plan and implement research based communication strategies for emergency communication, social media, staff and student achievements and parent/public engagement.
- Network with IDSPRA and statewide counterparts to keep a pulse on communications success stories, crises, etc.

External Communications

GOAL ONE

Communicate PCSD 25 Mission, Vision & Beliefs externally using a variety of media to maximize awareness of PCSD 25's goals, objectives and programs.

Strategy

Use electronic, print and mass media tools to promote awareness and interest in PCSD 25.

Tactics

Infinite Campus

- Continue strategic use of Infinite Campus messaging for non-emergency related communications.
- Utilize IC to increase parent engagement.

Website

- Leverage and prioritize sd25.us as a critical communications tool.
- Increase functionality and usability of sd25.us and individual school websites.
- Maintain website to maintain compliance with ADA Accessibility.
- Establish gatekeeper to determine what content is added to Website and ensure ADA accessibility.
- Add FAQs to website.
- Add "Accomplishments" page to website.
- Utilize Superintendent's Blog and "In the Spotlight" sections to keep website up-to-date and relevant.

Video

- Consistently film, edit and produce videos that tell a compelling story about PCSD 25 accomplishments.
- Release videos on website and social media channels.

Print

- Increase parent engagement through use of print media.
- Produce materials with key messaging and district goals.

Media

- Conduct media training with building administrators.
- Maintain updated news releases on PCSD 25 website to continuously update stakeholders about PCSD 25 initiatives and programs.
- Distribute fact sheets about current initiatives.
- Distribute media releases consistently.
- Maintain accurate media contact list.

Social Media

- Leverage social media to recognize student, faculty and staff achievements.
- Assess need for District-wide communications and social media policy/protocol.
- Increase social activity across all channels, including Facebook, Instagram and Twitter.
- Update social media policy/protocol as necessary.
- Continue emphasis with staff on FERPA and data compliance and training.
- Create “Success Shout Out” graphics and post on Facebook, Twitter and Instagram.
- Create unique hashtags for activities.

GOAL TWO

Create efficient, transparent, forward-thinking communication.

Strategy

Annually review and update strategic communication and community relations plan.

Tactics

- Continually seek, research and implement new communication technologies to enhance efforts to reach audiences effectively.
- Create individual communications plans for major initiative or changes in PCSD 25 program or practices.

GOAL THREE

Stay up-to-date on Idaho Education Codes and election policies.

Strategy

Establish communication patterns that are guided by responsiveness and transparency.

Tactics

- Legally respond to Public Records/information requests.
- Seek legal counsel as required by law and as needed to respond.
- Develop and implement internal and external communication on supplemental levy.
- Follow statewide supplemental levy election information and results.
- Continue to increase awareness of ISAT 2.0 results to strengthen understanding of our legal obligation and consequences to students.
- Evaluate ongoing knowledge of ICS and ISAT 2.0 for further communication.

Crisis Communications

GOAL ONE

Assess safety communications annually and revise as needed.

Strategy

Evaluate crisis communications plan to continually adopt best practices for policies and procedures.

Tactics

- Train and encourage administrators to update their emergency contact information in Infinite Campus.
- Build Ad Hoc lists in Infinite Campus to get critical information out quickly and efficiently.
- Build message templates saved to Infinite Campus to get critical information out quickly and efficiently.
- Assist safety committee to fully implement new Safe Schools Safety Training Conduct safety communications.
- Participate on District Core Safety Committee.
- Train Education Center support staff on safety policies and procedures.
- Revise mass communication plan, using IC and other methods, for notifying parents, staff and students of school incidents/emergencies.
- Communicate need to self-update personal contact information in IC.
- Use Infinite Campus, text and email to notify parents and staff of school incidents/emergencies.
- Work with safety committee to assess methods for school staff to communicate emergencies to their offices.
- Develop crisis response statements for communicating with staff, parents, community and media.
- Increase utilization of social media for emergency communications.

GOAL TWO

Achieve coordinated communication, both internally and externally, regarding safety issues and crisis management.

Strategy

Develop and sustain relationships with local emergency management officials.

Tactics

- Maintain emergency content feature on www.sd25.us.
- Continue to build relationships with School Resource Officers (SROs).

