

Goal 1- Ensuring the Physical, Social and Emotional Well-Being of All Students and Staff

Strategic Statement: To ensure physical, social, and emotional well-being at every school, Trumbull Public Schools will use resources and implement practices that maintain and/or further develop safe, inclusive, nurturing, and positive learning environments.



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Actions to Support Physical, Social, and Emotional Well-Being of All Students & Staff				
District-Based Action Steps	Timeframe	Who Will be Responsible?	What Resources Are Needed?	District Results-Based Accountability Indicator
Ensure welcoming, safe schools through fidelity to our District Safety Plan	Monthly Check-In	Marty Semmel, Building Principals	Monthly meetings with “In-Person Learning and Continuity of Services Team;” Quarterly meetings with District Safety Team	1.1 1.2 Best practices for a healthy environment will be uniformly understood and implemented in all schools
Implement School Gate Guardian at all schools	Sept → June	Building Principals, Jeff Hackett, Scott Sikora	School Gate Guardian Kiosks; Training for Security Guards, Principals, Building Secretaries	1.1 All visitors will use the School Gate Guardian system before accessing any school building
Implement the updated risk/threat assessment process	August 2021	Tammy Hartman, Building Principals	Updated risk/threat assessment protocols	1.1 A standardized protocol for risks/threats will provide an age-appropriate but uniform response at all schools
Provide Positivity Training	Sept-May	Tammy Hartman,	Happiness Advantage	1.2 1.3 All staff receive

through Trainer of Trainer Models		Building Principals	Trainers	training on Positive Psychology
Implement district-wide school climate survey (with age-appropriate adaptations)	October (pre) and May (post)	Tammy Hartman, District SEL Committee, Building Principals Safe School Climate Committee	SEL Committee meetings; time to administer survey and analyze results	1.4 District-wide climate survey is completed by K-12 students and survey data is reviewed district and school committees
Supply mandated safety trainings via online platform where possible with 100% completion	August professional development days	Regina Williams, Christina Hefele	Training Schedule with deadlines for each module	1.6 All staff need to complete mandated training on identified topics
Plan and participate in district-wide training exercise (table top)	To Be Determined by District Safety Committee	Scott Sikora, District Safety Team Members, Building Principals, Security Team	Scott Sikora or Designee	1.1 Complete one scenario-based training exercise to identify strengths and weaknesses in current practices and procedures
Analyze percent of chronically absent students by school by month (include distribution of chronically absent students by race, gender, high needs students versus all students)	September - June	Building Principals, Data Analyst, DW Social Worker	Google Document showing each school and each month for data collection	1.5 Less than 5% of students at any school will be identified as chronically absent by the end of the school year
Review discipline data	Dec 30; March 31;	Christina Hefele,	Data Support from	1.7 Suspension rates

quarterly by school (# of suspensions; distribution of suspensions by race, gender, high needs versus all students)	June 30	Building Principals	Christina Hefele; Training of building secretaries to run report	are maintained at low levels or reduced and “high needs” students are not disproportionately suspended
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Goal 1 Ensuring Well-Being Accountability Measures:	<ul style="list-style-type: none"> ● 1.1 Priorities identified by the District Safety Team are met. ● 1.2 Responses to mandates between local and state agencies are accurately aligned and communicated in a timely manner. ● 1.3 Training on positive psychology and refreshers on PBIS are completed. ● 1.4 Stakeholder data on district-created climate surveys reflects feelings of physical, social and emotional well-being. ● 1.5 Less than 5% of students are identified as chronically absent by the end of the school year. ● 1.6 By October 31, 100% of staff participate in mandated safety training ● 1.7 Suspension rates are maintained at low levels or reduced and “high needs” students are not disproportionately suspended.
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Goal 2: Optimize Teaching & Learning

Strategic Statement: Trumbull Public Schools will continue to provide high quality teaching that emphasizes the use of high-leverage instructional strategies in which educators deliver our TPS curriculum with fidelity.



