

Canyon-Owyhee School Service Agency  
(COSSA)

# 21-22 Strategic Plan

Revised by CIT: May/June, 2021

Community/Stakeholder Group Review: June 8, 2021

COSSA Foundation Review: July 13, 2021

Board Approved: July 19, 2021

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## **COSSA and CRTEC Mission and Vision Statements**

1. From the Bylaws of the Canyon-Owyhee School Service Agency (COSSA), amended 6-18-12:

MISSION STATEMENT: The mission of the Canyon-Owyhee School Service Agency is to provide educational services for all eligible children and to develop cooperative efforts that enhance the effectiveness of the individual districts.

2. From the COSSA Personnel Handbook, revised and adopted August, 2020:

### **MISSION STATEMENT**

In accordance with COSSA's Bylaws, the mission of the Canyon-Owyhee School Service Agency is to provide educational services for all eligible children and to develop cooperative efforts that enhance the effectiveness of the individual districts.

"Educational services" include: alternative education provided by the COSSA Academy Alternative Junior/Senior High School, Career and Technical Education (CTE) provided by the COSSA Regional Technology and Education Center (CRTEC), and Special Education services – the majority of which are provided at the students' home schools.

3. From the CRTEC Teacher-Student-Parent Handbook, revised and adopted August, 2020:

### **CRTEC'S MISSION STATEMENT**

At CRTEC, learning occurs: for every student, every day, in every way!

### **CRTEC'S VISION**

Students succeed at whatever they do after they leave CRTEC – work, higher education, the military. Our students become productive, contributing members of society.

**COSSA Academy\* Student Demographic Data  
School year indicated**

	16-17			17-18			18-19			19-20			20-21		
	25-May-17			5-Jan-18			15-Oct-18			26-Sep-19			19 Oct 20		
	9-12	7-8	Total	9-12	7-8	Total	9-12	7-8	Total	9-12	7-8	Total	9-12	7-8	Total
Male	65	13	78	79	10	89	60	8	68	63	9	72	67	16	83
Female	40	4	44	44	4	48	43	2	45	54	5	59	46	6	52
White	57	12	69	71	10	81	60	6	66	59	9	68	77	19	96
Black/African American	1	0	1	0	0	0	0	0	0	1	0	1	0	0	0
Asian	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Native American	2	0	2	2	0	2	1	0	0	0	0	0	0	0	0
Hispanic/Latino	45	5	50	50	4	54	42	4	46	57	5	62	36	3	39
Free/Reduced Lunch	105	17	122	123	14	137	103	10	113	117	14	131	112	22	134
IEP	33	6	39	32	1	33	31	2	33	42	2	44	42	5	47

\*Demographic data for COSSA Regional Technology and Education Center (CRTEC) and for COSSA Special Education students whose services are provided in the students' home school is not reported, as this data is already reported by the students' home school.

**Canyon-Owyhee School Service Agency (COSSA)  
Strategic Plan**

Revised: June, 2021

For the 2020-2021 school year, COSSA staff chooses to plan for improvement in six vital areas, with the following overall priorities:

- 1<sup>st</sup> Facilities
- 2<sup>nd</sup> Student life
- 3<sup>rd</sup> Student achievement\*
- 4<sup>th</sup> Employee relations
- 5<sup>th</sup> Stakeholder relations
- 6<sup>th</sup> School improvement

\*Student achievement goals include mandated State Department of Education (SDE) goals promulgated on the SDE website.

Overall priorities within the above “vital areas” are listed below in preferential order. Sub-goals within overall priorities are listed in preferred order.

**1. Facilities**

**Vision:** “CRTEC will remain the model of a state-of-the art Alternative and Career and Technical School (CTS), and will enjoy state-of-the-art Special Education facilities.”

**Sub-goal 1:** Install a shower, and washer/dryer, for students, at CRTEC.

Tasks to achieve this Sub-goal:

- 1. Determine possible locations and/or options. Consider something outside of the CRTEC building.

