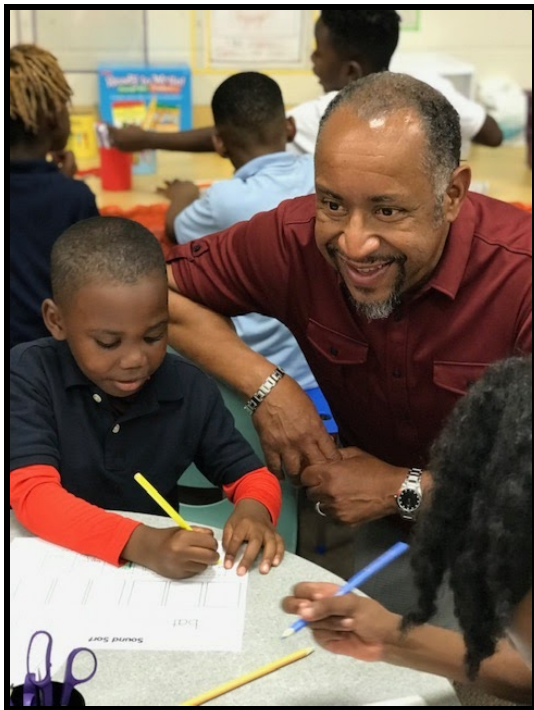


# EAST ST. LOUIS SCHOOL DISTRICT 189

## Strategic Plan

SY2021-22 to SY2025-26



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## VISION

Students in East St. Louis School District 189 are supported physically, socially, and emotionally in a safe and nurturing environment to achieve academic success that prepares them for college, the workforce, and citizenship in the 21<sup>st</sup> century.

## MISSION

The mission of East St. Louis School District 189 is to cultivate the potential in every student to thrive as a global citizen by inspiring a love of learning and civic engagement, by challenging and supporting every student to achieve academic excellence, and by embracing the full richness of our community.





## GUIDING PRINCIPLES

- **EQUITY** - *Equity in education is a careful, multi-faceted approach for allocating resources and targeting supports so that all students can achieve educational success. In practice, it focuses on providing these resources to lower-performing or at-risk sub-groups of students to close any achievement gaps. It also includes creating culturally responsive and inclusive learning environments.*
- **EXCELLENCE** - *Excellence in education is setting high expectations for administrators, teachers, staff and students and creating the conditions necessary for success. Educational excellence is the commitment to rigorous content, productive struggle and perseverance through adversity. Excellence can be witnessed with highly effective teachers advancing an educational process with students deeply engaged in inquiry, intellectual rigor, and reflection.*
- **ACCOUNTABILITY** - *Highly effective schools have transparency and open progress monitoring of student and school performance. Administrators, educators, students and parents all have an active role in education. District and school leaders are accountable to stakeholders in education and accountable for the responsible use of resources.*
- **INNOVATION** - *Innovation in education means facilitating a culture where creative ideas flourish. Innovation may lead to incremental or radical changes in products, processes or services. As a key method within the continuous improvement cycle, innovation means adjusting policies and practices to create strong conditions for student learning success.*



## CONTINUOUS IMPROVEMENT PROCESS

The following visual depicts our continuous improvement process. This process is used for on-going evaluation of the effectiveness of the Strategic Plan. Timely modifications are made to respond to the changing needs of students or when data indicates that expected outcomes are not being achieved.



## GOALS AND OBJECTIVES

The work in East St. Louis School District 189 is guided by five goals:

- I. **Academic Excellence.** Establish and maintain continuous academic growth toward exceeding grade-level expectations for all students using diverse, culturally responsive, rigorous, and ISBE standards-aligned curricula, instruction, and assessments.
  1. Implement and maintain a multi-year comprehensive plan to provide clear direction for system initiatives, improve system connectivity, and fully align district and campus resources to curricular goals and priorities.
  2. Implement, maintain and revise, as needed, a comprehensive curriculum management system that coordinates all curriculum management functions, with emphasis on all aspects of curriculum development and delivery (i.e. design, development, implementation, monitoring, evaluation, revision, etc.), in order to promote consistency and quality control across all schools, grade levels, and courses of study.
  3. Implement a three-year cyclical comprehensive evaluation plan focusing on data from valid measurement tools indicating effectiveness of student learning, teacher instruction, program implementation, and resource allocations (i.e. financial, physical, program, etc.) as they relate to the achievement of curricular goals.
  4. Implement and monitor rigorous ILS standards-aligned curriculum, programs, and assessments infused throughout teacher planning, instruction, and student performance.
  5. Ensure and measure student growth through district, state, and national assessments with the expectation of students achieving at least one year's growth.
  6. Create and implement a system that monitors curriculum, programs, and resources that are inclusive of and provide equitable access to our diverse populations, including but not limited to MTSS, SPED, ELL, Culturally Responsive, and in accordance to ISBE's 6.60 Curriculum Policy.
  7. Implement and maintain a structure for providing both mandatory and voluntary teacher professional development for the purpose of meeting evolving needs as they relate to continued growth in content, pedagogy, classroom management, and social-emotional competencies to meet the needs of all teachers and their students.

**II. Financial Stewardship and Accountability.** Preserve our strong financial standing while maintaining stable funding and sound fiscal stewardship to provide appropriate instructional resources and support services, and to operate facilities at maximum efficiency.