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Actions to Optimize Teaching & Learning				
District-Based Action Steps	Timeframe	Who Will be Responsible?	What Resources Are Needed?	Results-Based Outcomes
Implement a K-8 Universal Assessment Tool for Literacy and Math	Aug to June 2022	Sue Iwanicki, Christina Hefele, District Program Leaders and Building Principals	A nationally normed, standards-based measure; Professional Development for Teachers	2.1 2.2 2.5 Administration and educators can administer and use results to inform instruction and decision making
Conduct Assessment Calendar Review and Revision	July to August 2021	Sue Iwanicki, Christina Hefele,	Meeting time with committee of program leaders, building principals and other representatives as needed	2.1 Creation of a streamlined 2021-22 Assessment Calendar
Review and update our MTSS system	Sept to Dec 2021	Tammy Hartman, Sue Iwanicki, Building Principals	Updated state guidance Templates already being used at schools E-system to coordinate	2.5 2.6 Use of forms leads to targeted and measurable results for students

Create goals to ensure equitable practices through district and school based teams	Aug to Dec 2021 (District/THS) Jan 2022-June 2022 (Schools)	Sue Iwanicki, Regina Williams, Marc Guarino, Building Principals	SERC Resources; Harvard RIDES Templates	2.5 Goals and Results from District and School Based Equity Teams
Develop a comprehensive PK-12 Vision of the Graduate	Sept → May	District V.O.G. Committee led by co-chairs	Outside Facilitator; Thought Exchange; Meeting Time	2.10 Completed Vision of the Graduate
Professional guidance regarding analysis of student performance and planning of instruction will be provided by school leaders, specialists, and coaches and implemented by instructional staff	August → June	Sue Iwanicki, Building Principals, Department Heads, Academic Instructional Leaders, Specialists & Program Leaders		2.3 Professional Learning Surveys 2.2, 2.4, 2.5 Student achievement data 2.11 Observations 2.3 District and school-based meeting minutes
Create Professional Learning Community to monitor and analyze district wide results	Sept → May	Sue Iwanicki and Marty Semmel	Performance and Feedback Data	2.4 Minutes/Action Plan from PLC, walkthrough observation notes

Goal 2 Teaching & Learning
Accountability Measures:

- 2.1 Assessment audit completed and new district assessment calendar is created.
- 2.2 Data outcomes will be produced on a consistent platform K-8.
- 2.3 Professional Learning feedback will be collected after each district wide professional development day that reflects high quality adult learning and improved instruction.
- 2.4 District and state accountability measures will reflect student performance at 80% or higher on grade level or at least 1 year's growth by 2023.
- 2.5 Performance of our High Needs Students will reflect growth towards eliminating the achievement gap.
- 2.6 Tiered instruction will reflect the use of leverage data in decision-making, planning, and implementation at the school level.
- 2.7 District and School Based Equity Teams are in place and promote changes in practice that increase positive outcomes and experiences for all students, especially marginalized youth (SERC).
- 2.8 Curriculum reflects creation and revision that is appropriately inclusive and balanced with an eye on equity
- 2.9 Continued reputation of excellence in producing well-rounded student prepared with 21st century skills through focus groups, surveys and other district town halls, etc.
- 2.10 Completed vision for Profile of the Graduate that is communicated to all stakeholders.
- 2.11 Teaching and Learning will reflect best practices as measured through staff evaluation processes.

Goal 3: Budgeting to Support Continuous Improvement

Strategic Statement: Trumbull Public Schools will support continuous improvement through the provision of financial stability and fiscal responsibility.



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Actions to Budget in Support of Continuous Improvement				
District-Based Action Steps	Timeframe	Who Will be Responsible?	What Resources Are Needed?	Results-Based Outcomes
Expand NovaTime Usage to include custodians, paras, secretaries, food service, security guards, CILU support staff	October 2021	Paul Hendrickson Deb Nakano	Training of paras; all other groups have been trained.	3.4 Reduce paper timesheets; Decrease time needed to complete payroll
Implement Position Control	October 2021	Paul Hendrickson Regina Williams	Education of Position Control module of MUNIS from Tyler Technologies. Coding of positions for input into MUNIS.	3.1 3.4 Accurately track Full Time Equivalents (FTE's)
Review all components of the Operational Review to ensure fidelity to process and complete all final components	December 2021	Paul Hendrickson Business Office	Time to review implemented practices	3.1 3.2 More efficient business controls
Track ARP / ESSER funds	Throughout 2021-2022	Business Office, HR Office, Sue Iwanicki	Work with Assistant Superintendent and HR to track hires and other expenses related to the ARP / ESSER funds.	3.1 3.3 3.5 Accurately report expenditures to State; Effectively use funds