MEDIA & PUBLIC RELATIONS

GOAL ONE

Inform and involve stakeholders in district budget, facilities, ongoing challenges and successes.

Strategy

Provide ongoing PCSD 25 updates to all stakeholders.

Tactics

- Send e-newsletter to staff, parents, Key Communicators Network.
- Post e-newsletter on website and social media
- Publish content in newsletters produced by community partners, including the Pocatello-Chubbuck Chamber of Commerce.

GOAL TWO

Develop feedback loops to engage parents and other community stakeholders in problem solving and decision making.

Strategy

Create opportunities for stakeholders to be informed and engaged.

Tactics

- Town Hall meetings.
- Continue to implement PCSD 25 Speakers' Bureau and spotlight resident experts.
- Meet the Board of Trustees informal gatherings/Board of Trustees 101 meetings
- Survey parents before making large scale changes affecting students.
- Promote positive image of school district throughout community and in public presentations.
- Provide opportunities for public input that don't require attendance at a meeting.

GOAL THREE

Maintain a positive media relations program to enhance PCSD 25's image on local, state and national levels.

Strategy

Build relationships with media through one-on-one story development.

Tactics

- Post board meetings to website and social media channels to encourage public attendance.
- Share information through press releases, briefings and photo opportunities.
- Invite press to school campuses to cover events/activities.
- Encourage staff to submit articles and photos for submission to local media outlets.

GOAL FOUR

Keep public and stakeholders informed about upcoming levy and bond elections.

Strategy

Inform public of need for funding.

Tactics

- Develop a toolkit to include key facts, social media posts, graphics.
- Identify and attend community events to share information.
- Attend and present facts to civic organizations.
- Inform city officials and business owners.
- Invite advisory groups to participate in the process.
- Inform public of election details, early voting, absentee, election dates, polling sites.
- Provide voter registration information.

GOAL FIVE

Maintain the Education Center as an accessible, friendly and welcoming point of reference and expertise for the public to turn to for information.

Strategy

Coordinate communication, cooperation and team approach to customer service with front office staff.

Tactics

- Maintain customer service and address needs as identified.
- Use accomplishments of students and staff and school activities to promote sense of pride at Education Center and positive image in community.
- Use monthly recognitions, employee appreciation and activities to promote positive morale.
- Assess internal and external needs, questions, concerns and complaints to maintain good customer service.
- Maintain front office team approach to provide customer service and adequate coverage of area.

COMMUNITY ENGAGEMENT

GOAL ONE

Develop and maintain positive, collaborative relationships with all stakeholders to strengthen support for PCSD 25.

Strategy

Maintain community engagement program, including Key Communicators Network and Chamber activities.

Tactics

- Engage community in two-way communication.
- Inform new administrators and provide assistance to find suitable opportunities.
- Assess community coverage and assign or reassign as needed.
- Evaluate and revise Key Communicator list and method with Superintendent and revise as needed.
- Facilitate administration's participation in Leadership Pocatello.
- Maintain connectivity with Business Community and ISU through support of Chamber of Commerce committees and activities.
- Actively participate on Chamber Legislative Council and local issues and education committee.
- Attend ribbon cutting by Pocatello Chiefs and Business After Hours to maintain relationship between PCSD 25 and business community.

GOAL TWO

Engage learners in PCSD 25 communication efforts.

Strategy

Initiate Brand Ambassador program in middle schools and high schools – 2021-2022 academic year.

Tactics

- Meet with learners in their school – one school per month. Provide lunch.
- Increase opportunities for student voice in communications.

- Increase opportunities for student voice in problem-solving.

GOAL THREE

Engage public in PCSD 25 communication efforts.

Strategy

Establish regular two-way communication with PCSD 25 parents.

Tactics

- Meet with parents in their learners' school(s) – one school per month. Provide lunch.
- Hold focus groups on “hot topics.”
- Create “PCSD 25 Essentials” packet for parents so they understand what to expect in our District. Distribute to new PCSD 25 parents and identify additional touch points for refresher materials to be distributed.
- Invite parent advisory participation on standing PCSD 25 committees.