1. Continue to maintain "eFinance" software with an immediate focus on the payroll and position control. This will include fully utilizing all reporting models and automating the time & attendance features offered in conjunction with the TimeClock Plus system.
2. Create procedures documentation/manuals for the Finance Department.
3. Create a more efficient Grants Support Department to include improved grant procedures and best practice manuals.
4. Demonstrate fiscal responsibility through thoughtful and consistent oversight of budget development which includes fully implementing a decentralized budgeting process for all schools, departments, programs and services.
5. Evaluate the financial, educational, and administrative impact of additional staffing and duties added in preparation of future budget adjustments.
6. Identify and prioritize maintenance of school facilities based on the Facility Assessment Report from 2015 and current facility needs due to COVID-19, including preventive maintenance programs for Building & Grounds.
7. Assess Board of Education needs for financial reports and develop more meaningful reports to align with their needs.
8. In light of the recent pandemic, reassess the fund balance policy to determine if policy guidelines need to be reconsidered.

**III. Safe and Healthy Environment.** Foster a positive culture and climate that supports the health and social-emotional well-being of every student.

1. Provide all students access to a comprehensive Pre-K through 12 social and emotional learning curriculum and assessment tools.
2. Establish fully implemented, trauma-informed, culturally responsive schools and district that use social-emotional standards as a basis for reviewing, revising, and implementing policies, procedures, and practices in our district while fully supporting students.
3. Maintain a fully operational Family Engagement Center to support students, parents, and families as well as

provide services, support, and engagement in a centralized location.

4. Ensure all schools promote a clean, healthy, and positive/supportive lifestyle, culture, and climate for all children.
5. Apply the use of Multi-Tiered Systems of Support (MTSS) to guide social-emotional supports and interventions at all schools.
6. Facilitate partnerships directly related to supporting community safety for students and families.

**IV. Strategic Partnerships.** Engage families, community members and all stakeholders in a collaborative process to create a thriving culture for students.

1. Invite bi-directional communication and interactions with families and the broader community to promote transparency, accountability and listening opportunities.
2. Strengthen alignment and coordination of systems with community partners to ensure all district children are academically and socially ready/on track at multiple developmental stages.
3. Intentionally support parents' and guardians' engagement in their child's academic and social development by building relationships, creating inclusive opportunities, and establishing shared responsibility and expectations.
4. Engage students as decision-makers throughout their educational journey and expand platforms for developing student leadership and empowering student voice.
5. Develop a fully operational method for engaging the faith-based community and civic groups into meaningful participation with student learning or enrichment.
6. Design and implement a multi-year career exploration and advising system for youth along with employer, higher education and stakeholder partners in order to promote college and career readiness.

**V. Committed, Highly Effective Staff.** Recruit, hire, retain, and develop highly effective personnel to achieve academic excellence and support students' physical and social-emotional health.

1. Expand branding, marketing efforts, social media presence, and proactive recruitment efforts to develop a pipeline for staffing that ensures all positions are filled by the beginning of the school year.
2. Engage all staff in quality high impact professional development to ensure that all staff members are effective and held accountable using a fair, objective evaluation process.
3. Cultivate a positive and productive work environment that attracts, develops and increases the retention of all staff members by providing the support necessary for success in a high poverty, minority, trauma-informed school district.



4. Streamline performance standards aligned with policies and bargaining agreements, enabling the best results through managing employee performance and organizational growth.
5. Design a system that exemplifies a purposeful commitment to recruit and retain highly effective classroom teachers and staff.
6. Develop initiatives and invest in our greatest resource, employee wellness, which includes physical, emotional, social, spiritual, environmental, intellectual, career, and financial health.

## PRIORITY FUNDING DEFINITIONS

Throughout this document, initiatives that require new or alternative funding to execute will be noted. Priority initiatives will be expanded first, as funds become available. Below is the description of these priorities.

|                   |   |
|-------------------|---|
| <b>Priority 1</b> | <b>Fiscally responsible model.</b> District funds. Necessary for basic programming.   |
| <b>Priority 2</b> | <b>Essential model for student academic growth.</b> Will seek alternate funding sources to adopt. Reduced/partial activities or staffing will be added as funds become available. |
| <b>Priority 3</b> | <b>Optimal model for student success.</b> Will seek alternate funding sources to adopt. Expansion will not occur without securing additional resources.                           |

## PROGRESS MONITORING STATUS DEFINITIONS

|                    |   |
|--------------------|---|
| <b>Complete</b>    | Activity is complete and no additional work needs to be done.                                   |
| <b>On-going</b>    | Activity is intended to continue as part of best practice. "Complete" status is not attainable. |
| <b>In Progress</b> | Activity has started and is moving toward completion or "On-going" status.                      |
| <b>Pending</b>     | Activity has yet to begin.  |

## GOAL I: Academic Excellence

Establish and maintain continuous academic growth toward exceeding grade-level expectations for all students using diverse, culturally responsive, rigorous, and ISBE standards-aligned curricula, instruction, and assessments.