2021 Status: Community School building plan includes washer/dryer.

2022 Status: Community School building remodel underway. Stakeholders suggest a trailer shower bathroom until something more permanent can be built.

**Sub-goal 2:** Increase number of available classrooms

Tasks to achieve this Sub-goal:

- 1. Architects have a basic plan for a 4-classroom addition to the CRTEC northern end.

2. Use grants to pay for routine items to allow saving for the approximately \$1M required for this project.

2017 Status: Architectural plans complete. No funding available to expand.

2018 Status: No change.

2019 Status: Day Care move (sub-goal #4 below) will offer one additional classroom.

2020 Status: Need to purchase and install one two-room modular.

2021 Status: No change.

**Sub-goal 3:** Expand CRTEC kitchen facilities.

Tasks to achieve this Sub-goal:

1. Architects have a basic plan we can work toward. The goal of that plan is to build an industrially appropriate training kitchen.
2. Use grants to pay for walk-in chiller and freezer.

2018 Status: Three industrial stoves and a freezer were purchased with CTE PQI grant funds. Conversion of the FCS classroom (removal of carpet, etc) continues.

2019: Submitted NSLP equipment grant in fall, 2019. Not funded.

2020: Submitted NSLP equipment grant in fall, 2020. Not funded.

2021: Submitted NSLP equipment grant October 2020. Not funded.

2022: Board approved bid for installation of walk-in freezer/chiller using Academy funds.

**Sub-goal 4:** Build a parking lot/metal storage area for welding

Tasks to achieve this Sub-goal:

1. Develop engineering plans
2. Search for funding

2017 Status: Funds have not been available to begin this project.

2018 Status: No change.

2019 Status: No change.

2020 Status: No change.

2021 Status: No change.

2022 Status: No change

**Sub-goal 5:** Upgrade special education self-contained facilities (modulars) at consortium schools

Tasks to achieve this Sub-goal:

1. Determine feasibility of building new self-contained facilities

2017 Status: Funds have not been available to begin this project.

2018 Status: No change.

2019 Status: No change.

2020 Status: No change.

2021 Status: No change.

2022 Status: No change

**Sub-goal 6:** Build a dedicated parking lot for staff

Tasks to achieve this Sub-goal:

1. Maintenance Department to research need and ability to create

2017 Status: Funds have not been available to begin this project.

2018 Status: No change.

2019 Status: No change.

2020 Status: No change.

2021 Status: No change.

2022 Status: No change

**Sub-goal 7:** Build a storage area in the bull pen for auto.

Tasks to achieve this Sub-goal:

1. Determine funding options.
2. Determine best location.

2021 Status: No change.

2022 Status: No change

**Sub-goal 8:** Construct a new bus lane from Penny Lane to the east side of CRTEC

Tasks to achieve this Sub-goal:

1. Develop engineering plans

2017 Status: Funds have not been available to begin this project.

2018 Status: No change.

2019 Status: No change.

2021 Status: No change.

2022 Status: No change

**Sub-goal 9:** Widen the east-west road on the north end of CRTEC in conjunction with the north expansion project. Create a student entrance on the north end. Construct a turn-out and covered student entrance

Tasks to achieve this Sub-goal:

1. Develop engineering plans

2017 Status: Funds have not been available to begin this project.

2018 Status: No change.

2019 Status: No change.

2020 Status: No change.

2021 Status: No change.

2022 Status: No change

**Sub-goal 10:** Install lockers in CRTEC CTE hallways and/or shops for students.

Tasks to achieve this Sub-goal:

1. Develop plans for placement of these lockers.

2021 Status: No change.

2022 Status: No change

## 2. Student life

**Vision:** “Students and their families will choose to attend COSSA Academy and CRTEC CTS over other alternative school options. COSSA Special Education programs will prepare students for success at whatever they undertake in life.”

COSSA will achieve this vision by meeting these sub-goals:

**Sub-goal 1.** COSSA Academy will create a “Community School” within COSSA Academy.

Baseline: 2019-2020 COSSA has limited clothing available for students through Deseret Industries (Academy) and the COSSA Foundation (CTE).