GOAL FOUR

Engage public in PCSD 25-sponsored events.

Strategy

Continue to grow the Festival of Trees and other District-sponsored events as a critical bridge between PCSD 25 and its stakeholders.

Tactics

- Increase internal and external participation in planning and attendance.
- Identify other District-sponsored events that promote community engagement and provide the public a better understanding of PCSD's mission, vision and goals.
- Conduct “Give More Together” information campaign about purpose and accomplishments of the Education Foundation, both internally and externally.

EVALUATION & MEASUREMENT

The following resources will be utilized to evaluate and measure the effectiveness of this strategic communications and community relations plan.

Evaluation

- Annual evaluation and revision, as needed.
- Review annually and revise, as needed.
- Ongoing communication based on results of evaluation.

Surveys

- Community survey.
- Parent survey.
- Employee survey.
- Key Communicators Network survey.
- Brand Ambassador survey.

Monitor Community Feedback

- Share information from the community – Rotary Clubs, Chamber of Commerce and other civic organizations.
- Feedback from Key Communicators Network.
- Feedback from elected officials, business leaders and community leaders.

Monitor Media

- # and caliber of coverage.
- Comments.

Analytics

- Website usage – Google Analytics.
- Facebook followers and other insights.
- Twitter followers.
- Instagram followers.
- YouTube views.

HUMAN RESOURCES

EVALUATION PROCEDURES: CERTIFICATED STAFF

- Continue to implement the Career Ladder Schedule as directed by IDAPA Rules.
- Monitor all certified staff Individual Professional Learning Plan (IPLP) for satisfactory performance to qualify for Master Educator Premium.
- Monitor “Master Level” teacher premium and IPLP to obtain and monitor Teacher Portfolios.
- Provide professional development to administrators in Danielson Framework to improve teacher evaluation and meet the state requirement for 3 credits.
- Provide additional professional development training to administrators in order to improve teacher evaluation through the Frontline Program.
- Monitor administrator and teacher evaluation policies and revise as necessary to ensure they meet state requirements and IDAPA Rules.
- Monitor IPLP and Student Growth Achievement on Instructional Staff and Pupil Service Staff for artifacts to reflect their goals.
- Monitor use of the Employee Portal Contracts and Addendums that are sent electronically. Adjust as necessary.

STAFFING PATTERNS

- Review Leadership Premium categories and amounts with committee input.
- Track student enrollment to determine staffing levels for the coming school year.
- Work with Department of Labor to monitor workforce availability.

HIGHLY QUALIFIED STAFF

- Maintain and hire highly qualified status for all certified positions based on state requirements.
- Monitor and ensure highly qualified status for all classified staff.

RECLASSIFICATION OF SALARY STRUCTURES

Classified Salaries

- Conduct regular reviews of classified salaries compared to comparable size school districts, and county and state data. Monitor and adjust with any classified salary increases from the state.
- Monitor available financial resources for improvement to classified salaries and adjust for COLA increase. Adjust as necessary.
- Make recommendations to School Board for approval of new salary structure as appropriate.
- Review Kinds and Levels chart to ensure proper job placement.

Classified Mid-Management

- Conduct regular reviews of classified salaries compared to comparable size school districts, and county and state data. Monitor and adjust with any classified salary increases from the state.
- Monitor available financial resources for improvement to classified salaries and adjust for COLA increase. Adjust as necessary.
- Make recommendations to School Board for approval of new salary structure as appropriate.

Classified Administrators

- Conduct regular reviews of current salary information, complete internal and external reviews of classified administrative salary schedule and pursue any options to improve administrator salaries. Monitor and adjust with any classified salary increases from the state.
- Review classified administrative job descriptions to ensure they include current responsibilities. Adjust as necessary.
- Make recommendations to School Board for approval of new salary structure as appropriate.

POLICIES AND PROCEDURES

- Regularly review board personnel policies to ensure they align with current state statute, IDAPA Rule and district needs.
- Regularly review and update policies and procedures in SafeSchools.
- Compile emergency contacts and phone numbers for all employees. Monitor and adjust as necessary.
- Develop/Refine Job descriptions for all positions- post online for access

SUBSTITUTE TEACHERS

- Utilize USU STEDI training course for substitute training.
- Implement a pay increase for substitutes who complete a “Highly Qualified” course based on available budget.
- Ensure retired teachers are paid the certificated substitute rate.
- Monitor and provide technical support for substitute system as needed.
- Monitor surrounding districts pay level for substitute teachers.