Modify Budget Process	September - November 2021	Paul Hendrickson Peg Brindisi	Develop per pupil allocations for all schools related to consumable items. Ensure all Department Heads and Directors have access to budget Googlesheet to understand their own area and the entire budget.	3.1 3.2 3.3 Budget process allows for communication and development of coherent budget tied to student learning
Update website page for the Business Department	September 2021	Paul Hendrickson Alicia DiLorenzo	Develop a logical format to layout Business Office functions enabling an easy to use website.	Consolidate all Business Office related items under one tab

Goal 3 Budgeting
Accountability Measures:

- 3.1 Results of the annual Budget Audit reflect no errors of concern
- 3.2 Feedback from stakeholders reflects continued transparency
- 3.3 Budgets reflect equity in provision of supplies and personnel for programming.
- 3.4 Staffing and resources are accurately planned for and appropriated.
- 3.5 Increased revenue is generated through grant funding and contributions as evidenced in the budget.

Goal 4: Operational Excellence & Continuous Improvement

Strategic Statement: Trumbull Public Schools will implement coherent systems that generate leading and lagging data points to inform continuous improvement.



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Actions that Ensure Excellence & Continuous Improvement				
District-Based Action Steps	Timeframe	Who Will be Responsible?	What Resources Are Needed?	Results-Based Outcomes
Review all practices and procedures to develop a vision and strategic plan for HR (compliance, talent acquisition and retention, legal and contractual obligations)	August → June	Regina Williams	HR Materials Focus Groups with HR Staff Legal guidelines	4.1 Completion of an HR Vision and Strategic Plan 4.2 Systems will document our improved processes for hiring, recruitment, retention, and evaluation for non-certified and certified staff. 4.4 Paperwork will reflect civil rights compliance.
Provide opportunities for two-way communication through weekly (Building Principals/monthly Superintendent) updates, town hall meetings, surveys, and focus groups	August → June	Marty Semmel, Sue Iwanicki, Tammy Hartman, Building Principals	Technology support for town hall meetings and surveys	4.5 Surveys, town hall meeting minutes, focus group outcomes

Data system will allow parent access to identified summative assessment data	January → June	Christina Hefele and Tech Integrators	Tableau PD Time for Principals/Certified Staff	4.7 Parents can access student outcomes online.
Create District Wide Professional Learning Community	Monthly meetings beginning in Sept 2021	Marty Semmel/Sue Iwanicki	Time to meet/collaborate with district team	4.8 System for analyzing Continuous Improvement Plan and adapting as needed
Develop prioritized 5 year capital plan	December 2021	Dave Cote	Current 5 year plan; access to town officials	4.6 Priorities identified and detailed for capital plan

Goal 4 Operational Excellence
Accountability Measures:

- 4.1 Creation of an HR Vision and Department Strategic Plan
- 4.2 Systems will document our improved processes for hiring, recruitment, retention, and evaluation for non-certified and certified staff.
- 4.3 Survey data from staff will report a higher degree of efficacy due to the coherent manner in which paperwork is received, processed, and responded to
- 4.4 Paperwork will reflect that civil rights concerns will be proactively addressed and any that arise will continue to be addressed in a timely and proactive manner.
- 4.5 Survey data and focus group feedback will reflect that stakeholders continued to maintain high-quality, clear and consistent messaging and communication.
- 4.6 Our school system grounds and buildings will remain attractive, welcoming, and safe in order to provide optimal environments for teaching and learning.
- 4.7 E-systems will allow parents/caregivers access to district summative data.