COSSA Academy started a weekend backpack meal program in 2020, but had to cease due to the Covid-19 stay-at-home order.

SWDH provides a free clinic for students in CRTEC, but response is limited.

Tasks to achieve this Sub-goal:

1. COSSA Academy will submit a grant request to the United Way to become a “Community School”.

2020 Status: COSSA Academy received a \$10,000 grant from the United Way of Treasure Valley to become a “Community School”.

2021 Status: COSSA Academy received a \$10,000 grant from the United Way of Treasure Valley to continue and expand Community School, and to build a permanent Community School building.

2022 Status: Community School building should complete remodeling mid-year. Staff will complete restorative justice training in 2022.

**Sub-goal 2:** Create the safest possible environment for all students.

Tasks to achieve this Sub-goal:

1. Strengthen and enforce existing anti-bullying and anti-harassment rules in the Student Handbook.
2. Enforce “zero tolerance” of negative, hateful language, including “put-downs”.



3. Continue to use student surveys to judge effectiveness.
4. Purchase an anonymous social-media platform for reporting bullying and/or potential violence in the school.

2017 Status: COSSA Academy offers two highly successful anti-bullying programs:

- Sources of Strength anti-bullying campaign
- Annual Teens and Risky Behavior Symposium

COSSA purchased a module of the “SafeSchools” software that allows anonymous reporting of bullying or violence.

- 2018 Status: No change.
- 2019 Status: No change.
- 2020 Status: No change.
- 2021 Status: No change.
- 2022 Status: No change.

**Sub-goal 3:** Construction of an outdoor basketball court at CRTEC.

Tasks to achieve this Sub-goal:

1. Maintenance Department has been tasked to begin planning.
2. Use grants to pay for routine items to allow saving for the approximately \$60K required for this project.

- 2017 Status: Funds have not been available to begin this project.
- 2018 Status: No change.
- 2019 Status: No change.
- 2020 Status: No change.
- 2021 Status: No change.
- 2022 Status: No change.

**Sub-goal 4.** COSSA Special Education will implement an 18-21 year-old transition program for Extended Resource Room (ERR) students.

Baseline: In 2018-2019 there is no transition program at COSSA

Tasks to achieve this Sub-goal:

1. Investigate best practices in transition programs to determine how they operate and how a transition program can be implemented in COSSA.
2. Research using Perkins “transition” funding to pay for this type of program.

2019 Status: No change.

2020 Status: First attempt at transition school was moderately successful, but could be vastly improved upon. Covid-19 pandemic interfered with implementation.

2021 Status: A few students were able to practice life skills in transition program.

2022 Status: Plan to move the transition program into Wilder classrooms.

**Sub-goal 5. Build a Gym**

Baseline: No gym in the Academy

Tasks to achieve this Sub-goal:

1. Explore funding.

**Sub-goal 6. Create positive student clubs and alliances.**

Baseline: No student clubs in Academy

Tasks to achieve this Sub-goal:

1. Build on success of BPA in Academy to offer other extracurricular clubs.

2020 Status: No change.

2021 Status: No change.

2022 Status: No change

### 3. Student achievement

**Vision:** "COSSA will be the leader in developing alternative education student achievement methodologies."

COSSA will achieve this vision by meeting these sub-goals:

**Sub-goal 1.** Positive placement (college, military, work) results for graduating seniors will show at least 60% of the graduates positively placed.

Baseline: 2013 graduates = 50% positive placement.