APPLICATIONS, HIRING AND WORKFLOW SOLUTIONS

- Develop question bank for all certified positions. Revise as necessary.
- Develop question bank for all classified positions and ensure they are available within the application. Revise as necessary.
- Utilize APECS for the storage of personnel records.
 - Continue to transition from paper files to digital files. Monitor and adjust as necessary.
- Work with Technology to improve onboarding processes and ensure proper permissions are assigned – i.e. Infinite Campus, email accounts, etc.
- Continue to work to become paperless – refine online hiring documents, evaluation documents, and personnel files.

SAFETY COMMITTEE CONTRIBUTIONS

- Regularly participate in district Safety Committee meetings. Offer insight and counsel from an HR perspective.
- Assist Maintenance and Operations Department in the implementation of safety best practices.
- Contribute to tiered analysis of job functions, training and safety best practices for Transportation and Food Service Departments.

EMPLOYEE SERVICES

TECHNOLOGY IMPLEMENTATION AND PROCESSES

- Ensure process is in place for payroll procedures to meet or exceed board policy.
- Determine what programs and systems can interface electronically for the storage, retention, imaging, filing and destruction of district records. Continue towards goal of electronic formats and creating searchable and archived digital records. Monitor and upgrade as needed.
- Monitor the enrollment impacts of charter and private schools.
- Monitor and evaluate district software including functionality, age, technology, delivery methods, maintenance costs and availability of better software and integration with current applications. Recommend changes as necessary.
- Monitor technology training for all staff to ensure technological literacy relative to current position and allow for advancement. Develop curriculum and class schedules for technology professional development opportunities. Recommend changes as necessary.
- Monitor offsite data backup sites and routines for mission critical payroll and finance data. Work to ensure a 24 hour return to service in the event of hardware failure or data destruction.
- Implement current version of ISEE data sets and work to reduce errors and warnings. Maintain and test system as necessary.
- Monitor the Employee Portal in APECS.
- Update form printing and computer software. Maintain and test systems as necessary.

EMPLOYEE RELATIONSHIPS AND SERVICES

- Review the Wellness Plan to incorporate available resources from the district's medical carrier.
 - **2020-2021:** Continue Year 3 of the current Wellness Plan and Participation Components. Find ways for rewarding employees through the use of gift cards and the Wellness Ambassadors.
 - **2021-2022:** Review three-year plan and make adjustments as necessary.
 - **2022-2023:** Implement Year 1 of the adjusted three-year plan.
- Continue to promote and celebrate wellness endeavors.
- Monitor employee participation in Wellness Program and in choice payment into wellness fund.

- Involve the Wellness/Insurance Committee in providing an affordable insurance plan that is a benefit to employees.
- Evaluate the services of the district's insurance broker inclusive of comparing services that best match the district's wellness goals within budget constraints. Evaluate bi-annually.
- Foster an environment of trust to ensure negotiations are completely swiftly, with as little contention as possible. Secure the services of a competent negotiator to help with the process. Review the need for a professional negotiator as necessary.
- Investigate the capability and cost effectiveness of third-party providers for wellness programs and health fair partners for biometric data collection.

DISTRICT WELLNESS PROGRAM

- Annually review the district's Wellness Program to achieve best possible return on investment (ROI). Adjust as necessary.
- Annual review the Wellness Team's defined purpose, detailed responsibilities and goals. Adjust as necessary.
- Appoint team members from all facilities, departments and areas of the district to actively participate on the district's Wellness Team. Review and adjust as necessary.
- Continue to establish new partnerships, or enhance existing partnerships with organizations and vendors and encourage active participation in the Wellness Program.
- Annually review the action plan to reach minimum standards set by the district and Pacific Source.
- Develop the parameters of a Wellness Plan that will utilize a premium differential as an incentive for employees to become knowledgeable of their health issues. Requirements will include an annual visit with a physician, a biometric test, a self-reported health risk assessment, an influenza vaccination or appropriate alternative and one dental cleaning or appropriate alternative. Review and make adjustments as necessary.
- Work with insurance carriers to promote resources available for mental wellness, such as EAP benefits and medical insurance mental health benefits.

