

Annual Priority Action Plan for Goal 1 - 2021-22 (DRAFT)

All students are engaged in a rigorous education resulting in college, career, and life readiness

Aligned Strategies

1. Course and instructional units include common critical competencies, aligned assessments between the two high schools, and multiple measures of success.
2. Students explore big ideas, leverage technology, make real world connections, and use authentic ways to demonstrate their knowledge and interests.
3. Students use their individual data to shape decisions about career and life readiness

Equity Goals

1. Raising the academic achievement and social/emotional outcomes for all students while eliminating the historically predictable racial outcomes.
2. Designing and implementing a culturally responsive curriculum and pedagogy that interrupts racism and other systems of oppression and allows all students to see themselves in their schooling.
3. Identifying and removing barriers in our current policies, procedures, systems, and practices that limit opportunities for our students.

Execute	Develop	Investigate
<p>Curriculum Alignment: Program teams will finalize their work and hand off to a curriculum development team in the following content areas: <i>English, Social Studies, Art/Music, World Languages, PHD, CTE.</i></p> <p>Ongoing Focus: Program Sequence, Course Alignment between campuses</p> <p>Grading Alignment: Implement Common Grading Scale, Category Weight Framework in each department/course</p>	<p>Curriculum Development Team Work includes</p> <ul style="list-style-type: none"> ● Standards unpacked and logical course sequence established ● Write/revise/unify courses for POS ● Vertical skill/content alignment (e.g. writing skill alignment begins) ● Coordinate articulation with MS ● Identify instructional materials <p>Writing Team Work:</p> <ul style="list-style-type: none"> ● Science: BOTLE and Capstone Courses ● Math: Quantitative 	<p>Common Policies on Late Work and Assessment Retakes</p> <p>Academic Integrity Policies</p> <p>Common Assessment Development</p> <p>Collect data to measure progress on KPIs</p> <p>Earned Honors Credit as an <i>additional</i> option to grant honors course credit in College Prep courses</p>

New Aligned Course Implementation: Science - COES	Reasoning, Algebra 1 and AP/PWR courses <ul style="list-style-type: none">• Other courses identified by program Development Teams	
---	---	--

Annual Priority Action Plan for Goal Two (Draft)
Foster an inclusive, safe, nurturing learning environment.

Aligned Strategies

Ensure courses and instructional units include common critical competencies, aligned
 Maximize the use of time and support to close achievement gaps and meet individual student needs.

Provide opportunities for student voice, engagement, and responsibility that allow students to be active participants in their learning.

Utilize best practices to address student social, emotional, and high anxiety needs.

DRAFT Key Performance Indicators for Goal Two

Establishing baseline KPI data:
Chronic Absenteeism
Supportive Environment (5 Essentials)
Academic Engagement (5 Essentials)

Participation in Co-curricular Activities
Ruler Pre/Post Assessment
Student Behavior
Student Engagement

2021-2022 Action Plan

Execute	Develop	Investigate
<ul style="list-style-type: none"> Organize a team of diverse students to help with the implementation of the strategic plan and help communicate student perspectives on important educational decisions. Implement Universal, Tier 1 transformative SEL lessons in both buildings to all students regardless of learning location (to be delivered in a similar structure at Central like #SouthPride at South including student voice) Continue implementation of RULER curriculum in all grade levels of PE. 	<ul style="list-style-type: none"> Review construction calendar with school calendar to provide natural breaks in order to promote increased attendance and student/staff well-being. Put together a sample block schedule and work through logistics and impacts on union contracts, minutes lost/gained, curriculum and SEL pros/cons. Creating a new survey to obtain data from staff and students referring to block scheduling and later start times. 	<ul style="list-style-type: none"> Contact comparable schools to share the implementation and impact of : <ul style="list-style-type: none"> advisory periods longer lunch periods Research opportunities to engage in inter-district professional development around <i>transformative SEL</i> practices with our sender schools Explore creating a "RULER preview" lesson for 8th graders Survey students to determine the causes and levels of student stress

<ul style="list-style-type: none"> ● <i>Continue development and training on culturally-responsive teaching and transformative SEL (as defined by CASEL) in partnership with the District Director of Instructional Equity</i> ● <i>Review SEL-related data and reports within 4 weeks of receiving data to determine next steps for decision-making.</i> ● <i>Update the CASEL competency overviews for departments to include the transformative SEL</i> 	<ul style="list-style-type: none"> ● <i>Create professional development aligned to Danielson framework on student engagement and equity.</i> ● <i>Implement the Panorama survey tool to gather data and inform SEL planning</i> ● <i>Utilize a regular process for collecting student walk-through data <i>that involves the selection of a diverse student voice group.</i></i> 	<ul style="list-style-type: none"> ● <i>Compare hospitalization data pre- and post-pandemic remote learning and implications for SEL planning</i>
---	---	--

***DRAFT - Annual Priority Action Plan for Goal Three - SY21/22
Systems promote staff engagement, collaboration, innovation,
satisfaction, and accountability***

Aligned Strategies

Provide opportunities for staff voice, engagement and input into critical decisions that lead to improved collaboration, communication, professional development, and system coherence.