|  |                                      |   |
|--|--------------------------------------|---|
| <b>Objective 1.1: Implement and maintain a multi-year comprehensive plan to provide clear direction for system initiatives, improve system connectivity, and fully align district and campus resources to curricular goals and priorities.</b>   |                                      |   |
| <b>Impact on Student Achievement Goal:</b> Comprehensive, long-range planning is essential in organizing and focusing district resources to meet student needs. The comprehensive plan allows the board and administration to see all needs of the district in relationship to each other. This allows the planners to prioritize and schedule those initiatives that logically fit together. This type of planning produces the greatest return for the time, energy, and money invested. Through curriculum management planning, a school district can achieve and maintain a quality, aligned curriculum that produces desired results.<br>Visible Learning: Comprehensive instructional program (Effect size .72). |                                      |   |
| <b>Critical Initiative 1.1.1:</b> Assist the Board with revisions and/or creation of board policies and/or practices that support the development of a long-range curriculum management plan involving budgetary decisions and student achievement expectations and outcomes.  |                                      |   |
| <b>Activity 1.1.1a:</b> Maintain Policy Press Plus subscription and introduce changes via the Board's Policy Meeting Agenda and Monthly Board Meeting.   |                                      | <b>Key Measures/Targets:</b> <ul style="list-style-type: none"><li>● Policy Meeting Minutes</li><li>● Up-to-Date Board Policies aligned to state and federal guidelines</li></ul>   |
| <b>Launch Date:</b> July 2021  | <b>Estimated End Date:</b> June 2026 |   |
| <b>Responsible Personnel:</b> Superintendent, School Board Members, Superintendent's Cabinet, Director of Strategic Partnerships   |                                      | <b>Resources Needed:</b> <ul style="list-style-type: none"><li>● Policy Press Plus Subscription<ul style="list-style-type: none"><li>○ FY22-26: \$4,150 Annually</li><li>○ Incorporated in the budget</li></ul></li></ul> |
| <b>Status:</b> Ongoing   |                                      |   |
| <b>Activity 1.1.1b:</b> Establish and execute a calendar of assessment and fiscal reporting in addition to yearly audits to the Board.   |                                      | <b>Key Measures/Targets:</b> <ul style="list-style-type: none"><li>● Calendar</li><li>● Board Meeting and Committee Meeting minutes</li></ul>   |
| <b>Launch Date:</b> July 2021  | <b>Estimated End Date:</b> June 2026 |   |
| <b>Responsible Personnel:</b> Superintendent, School Board Members, Superintendent's Cabinet   |                                      | <b>Resources Needed:</b> <ul style="list-style-type: none"><li>● Bright Bytes SY 2022-2026<ul style="list-style-type: none"><li>○ Incorporated in the budget</li></ul></li></ul>  |

|   |                                      |   |
|---|--------------------------------------|---|
|   |                                      | <ul style="list-style-type: none"><li>• DOMO SY 2022-2026<ul style="list-style-type: none"><li>◦ FY22-26: \$60,000 Annually</li><li>◦ Incorporated in the budget</li></ul></li></ul>  |
| <b>Status:</b> Pending  |                                      |   |
| <b>Critical Initiative 1.1.2:</b> Strengthen the communication between the District Leadership Team (DLT), School Leadership Team (SLT), Instructional leadership Team (ILT), Superintendent's Cabinet, and the Board.                  |                                      |   |
| <b>Activity 1.1.2a:</b> Develop a yearly calendar of meeting of all committees.   |                                      | <b>Key Measures/Targets:</b> <ul style="list-style-type: none"><li>• Yearly Calendar</li></ul>  |
| <b>Launch Date:</b> July 2021   | <b>Estimated End Date:</b> June 2026 |   |
| <b>Responsible Personnel:</b> Chief of Schools, Chief Academic Officer, Director of Curriculum, School Turnaround Specialists, Principals   |                                      | <b>Resources Needed:</b> <ul style="list-style-type: none"><li>• Google Suite</li></ul>   |
| <b>Status:</b> Pending  |                                      |   |
| <b>Activity 1.1.2b:</b> Create and execute a set agenda to be followed by each team that includes communication links to the other teams within this system.  |                                      | <b>Key Measures/Targets:</b> <ul style="list-style-type: none"><li>• Agenda Template</li><li>• Executed agendas with minutes from DLT, SLT and ILT</li></ul>  |
| <b>Launch Date:</b> July 2022   | <b>Estimated End Date:</b> June 2026 |   |
| <b>Responsible Personnel:</b> Chief of Schools, Chief Academic Officer, Principals  |                                      | <b>Resources Needed:</b> <ul style="list-style-type: none"><li>• <b>NEW INITIATIVE -- Priority 2 (Grant Dependent)</b><br/>Extra-Duty Pay for school level team members<ul style="list-style-type: none"><li>◦ FY22-26: \$12,000 Annually</li></ul></li></ul> |
| <b>Status:</b> Pending  |                                      |   |
| <b>Activity 1.1.2c:</b> Provide a narrative to the board in December and May detailing the accomplishments of the system of teams, updates/revisions to the District Strategic Plan, and updates/revisions to School Improvement Plans. |                                      | <b>Key Measures/Targets:</b> <ul style="list-style-type: none"><li>• Board Curriculum Committee Minutes</li><li>• Updated Strategic Plan</li><li>• Updated/Revised School Improvement Plans</li></ul>   |
| <b>Launch Date:</b> December 2022   | <b>Estimated End Date:</b> May 2026  |   |
| <b>Responsible Personnel:</b> Chief of Schools, Chief Academic Officer, Director of Curriculum, School Turnaround Specialists, Principals   |                                      | <b>Resources Needed:</b> <ul style="list-style-type: none"><li>• Google Suite</li><li>• DOMO (accounted for in 1.1.1b)</li></ul>  |
| <b>Status:</b> Pending  |                                      |   |
| <b>Critical Initiative 1.1.3:</b> Execute and provide a report monthly meetings of the District Curriculum Committee and the Curriculum Advisory Committee (CAC).   |                                      |   |
| <b>Activity 1.1.3a:</b> Create and execute a comprehensive calendar that includes   |                                      | <b>Key Measures/Targets:</b>  |