Progress: 2014 graduates = 73.7% positive placement.  
2015 graduates = 65% positive placement.  
2016 graduates = 83% positive placement.  
2017 graduates = 57% positive placement.  
2018 graduates = 78.6% positive placement.  
2019 graduates = 60.7% positive placement.  
2020 graduates = 60% positive placement

Tasks to achieve this Sub-goal:

1. In February, administration will contact former students who graduated in May of the former year to determine their status
2. Administration will create an annual positive placement report
3. Based on the annual report, the School Improvement Team will investigate ideas to improve positive placement results

2018 Status: Drop to 57%, slightly below goal of 60%.

2019 Status: In addition to increasing to 78.6%, over \$230K in economic impact.

2020 Status: 60.7%, down from year before, but at target. \$204K in economic impact.

2021 Status: 60%, at target. \$351K economic impact. Adding in growth goal: try to hit 65% positive placement with 2021 graduates.

**Sub-goal 2.** The number of Industry certifications earned by COSSA Academy students will increase each year until all COSSA Academy students are achieving at least one industry certification during their high school career.

Baseline: 2019-2020 = 4/5 or 80% Academy students enrolled in CTE achieved WRA certification.

Tasks to achieve this Sub-goal:

1. Create industry certification opportunities within COSSA Academy such as CPR, OSHA 10-hour, WRA, etc.

2020 Status: Beginning to administer secondary certs: OSHA, CPR, etc.

**Sub-goal 3.** COSSA Academy will meet or achieve all applicable State Department of Education mandated student achievement goals.

Tasks to achieve this Sub-goal:

1. COSSA Academy will create a School Wide Improvement Plan (SWIP).

2019 Status: COSSA Academy has created a School Wide Improvement Plan (SWIP) with the help of an SDE Capacity Builder which will help address these student achievement goals.

2020 Status: No change.

2021 Status: No change.

2022 Status: No change

**Sub-goal 4.** Pre- and post-test percentage point increase data, as analyzed by the school's Continuous Improvement Team for all core classes (English, science, math, Government) in COSSA Academy, will increase to 50%. This will be both "A" and "B" sections of English 9, 10, 11, and 12; Algebra I, Algebra II, and Geometry; Earth Science, Biology, Environmental Science, Advanced Biology; and Government. Average annual growth, by class, should be no less than 5% increase per year.

Baseline: 2013 – 2014 = no pre- and post-test data was collected in the past.

Progress: 2014 – 2015 = average % point increase Q3 34%; Q4 40%  
2015 – 2016 = average % point increase Q1 – Q3 = 39.2%  
2016 – 2017 = average % point increase Q1 – Q4 = 43%  
2017 – 2018 = average % point increase Q1 – Q4 = 43%  
2018 – 2019 = average % point increase Q1 – Q4 = 36.75%  
2019 – 2020 = average % point increase Q1 – Q4 = 32.93%  
2020 – 2021 = average % point increase Q1 – Q4 = 43.01%

Tasks to achieve this Sub-goal:

1. Continuous Improvement Team members will analyze pre- and post-test data and develop a report of same

2. The School Improvement Team will analyze individual student data from pre- and post-test performance from classes to determine further actions to improve student performance

2018 Status: Point increase held at 43%. Need to strategize methods to improve.

2019 Status: COSSA Academy adopted a new “growth” range goal of 30-50% point increase. 2018-2019 results are within new goal.

2020 Status: Within the target range.

2021 Status: Within the target range.

**Sub-goal 5.** The number of FAFSA forms submitted by COSSA Academy graduates will reach or exceed 50%. Average annual growth should be no less than 5% increase per year.

Baseline: 2012-2013 = 17%;

Progress: 2013-2014 = 50%;

2014-2015 = 17%

2015-2016 = 14.4%

2016-2017 = 30.6%

2017-2018 = 20.8%

2018-2019 = 7.7%

2019-2020 = Data not collected due to soft closure

2020-2021 = 18 total = 72%!

Tasks to achieve this Sub-goal:

1. The school counselor will schedule a FAFSA night in conjunction with parent-teacher conferences

2. Senior seminar classes will include the requirement to complete a FAFSA form (we acknowledge that completion does NOT equal submission)

2018 Status: Counselor continues to schedule FAFSA and parent nights, some in conjunction with parent-teacher conferences.