Establish a meaningful data and information system that improves goal setting, progress monitoring, and reporting of performance at all levels.

Collaborate with sender K-8 districts to inform instruction and to develop a pathway linking elementary, middle, and high school experiences.

Key Performance Indicators for Goal Three

Baseline data collected during the SY21/22 school year from Panorama survey to include school leadership perceptions and staff wellness measures.

5 Essentials data

Collect data and set goals for:

- Retention of staff
- Dual credit eligible staff
- Hiring for diversity

2021-2022 Action Plan

Execute	Develop	Investigate
<p>Continue and/or expand current staff engagement opportunities through Superintendent Roundtable, PTAC, CELT, LLT, PERA, and building level initiatives.</p> <p>Complete an Internal audit of all HR processes and procedures by December 31, 2021.</p> <p>Negotiations with teachers and support staff completed</p>	<p>Develop an internal procedure manual to document HR processes which will provide consistency, efficiency, and clarity for staff. This will build trust and lead to increased employee satisfaction and engagement.</p> <p>Develop a Staff Wellness plan. Areas of focus include physical wellness, financial wellness, and mental health.</p>	<p>Investigate systems such as electronic personnel files, wellness apps, use of employee self service (ESS), and other platforms that can provide efficiencies and clarity for staff.</p> <p>Investigate “Best Workplace” designations such as “Great Places to Work” Certification or Top Diversity Employers</p> <p>Collaborate with goal champions to create</p>

<p>in a collaborative and timely manner.</p> <p>Administer staff survey to gather baseline data which will be used to develop action plans.</p>	<p>Develop strategies aimed at increasing hiring of highly qualified staff that more closely reflects the school community in terms of race, cultural background, linguistic skill, physical abilities and disabilities, sex, and sexual and gender identify.</p> <p>Develop metrics in support of strategic plan (hiring for diversity, retention, dual credit staffing, etc)</p> <p>Begin work on succession planning to address upcoming retirements.</p>	<p>effective articulation and to facilitate communication and professional learning with the sender districts.</p> <p>Investigate improvements to the support staff evaluation plans.</p>
---	---	---

Draft Annual Priority Action Plan for Goal Four
Engage families and the community as important partners in the education process.

Aligned Strategies

Improve communication and collaboration with families and the community through voice, engagement, input and partnerships in an effort to build trust and unity.

Partner with the community to enhance student vocational, career and life readiness.

Key Performance Indicators for Goal Four

Get baseline data for satisfaction surveys

**Updates from 86 Open Rate
Board Briefs Open Rate**

2021-2022 Action Plan

Execute	Develop	Investigate
<p>Partner with Panorama to administer satisfaction surveys to stakeholders.</p> <ul style="list-style-type: none"> ● Summer of 2021 - set up user accounts; train people how to use the platform; develop the plan for the 2021-22 school year (topics, audiences, frequency, schedule, etc.) ● Fall of 2021 - implement the plan developed over the summer, which will include communicating goals, strategies, timeline, etc. to stakeholders ● Provide updates about the implementation of 	<p>Develop a plan for how we can best support the other goal champions - i.e., help them communicate the status/progress of their work and how stakeholders contribute to it.</p> <p>Begin developing a district-level alumni relations plan.</p> <ul style="list-style-type: none"> ● Work with schools and boosters to begin collecting information for alumni; use that information to create a contact list ● Research the pros and cons of using an external alumni management platform to help make new connections and build upon existing 	

<p>the plan throughout the school year, including survey results and changes to the plan</p> <p>Update/improve the overall look, functionality and accessibility of the district's family of websites.</p> <ul style="list-style-type: none"> ● Update content across the family of websites during the summer and fall of 2021 ● Contact Blackboard (current website provider) to explore options for updating/redesigning the sites and get estimates for how much it would cost ● If working with Blackboard is not a viable option, issue an RFP in late fall or winter to identify a new provider ● Explore the options and opportunities that exist for collecting stakeholder feedback about the district's websites that can be used to support the redesign ● Depending on the time it takes to update the content, 	<p>ones</p> <ul style="list-style-type: none"> ● Get feedback from alumni about the type and frequency of the information they want to receive from the district ● Begin including interested alumni on the distribution lists for update emails and newsletters ● Provide alumni with information about ways they can get involved - e.g., guest speakers, internships, mentoring, etc. ● Work with alumni to help build our list of contacts <p>Work with the new assistant superintendent for HR to develop a plan for internal communications</p> <p>Develop a social media strategy to better maximize our use of the platforms</p>	
---	--	--

<p>complete the RFP process if necessary, and collect any feedback we want/need from stakeholders, the work on the redesign will either begin in the spring or summer of 2022</p> <p>Continue community outreach/engagement activities.</p> <ul style="list-style-type: none">● Work with principals and activities directors again to identify opportunities for Superintendent Prentiss to meet with student groups to discuss the state of the district in general or specific topics of interest● Explore opportunities for Superintendent Prentiss to engage in similar meetings with parent and community groups● Continue to hold Superintendent's Roundtable and identify other opportunities to engage staff in discussions about specific topics or the state of the district in		
--	--	--