|  |                                      |   |
|--|--------------------------------------|---|
| meeting times, professional development, facilitator/specialist school visits, review and revision of curriculum/grading guidelines/course guides, and review of proposals for the CAC.  |                                      | <ul style="list-style-type: none"><li>• Comprehensive Calendar</li><li>• Meeting Agendas and Minutes</li><li>• Board Reports</li><li>• Curriculum management documents recorded in District Curriculum Google Drive</li></ul> |
| <b>Launch Date:</b> July 2021  | <b>Estimated End Date:</b> June 2026 |   |
| <b>Responsible Personnel:</b> Chief Academic Officer, Director of Curriculum, Director of Curriculum, Instructional Facilitators, Technology Integration and Social-Emotional Specialists, District Data Management Specialist   |                                      | <b>Resources Needed:</b> <ul style="list-style-type: none"><li>• Google Suite</li></ul>   |
| <b>Status:</b> Ongoing   |                                      |   |
| <b>Activity 1.1.3b:</b> Collaborate monthly using data, problem of practice, and alignment of departmental plans (ie Technology, SEL, SPED, Curriculum) as focus for meetings.   |                                      | <b>Key Measures/Targets:</b> <ul style="list-style-type: none"><li>• Meetings Agendas and Minutes</li><li>• Board Reports</li></ul>   |
| <b>Launch Date:</b> July 2021  | <b>Estimated End Date:</b> June 2026 |   |
| <b>Responsible Personnel:</b> Chief Academic Officer, Director of Curriculum, Director of Curriculum, Instructional Facilitators, Technology Integration and Social-Emotional Specialists, District Data Management Specialist   |                                      | <b>Resources Needed:</b> <ul style="list-style-type: none"><li>• Google Suite</li></ul>   |
| <b>Status:</b> Ongoing   |                                      |   |
| <b>Activity 1.1.3c:</b> Solicit, evaluate, and provide written feedback on programming proposals from district and building leaders to determine alignment to the District's Strategic Plan, school improvement plans, departmental plans, Illinois Learning Standards, et al. |                                      | <b>Key Measures/Targets:</b> <ul style="list-style-type: none"><li>• Meeting Agenda and Minutes</li><li>• Proposal Forms</li><li>• Feedback letters/emails</li></ul>  |
| <b>Launch Date:</b> July 2021  | <b>Estimated End Date:</b> June 2026 |   |
| <b>Responsible Personnel:</b> Chief Academic Officer, Director of Curriculum   |                                      | <b>Resources Needed:</b> <ul style="list-style-type: none"><li>• Google suite</li></ul>   |
| <b>Status:</b> Ongoing   |                                      |   |

**Objective 1.2: Implement, maintain and revise, as needed, a comprehensive curriculum management system that coordinates all curriculum management functions, with emphasis on all aspects of curriculum development and delivery (i.e. design, development, implementation, monitoring, evaluation, revision, etc.), in order to promote consistency and quality control across all schools, grade levels, and courses of study.**

|  |                                      |  |
|--|--------------------------------------|--|
| <b>Impact on Student Achievement Goal:</b> The critical functions associated with curriculum design and delivery are essential to any school district's success, and must be directed and coordinated by a centrally developed plan. Such a plan documents system expectations for curriculum design and delivery and communicates how these functions align to support and extend the district, vision, mission, and goals. Quality curriculum documents are based on written, taught, and tested curriculum that is aligned in content, context and cognitive types. Visible Learning: Planning and prediction (Effect size .76); Cognitive task analysis (Effect size 1.29); Evaluation & Reflection (Effect size .75); Elaboration & Organization (Effect size .75). |                                      |  |
| <b>Critical Initiative 1.2.1:</b> Train curriculum/instructional staff and building leaders on key elements of curriculum management.  |                                      |  |
| <b>Activity 1.2.1a:</b> Enroll in and attend Level One Curriculum Management Audit training AND Curriculum Management Planning Team Training as a team.  |                                      | <b>Key Measures/Targets:</b> <ul style="list-style-type: none"><li>● Certificate of completion</li><li>● Re-imaged design of curriculum, if needed</li></ul>   |
| <b>Launch Date:</b> June 2022  | <b>Estimated End Date:</b> June 2023 |  |
| <b>Responsible Personnel:</b> Chief Academic Officer, Director of Curriculum, Instructional Facilitators   |                                      | <b>Resources Needed:</b> <ul style="list-style-type: none"><li>● <b>NEW INITIATIVE -- Priority 2 (Grant Dependent)</b><br/>Professional development and Travel:<ul style="list-style-type: none"><li>○ FY23 - \$20,000</li></ul></li></ul>   |
| <b>Status:</b> Pending   |                                      |  |
| <b>Activity 1.2.1b:</b> Train principals and instructional building leaders on key components of curriculum management implementation functions.   |                                      | <b>Key Measures/Targets:</b> <ul style="list-style-type: none"><li>● Agenda and Minutes of meeting</li><li>● Documentation of Key Takeaways</li><li>● 90% Implementation of district written curriculum based on classroom walkthrough data</li></ul>  |
| <b>Launch Date:</b> June 2023  | <b>Estimated End Date:</b> July 2023 |  |
| <b>Responsible Personnel:</b> Chief Academic Officer, Director of Curriculum, Instructional Facilitators, Principals, Building Instructional Teacher Leaders   |                                      | <b>Resources Needed:</b> <ul style="list-style-type: none"><li>● <b>NEW INITIATIVE -- Priority 2 (Grant Dependent)</b><br/>Fine Arts Instructional Facilitator<ul style="list-style-type: none"><li>○ FY 22 - \$65,000</li><li>○ FY23 - \$66,300</li><li>○ FY24 - \$67,700</li><li>○ FY25 - \$69,100</li><li>○ FY26 - \$70,500</li></ul></li></ul> |
| <b>Status:</b> Pending   |                                      |  |