2019 Status: Worse than ever.

2020 Status: N/A. Pandemic closure.

2021 Status: 72% is an exceptional achievement. How? Made completion of FAFSA an assignment in Senior Seminar class.

Note: study why we cannot get responses from parents and students and keep this information handy for when we get into trouble

#### 4. Employee relations

**Vision:** “COSSA will pursue innovative ways of increasing employee pay and quality of life”.

COSSA will achieve this vision by meeting these sub-goals:

**Sub-goal 1:** Reduce the out-of-pocket expenses of COSSA employees for health benefits.

Tasks to achieve this Sub-goal:

1. A team of CEA members has assembled to identify alternatives to the Blue Cross benefits package.

2017 Status: The CEA team previewed the 2017-2018 benefits plan. This preview will continue in future years. CEA’s concern is that if COSSA shifts coverage to a new provider in order to reduce costs that coverage will be worse in the long run.

2018 Status: No change.

2019 Status: No change.

2020 Status: No change.

2021 Status: No change.

2022 Status: No change

**Sub-goal 2:** Increase employee pay – certified above the \$50K ceiling and classified to a living wage.

Tasks to achieve this Sub-goal:

1. Develop budgets that allow a certified salary ladder above what the state pays on the career ladder.

2. Develop budgets that allow greater than 3% increases in classified salary per year.

2021 Status: Was able to get Board approval for a new classified salary schedule that increases classified staff beginning pay and creates new columns for specialized classified staff.

2022 Status: No change.

**Sub-goal 3:** Create employee tuition assistance program.

Tasks to achieve this Sub-goal:

1. Research how, and at what costs, other districts operate employee tuition assistance programs.

2020 Status: No change.

2021 Status: No change.

2022 Status: No change

**Sub-goal 4:** Create a new-teacher Orientation Manual.

Tasks to achieve this Sub-goal:

1. See if we can find example Orientation Manual.

2020 Status: No change.

2021 Status: No change.

2022 Status: No change

**Sub-goal 5:** Hire more staff to reduce the staff to student ratio.

Tasks to achieve this Sub-goal:

1. Develop budgets that allow the hiring of additional certified and classified staff to reduce staff to student ratios to an acceptable level.

2020 Status: No change.

2021 Status: No change.

2022 Status: No change

**Sub-goal 6:** Expand options for employees to use their health benefit contribution from COSSA.

Tasks to achieve this Sub-goal:

1. A team of CEA members continues to explore possibilities.

2018 Status: Employees are able to opt out of coverage, but are not yet able to be paid “in lieu” of coverage.

2019 Status: No change.

2020 Status: No change.

2021 Status: No change.

2022 Status: No change

**Sub-goal 7:** Fund an IT support position for all COSSA programs, including those in CRTEC.

Tasks to achieve this Sub-goal:

1. Fund a part-time, traveling IT aide.

2018 Status: A student intern was used off and on during 2017-2018.

2019 Status: No change.

2020 Status: No change.

2021 Status: No change.

2022 Status: No change

**Sub-goal 8:** COSSA employees need to be seen as valuable members of the consortium school staff.

Tasks to achieve this Sub-goal:

1. Develop a marketing plan that highlights the value COSSA employees add to the consortium school.

2020 Status: No change.

2021 Status: No change.

2022 Status: No change



## 5. Stakeholder relations

**Vision:** “All stakeholder groups (students, staff, parents, Board, industry partners, Foundation, etc) continue to see COSSA as worthy of their support.”

COSSA will achieve this vision by meeting these sub-goals:

### **Sub-goal 1:** Increase involvement of the parents

Baseline: 2015-2016 = 82% “good” versus “bad” survey results.

Progress: 2016-2017 = 78.5% “good” versus “bad” survey results.  
2017-2018 = 81.25% “good” versus “bad” survey results.  
2018-2019 = 72.3% “good” versus “bad” survey results.  
2019-2020 = 71.7% “good” versus “bad” survey results.  
2020-2021 = 80.7% “good” versus “bad” survey results.