<p>general</p> <ul style="list-style-type: none">● Assist the board in implementing its community engagement plan <p>Advance the district's equity work.</p> <ul style="list-style-type: none">● Use print and electronic communications to share information about our work and updates on its progress - e.g., a Q&A with Dr. Payne in our print newsletter● Support, highlight and promote the equity-related work being undertaken by our goal champions - e.g., information about the steps we are taking to develop a culturally responsive curriculum and teaching practices, detail the activities we are undertaking in conjunction with the recruitment and hiring of candidates of color, etc.● Update the section of the website that features the equity statement and equity statement video to include information		
---	--	--

<p>about the other steps we are taking to improve equity across the district</p> <ul style="list-style-type: none"> ● Work with the Culture and Equity Leadership Team (CELT) to identify the ways we can use our communication resources to support the work of the group - e.g., videos, profiles, media stories, etc. <p>Utilize video to educate and inform people about what is happening in the district.</p> <ul style="list-style-type: none"> ● Continue weekly updates about the status of Future Ready Facilities projects ● Launch “Inside the Classroom” web series that will highlight the work our students and staff are doing in our classrooms <p>Continue to use the district’s various communication tools and platforms to promote what is going on in the district and publicize the ways in which people can get involved in or help guide our work.</p> <ul style="list-style-type: none"> ● Print newsletter mailed twice a year to 		
--	--	--

<p>nearly 35,000 homes and businesses in the community</p> <ul style="list-style-type: none">● Updates from 86 emails sent to students, staff, families, community members, feeder superintendents, local mayors and reporters every Monday● First Look and Board Briefs sent to staff, families, community members, feeder superintendents, local mayors and reporters for every board meeting● Social media - Facebook, Twitter and Instagram		
---	--	--

Draft Annual Priority Action Plan for Goal Five
Effectively use financial, facility, and technology resources.

Aligned Strategies

Allocate and equitably distribute resources to meet the needs of all students as well as achieve the mission, vision, goals and strategies of the strategic plan.

Provide facility renovations and additions to make both schools equitable and optimal for the teaching and learning practices.

Address facility safety, infrastructure, and accessibility deficiencies.

Implement a sustainable maintenance and technological infrastructure plan.

Key Performance Indicators for Goal Five

**Fund Balance to Revenue
Days District Could Operate with No
Additional Revenues
Capital Replacement Plan on Schedule**

**Operational Revenues to Expenditures
Instructional Expenditures Per Pupil
Operating Expenditures Per Pupil
Revenue Allocated to Capital**

2021-2022 Action Plan

Execute	Develop	Investigate
<p><u>Strategy 12</u> Continue to evaluate resource allocation across the District to make sure it aligns with the strategic plan initiatives.</p> <p><u>Strategy 13</u> Complete phase 2 classroom remodel.</p> <p>Additions for Fine Arts and Student Services will</p>	<p>Evaluation of stipend allocation for extra-duty assignments: curricular, athletics, and activities.</p> <p>Phase 3 classroom renovations are anticipated to include all remaining South classrooms. Pilot 2 department offices at each campus.</p> <p>Finalize the CTE and art room plans for phase 3. These will</p>	<p>Phase 4 classroom remodel will be all remaining classrooms at Central. Address all remaining department offices.</p> <p>Continue to work with Goal 1 and Goal 2 to make sure the</p>

<p>continue into the 2021-22 school year. The pool at South will also continue through next year.</p> <p><u>Strategy 14</u> The remaining accessibility funds that were not allocated to projects were allocated to fund restroom upgrades at Central and South.</p> <p>Significant improvement in safety through cameras, access controls, command centers, and Security Officers.</p> <p><u>Strategy 15</u> The District has continued to make investments in upgrading IT infrastructure based on the five year replacement schedule completed by the CIO.</p> <p>Include the next phase of capital replacement in Fiscal Year 2022 budget.</p>	<p>be the last major instructional spaces that are planned as part of the referendum.</p> <p>As part of phase 3 all outstanding life safety items will be addressed.</p> <p>Additional improvements being evaluated and implemented in FY 2022 to address emergency response.</p> <p>Continue to maintain and fine tune the IT and B&G capital replacement lists.</p> <p>Continue to work with departments on developing long-term capital replacements schedules.</p>	<p>facilities are appropriate to meet the future instructional needs. Potential creation of additional flex learning space.</p> <p>Accessibility still needs to be addressed for South's baseball and varsity softball fields. This could move into development for phase 3.</p> <p>Continue to look for opportunities to address areas of the school that need accessibility improvements. Create a committee or pull the plan team together? Annual survey questions?</p> <p>What is the best way to maintain comprehensive capital replacement schedules for the District (software system vs. manual spreadsheet)?</p>
--	--	--