|   |                                      |   |
|---|--------------------------------------|---|
|   |                                      | <ul style="list-style-type: none"><li>● <b>NEW INITIATIVE -- Priority 2 (Grant Dependent)</b><br/>Extra Duty Pay:<ul style="list-style-type: none"><li>○ FY23 - \$24,000</li></ul></li></ul>  |
| <b>Activity 1.2.1c:</b> Perform yearly maintenance training for building leaders.   |                                      | <b>Key Measures/Targets:</b> <ul style="list-style-type: none"><li>● Agenda and Minutes of meeting</li><li>● Documentation of Key Takeaways</li><li>● 100% Implementation of district written curriculum based on classroom walkthrough data</li></ul>  |
| <b>Launch Date:</b> June 2024   | <b>Estimated End Date:</b> June 2026 |   |
| <b>Responsible Personnel:</b> Chief Academic Officer, Director of Curriculum, Instructional Facilitators, Principals, Building Instructional Coaches, Academic Interventionists |                                      | <b>Resources Needed:</b> <ul style="list-style-type: none"><li>● <b>NEW INITIATIVE -- Priority 2 (Grant Dependent)</b><br/>Extra Duty Pay:<ul style="list-style-type: none"><li>○ FY24-26 - \$12,000 Annually</li></ul></li><li>● <b>NEW INITIATIVE -- Priority 2 (Grant Dependent)</b><br/>Thirteen Instructional Coaches:<ul style="list-style-type: none"><li>○ FY24 - \$845,000</li><li>○ FY25 - \$862,000</li><li>○ FY26 - \$879,000</li></ul></li></ul> |
| <b>Status:</b> Pending  |                                      |   |
| <b>Critical Initiative 1.2.2:</b> Develop written, taught and tested curriculum for all content areas for both face-to-face teaching and eLearning.                             |                                      |   |
| <b>Activity 1.2.2a:</b> Evaluate curriculum needs for all courses PreK-12.  |                                      | <b>Key Measures/Targets:</b> <ul style="list-style-type: none"><li>● Creation and yearly update of Curriculum Management Audit Chart of courses offered in district</li></ul>   |
| <b>Launch Date:</b> July 2022   | <b>Estimated End Date:</b> June 2026 |   |
| <b>Responsible Personnel:</b> Chief Academic Officer, Director of Curriculum, Instructional Facilitators  |                                      | <b>Resources Needed:</b> <ul style="list-style-type: none"><li>● Google Suite</li><li>● Resources from curriculum management audit training</li></ul>   |
| <b>Status:</b> Pending  |                                      |   |
| <b>Activity 1.2.2b:</b> Develop and/or revise curriculum and scope & sequence guides  |                                      | <b>Key Measures/Targets:</b>  |