Tasks to achieve this Sub-goal:

1. Work with the parent organization to develop meaningful projects, such as helping to build the basketball court.
2. Continue to use parent surveys to judge effectiveness.

2017 Status: Parent involvement in activities such as the Prom has increased dramatically. Parent surveys conducted in conjunction with parent-teacher conferences continue to show a high percentage of “good things happening to/for my student”

2018 Status: No Change.

2019 Status: Parents completed the SDE engagement survey, and were involved in the creation of the SDE accountability SWIP.

2020 Status: No change.

2021 Status: No change.

2022 Status: No change

Note: The Community School effort discussed elsewhere will directly impact this sub-goal

### **Sub-goal 2:** Improve “Board relations”.

Tasks to achieve this Sub-goal:

1. Adopt one or more of several possible “relationship building” activities to improve Board relations with CRTEC Staff

2018 Status: No change.

2019 Status: No change.  
2020 Status: No change.  
2021 Status: No change.  
2022 Status: No change

**Sub-goal 3:** Increase the number of industry partners

Tasks to achieve this Sub-goal:

1. New for 2021-2022

## 6. School Improvement

**Vision:** “COSSA will positively change the culture of poverty and dependence of our students. Leaders and staff consistently align their decisions and actions toward continuous improvement.”

COSSA will achieve this vision by meeting these sub-goals

**Sub-goal 1:** COSSA Academy graduating seniors will show 50% percentage point gains, in the English 12 and Geometry classes taken by these graduating seniors, as measured by pre- and post-test during the “A” class of these courses.

Tasks to achieve this Sub-goal:

1. COSSA Academy will use the “Renaissance Learning” test platform to test students three times a year: beginning, at end of first semester, and at end of second semester. The data from these tests will be used to assign remediation classes to “fill in the gaps” in student learning
2. Continuous Improvement Team members will analyze pre- and post-test data for seniors in these classes every quarter and report their findings to the School Improvement Team
3. The School Improvement Team will analyze individual student data from Renaissance tests and pre- and post-test performance from classes to determine further corrective action

Note: We discovered that we had to specifically define ‘graduating senior’. We chose “any senior with 4 or fewer credits left at the beginning of quarter 4.”

Baseline:	2014-2015	34% English 53% Geometry
Progress:	2015-2016	48% English (+14%) 52.5% Geometry (basically unchanged)
	2016-2017	47% English (-1%) 51% Geometry (-1.5%)
	2017-2018	48% English (+1%) 57% Geometry (+6%) – student was in “B”, not “A”
	2018-2019	62% English (+14%) 61% Geometry (+4%)
	2019-2020	49% English (-13%) 80% Geometry (+19%)
	2020-2021	43% English (-6%)* 64% Geometry (-16%)* * =Q1-Q3 only

2018 Status: Our seniors continue to hover close to our goal of 50%. Need to strategize methods to improve.

2019 Status: Both English and Geometry gains for graduating seniors are above goal.

2020 Status: English just below goal, Geometry exceptional!

2021 Status: English even farther below goal, Geometry down from last year, but still above goal.

**Sub-goal 2.** COSSA Academy will meet or achieve all applicable State Department of Education accountability goals for Alternative Schools in graduation rate (SDE goal 67%) and ISAT performance.

Note: We need to insert baseline data from SDE on their accountability measures: graduation rate, etc, from the SWIP

Baseline: 3-year average (2015-2017) = 34.9% calculated by SDE.

Progress:	2017-2018	33% graduation rate
	2018-2019	Unable to determine
	2019-2020	53%
	2020-2021	60%

Tasks to achieve this Sub-goal:

1. COSSA Academy will create a School Wide Improvement Plan (SWIP).

2019 Status: COSSA Academy has created a School Wide Improvement Plan (SWIP) with the help of an SDE Capacity Builder which will help address these school-wide accountability goals.

2020 Status: CIP and SWIP goals established to help improve student achievement. 53% within goal.

2021 Status: 60% within goal.