BUSINESS OPERATIONS

EDUCATIONAL FACILITY MAINTENANCE

Provide and maintain facilities and grounds that enhance student learning and accommodate student capacity.

- Finish Phase II construction of PHS in preparation of the 2021-22 school year.
- Implement recommendations of the Athletic Outdoor Facilities Committee as funding allows.
- **2021 and beyond:** Review and monitor short and long range plans for facility and funding options; prioritize delayed maintenance projects due to major construction projects (i.e. roofing, carpeting, asphalt, concrete).
- Finish installing new irrigation sensors designed to monitor temperature, moisture and humidity levels for energy conservation.
- Analyze buildings to determine actual available space and define specialty rooms by school.
- Major facility projects and renovations will be reviewed and implemented through the Capital Improvement Program (CIP) Committee.

Boundary, grade configuration and long range facility planning

- Look at district needs based on new enrollment, funding, and facility usage.
- Completed the sale of Bonneville School to NeighborWorks.
- Develop a time line and plan for the sale of Washington Elementary school in conjunction with plans for construction of a new replacement school. Consider economics of maintaining school with low enrollments

Serve educational programs and facility needs

- Identify fixed or threshold budget of support for technology within the School Plant Facility Fund.
- Monitor extra-curricular travel cost budgets at the high school level to encourage better use of travel funds.
- Restructure special education routes to accommodate program changes located in schools.

FISCAL ACCOUNTABILITY AND EDUCATIONAL RESOURCES

Work with state representatives and legislature to increase funding for education

- Meet with state representatives at least annually to express and discuss local educational issues and concerns.
- Monitor any enrollment changes and impact charters and private schools have on District enrollment now that the private/charter schools expansion is at capacity.
- Encourage funding of discretionary dollars and less earmarking to allow for local flexibility.

Develop budget to meet program and educational objectives within available resources

- Develop a balanced budget with current revenues matched to current expenditures.
- Implement changes in earmarked funding received by the state and incorporate these educational funds into the instructional planning and budget.
- Prepare for the passage of a two-year Supplemental Levy during the 2021-2022 school year and maintain balanced budget based on available funds.
- Collaborate with Instructional Directors as to budget priorities.
- Educate public on budget to increase awareness of district programs, achievements, and successes to promote strong educational support.

Fiscal reporting and budget disclosure

- Prepare Comprehensive Annual Financial Report and Budget to the highest standards possible.
- Educate public as to the necessity of the Supplemental Levy and how dollars are used within the budget.
- Increase awareness of budget and funding issues and key education decisions which will require modification and approval.
- Continue to monitor line item budgets to stay within appropriated levels and designated reserves to balance future budgets.
- Orient new administrators regarding budget process, policies and best practices.

Demonstrate fiscal expenditure at program level leads to increased learning, better test scores and successful accomplishment towards educational goals and objectives

- Evaluate how program expenditure has led to the successful fulfillment of program objectives and goals.

- Ensure all federal and state grant funds are fully expended and utilized.
- Utilize methods of best practices in the educational process and allocation of district expenditures.
- Incorporate a new Replacement Schedule for Technology needs into the Capital Improvement Projects (CIP) Program.

SUPPORT SERVICES: TRANSPORTATION AND FOOD SERVICE

Serve educational programs by meeting student needs

- Revise bus routes based upon student enrollment and demand to remain efficient and to maintain costs under the state funding cap.
- Utilize the trip master schedule program for improved efficiency in stabilizing routes.
- Maintain Drivers Education Program for students during the summer.
- Continue to assess the meal pricing, food and labor costs and participation rate in maintaining a self-sustaining food service program.
- Increase advertising and awareness of the Summer Food Service Program in local parks via electronic reader boards at schools, social media and local advertising.
- Establish process to seek student input on menu choices.
- Continue to improve cafeteria settings through renovations and purchase of new equipment.