|   |                                      |   |
|---|--------------------------------------|---|
| based on identified needs from audits.  |                                      | <ul style="list-style-type: none"><li>Yearly revised curriculum</li><li>Yearly Scope &amp; Sequence</li><li>Curriculum recorded in District Curriculum Google Drive</li></ul>   |
| <b>Launch Date:</b> July 2022   | <b>Estimated End Date:</b> June 2026 |   |
| <b>Responsible Personnel:</b> Chief Academic Officer, Director of Curriculum, Instructional Facilitators, Curriculum Writing Teams  |                                      | <b>Resources Needed:</b> <ul style="list-style-type: none"><li>Extra-Duty Pay for school level team members<ul style="list-style-type: none"><li>FY22-26: \$31,000 Annually</li><li>Incorporated in budget</li></ul></li></ul>          |
| <b>Status:</b> Ongoing  |                                      |   |
| <b>Activity 1.2.2c:</b> Evaluate and revise assessments based on alignment between ILS/ state assessment standards and the written curriculum.  |                                      | <b>Key Measures/Targets:</b> <ul style="list-style-type: none"><li>100% alignment to ILS</li><li>100% alignment to assessment priority standards</li><li>Revised assessments recorded in District Google Drive</li></ul>                |
| <b>Launch Date:</b> July 2022   | <b>Estimated End Date:</b> June 2026 |   |
| <b>Responsible Personnel:</b> Chief Academic Officer, Director of Curriculum, Instructional Facilitators, Curriculum Writing Teams  |                                      | <b>Resources Needed:</b> <ul style="list-style-type: none"><li>Extra Duty Pay (accounted for in 1.2.2b)</li></ul>   |
| <b>Status:</b> Ongoing  |                                      |   |
| <b>Critical Initiative 1.2.3:</b> Implement written curriculum/assessments and evaluate the quality of the alignment between the written, taught and tested curriculum.   |                                      |   |
| <b>Activity 1.2.3a:</b> Select a single walkthrough tool used by administrators and curriculum/instructional specialists to measure the integrity of the taught curriculum as it related to the written curriculum. |                                      | <b>Key Measures/Targets:</b> <ul style="list-style-type: none"><li>Approved walkthrough tool</li><li>Survey results from administrators and curriculum staff</li></ul>  |
| <b>Launch Date:</b> March 2022  | <b>Estimated End Date:</b> May 2022  |   |
| <b>Responsible Personnel:</b> Chief of Schools, Chief Academic Officer, Director of Curriculum, School Turnaround Specialists   |                                      | <b>Resources Needed:</b> <ul style="list-style-type: none"><li>Achieve the Core</li><li>Consultants (ie. AUSL, New Leaders)<ul style="list-style-type: none"><li>FY22 - \$45,000</li><li>Incorporated in the budget</li></ul></li></ul> |
| <b>Status:</b> Pending  |                                      |   |
| <b>Activity 1.2.3b:</b> Train leaders and teachers on implementation of the written   |                                      | <b>Key Measures/Targets:</b>  |

|   |   |  |
|---|---|--|
| curriculum/assessments and the walkthrough tool.  |   | <ul style="list-style-type: none"><li>● Agenda, minutes and handouts</li><li>● Participant's key takeaways</li><li>● 100% use of walkthrough tool by leaders and specialists/facilitators</li><li>● 90% implementation of the written curriculum</li></ul>                     |
| <b>Launch Date:</b> July 2023   | <b>Estimated End Date:</b> October 2023 |  |
| <b>Responsible Personnel:</b> Chief of Schools, Chief Academic Officer, Director of Curriculum, School Turnaround Specialists, Instructional Facilitators, Technology Integration Specialists, Instructional Coaches, Academic Interventionists |   | <b>Resources Needed:</b> <ul style="list-style-type: none"><li>● Instructional Coaches (accounted for in 1.2.1c)</li></ul>   |
| <b>Status:</b> Pending  |   |  |
| <b>Activity 1.2.3c:</b> Hire instructional coaches for everyday instructional support for teachers.   |   | <b>Key Measures/Targets:</b> <ul style="list-style-type: none"><li>● Each school has at least one instructional coach used only for instructional support for teachers</li></ul>   |
| <b>Launch Date:</b> July 2023   | <b>Estimated End Date:</b> June 2026    |  |
| <b>Responsible Personnel:</b> Superintendent, Superintendent's Cabinet, Director of Curriculum, Principals  |   | <b>Resources Needed:</b> <ul style="list-style-type: none"><li>● Instructional Coaches (accounted for in 1.2.1c)</li></ul>   |
| <b>Status:</b> Pending  |   |  |
| <b>Critical Initiative 1.2.4:</b> Assess and analyze assessment data to determine effectiveness of implementation of written and taught curriculum.   |   |  |
| <b>Activity 1.2.4a:</b> Deliver and analyze data from the district's balanced assessment system (NWEA, Illinois Assessment of Readiness (IAR), Dynamic Learning Maps (DLM), ACCESS, Common Unit Assessments, and benchmark assessments).        |   | <b>Key Measures/Targets:</b> <ul style="list-style-type: none"><li>● 95% participation rate on all assessments</li><li>● Detailed list of gaps based on analysis</li><li>● Increased student performance outcomes from one year to the next and within cohort groups</li></ul> |
| <b>Launch Date:</b> July 2022   | <b>Estimated End Date:</b> June 2026    |  |
| <b>Responsible Personnel:</b> Chief of Schools, Chief Academic Officer, Director of Curriculum, School Turnaround Specialists, Principals, Instructional Facilitators, Instructional Coaches, Academic Interventionists                         |   | <b>Resources Needed:</b> <ul style="list-style-type: none"><li>● Google Suite</li><li>● DOMO (accounted for in 1.1.1b)</li><li>● Instructional Coaches (accounted for in 1.2.1c)</li><li>● Extra Duty Pay (accounted for in 1.2.2b)</li></ul>                                  |
| <b>Status:</b> Ongoing  |   |  |
| <b>Activity 1.2.4b:</b> Perform and record walkthrough data collection via the approved   |   | <b>Key Measures/Targets:</b>   |

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| walkthrough tool.   |                                      | <ul style="list-style-type: none"><li>100% use of walkthrough tool by appropriate team members</li></ul>                           |
| <b>Launch Date:</b> July 2023   | <b>Estimated End Date:</b> June 2026 |  |
| <b>Responsible Personnel:</b> Chief of Schools, Chief Academic Officer, Director of Curriculum, School Turnaround Specialists, Principals, Instructional Facilitators, Instructional Coaches, Academic Interventionists |                                      | <b>Resources Needed:</b> <ul style="list-style-type: none"><li>Google Suite</li><li>DOMO (accounted for in 1.1.1b)</li></ul>       |
| <b>Status:</b> Pending  |                                      |  |
| <b>Activity 1.2.4c:</b> Complete analysis of teacher and student performance outcomes using data from balanced assessment system, walkthrough data and teacher evaluation data.   |                                      | <b>Key Measures/Targets:</b> <ul style="list-style-type: none"><li>Written analysis provided to Superintendent's Cabinet</li></ul> |
| <b>Launch Date:</b> July 2022   | <b>Estimated End Date:</b> June 2026 |  |
| <b>Responsible Personnel:</b> Chief of Schools, Chief Academic Officer, Director of Curriculum, School Turnaround Specialists   |                                      | <b>Resources Needed:</b> <ul style="list-style-type: none"><li>Google Suite</li><li>DOMO (accounted for in 1.1.1b)</li></ul>       |
| <b>Status:</b> Pending  |                                      |  |

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| <b>Objective 1.3: Implement a three-year cyclical comprehensive evaluation plan focusing on data from valid measurement tools indicating effectiveness of student learning, teacher instruction, program implementation, and resource allocations (i.e. financial, physical, program, etc.) as they relate to the achievement of curricular goals.</b>   |                                      |   |
| <b>Impact on Student Achievement Goal:</b> Districts need credible rationale and effective systems for appropriating and/or reallocating resources in educational programs and services, especially from any obsolescent or unproductive programs and activities to improved, emerging programs and activities of high priority based on organizational effectiveness, changing needs of clientele, or product results. Moreover, valid linkages need to be identified among organizational objectives, results, and costs in the process of improving quality control and system prudence with its resources.<br>Visible Learning: External accountability systems (Effect size .32). |                                      |   |
| <b>Critical Initiative 1.3.1:</b> Create and maintain a listing and calendar of programs to evaluate.  |                                      |   |
| <b>Activity 1.3.1a:</b> Compile and update list of district programs and resources.  |                                      | <b>Key Measures/Targets:</b> <ul style="list-style-type: none"> <li>Chart of Resources to include costs, time of</li> </ul> |
| <b>Launch Date:</b> July 2022  | <b>Estimated End Date:</b> June 2026 |   |

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|   |                                      | adoption, and intended outcomes  |
| <b>Responsible Personnel:</b> Chief Academic Officer, Director of Curriculum  |                                      | <b>Resources Needed:</b> <ul style="list-style-type: none"><li>Bright Bytes (accounted for in 1.1.1b)</li><li>Detailed program information from building principals and instructional facilitators</li></ul>   |
| <b>Status:</b> Pending  |                                      |  |
| <b>Activity 1.3.1b:</b> Develop a five year calendar for programs to evaluate (two each fall and two each spring).  |                                      | <b>Key Measures/Targets:</b> <ul style="list-style-type: none"><li>Calendar of program evaluations to occur throughout the year</li></ul>  |
| <b>Launch Date:</b> July 2022   | <b>Estimated End Date:</b> Sept 2022 |  |
| <b>Responsible Personnel:</b> Chief Academic Officer, Director of Curriculum  |                                      | <b>Resources Needed:</b> <ul style="list-style-type: none"><li>Current list of programs and resources from 1.3.1a</li><li>Bright Bytes (accounted for in 1.1.1b)</li><li>Detailed program information from building principals and instructional facilitators</li><li>Google Suite</li></ul> |
| <b>Status:</b> Pending  |                                      |  |
| <b>Activity 1.3.1c:</b> Create a yearly calendar of meetings to complete the program. evaluations and deliver results to the Superintendent and Superintendent's Cabinet. |                                      | <b>Key Measures/Targets:</b> <ul style="list-style-type: none"><li>Calendar of meetings to complete the program evaluation process</li><li>Two final status reports per semester submitted to Superintendent</li></ul>   |
| <b>Launch Date:</b> July 2022   | <b>Estimated End Date:</b> Sept 2022 |  |
| <b>Responsible Personnel:</b> Chief Academic Officer, Director of Curriculum  |                                      | <b>Resources Needed:</b> <ul style="list-style-type: none"><li>Google Suite</li></ul>  |
| <b>Status:</b> Pending  |                                      |  |
| <b>Critical Initiative 1.3.2:</b> Create and train the program evaluation team.   |                                      |  |
| <b>Activity 1.3.2a:</b> Assemble two teams of ten individuals who commit to serve two-year or three-year terms in the program evaluation team.                            |                                      | <b>Key Measures/Targets:</b> <ul style="list-style-type: none"><li>Two rostered teams of 10 individuals</li><li>Sign-in sheets from training</li></ul>   |
| <b>Launch Date:</b> July 2022   | <b>Estimated End Date:</b> Sept 2022 |  |
| <b>Responsible Personnel:</b> Chief Academic Officer, Director of Curriculum  |                                      | <b>Resources Needed:</b> <ul style="list-style-type: none"><li>Principal and Director recommendations</li></ul>  |
| <b>Status:</b> Pending  |                                      |  |
| <b>Activity 1.3.2b:</b> Train team on the process of program evaluation (as team members  |                                      | <b>Key Measures/Targets:</b>   |



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| are added).  |                                      | <ul style="list-style-type: none"><li>● Agenda, Presentation, and Sign-in Sheets</li><li>● Completed and reported program evaluation</li></ul>   |
| <b>Launch Date:</b> Sept 2022  | <b>Estimated End Date:</b> June 2026 |  |
| <b>Responsible Personnel:</b> Chief Academic Officer, Director of Curriculum   |                                      | <b>Resources Needed:</b> <ul style="list-style-type: none"><li>● <b>NEW INITIATIVE -- Priority 1</b><br/>Program Evaluation Reference Text<ul style="list-style-type: none"><li>○ FY22-26: \$560 Annually</li></ul></li><li>● <b>NEW INITIATIVE -- Priority 1</b><br/>Extra Duty Pay<ul style="list-style-type: none"><li>○ FY22-26: - \$1200 Annually</li></ul></li></ul> |
| <b>Status:</b> Pending   |                                      |  |
| <b>Critical Initiative 1.3.3:</b> Activate team and complete program evaluations.  |                                      |  |
| <b>Activity 1.3.3a:</b> Hold meetings per the calendar submitted for the year’s evaluations.   |                                      | <b>Key Measures/Targets:</b> <ul style="list-style-type: none"><li>● Agendas and minutes</li><li>● Evidence of documents and data used for the evaluation</li></ul>  |
| <b>Launch Date:</b> Sept 2022  | <b>Estimated End Date:</b> June 2026 |  |
| <b>Responsible Personnel:</b> Chief Academic Officer, Director of Curriculum, Program Evaluation Team  |                                      | <b>Resources Needed:</b> <ul style="list-style-type: none"><li>● <b>NEW INITIATIVES -- Priority 1</b><br/>Extra Duty Pay and or Sub Pay::<ul style="list-style-type: none"><li>○ FY22-26: \$14,400 Annually</li></ul></li><li>● Google Suite</li><li>● DOMO (accounted for in 1.1.1b)</li></ul>  |
| <b>Status:</b> Pending   |                                      |  |
| <b>Activity 1.3.3b:</b> Perform two program evaluations in the fall and two in the spring per the 5 year evaluation plan.                                    |                                      | <b>Key Measures/Targets:</b> <ul style="list-style-type: none"><li>● Two completed performance evaluation reports per semester submitted to Superintendent</li></ul>   |
| <b>Launch Date:</b> Sept 2022  | <b>Estimated End Date:</b> June 2026 |  |
| <b>Responsible Personnel:</b> Chief Academic Officer, Director of Curriculum, Program Evaluation Team  |                                      | <b>Resources Needed:</b> <ul style="list-style-type: none"><li>● Extra Duty Pay and or Sub Pay: (accounted for in 1.3.3a)</li><li>● Google Suite</li><li>● DOMO (accounted for in 1.1.1b)</li></ul>  |
| <b>Status:</b> Pending   |                                      |  |
| <b>Activity 1.3.3c:</b> Provide final determination reports to the Superintendent, Superintendent’s Cabinet, program leader, school and/or department leader |                                      | <b>Key Measures/Targets:</b> <ul style="list-style-type: none"><li>● Two completed performance evaluation</li></ul>  |

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| <b>Launch Date:</b> December 2022   | <b>Estimated End Date:</b> June 2026 | reports per semester submitted to Superintendent  |
| <b>Responsible Personnel:</b> Chief Academic Officer, Director of Curriculum, Program Evaluation Team |                                      | <b>Resources Needed:</b> <ul style="list-style-type: none"><li>● Google Suite</li></ul> |
| <b>Status:</b> Pending  |                                      |   |

**Objective 1.4: Implement and monitor rigorous ILS standards-aligned curriculum, programs, and assessments infused throughout teacher planning, instruction, and student performance.**

**Impact on Student Achievement Goal:** High quality instruction is the successful marriage of curriculum with effective teaching. A focus on both content and rigorous, culturally-responsive approaches must be equally attended to for maximum instructional effectiveness. Deciding what content students need to be taught is also a function of targeted assessments that are used to determine student progress in content mastery. Targeted, differentiated programming and teaching allows educators to meet the needs of students. Effectively educating students requires more than just effective, engaging instruction. It takes a coordinated approach across multiple service areas, including community-based services as well as those that are academic and school-based. These services can provide the support needed for students to be successful and equipped to engage in whatever post-graduation schooling or work they wish to pursue. Visible Learning: Piagetian Programs (Effect size 1.28), Self Reported Grades (Effect size 1.33), Conceptual Change (Effect size .99), MicroTeaching (Effect size .88), Accelerated Programs (Effect size .68), Self Efficacy (Effect size .92)

**Critical Initiative 1.4.1:** Ensure written, taught and tested curriculum alignment

**Activity 1.4.1a:** Train teachers and leaders to unpack standards for the purposes of curriculum and student assessment delivery using a district definition for rigor.

**Key Measures/Targets:**

- Agendas, Minutes, and Handouts
- Completed surveys from PD activity
- 90% implementation of curriculum
- 30% percentage of students meeting/exceeding expectations on IAR and 15% meeting on SAT
- 50% meeting attainment on NWEA assessments

**Launch Date:** August 2021

**Estimated End Date:** June 2026

**Responsible Personnel:** Chief Academic Officer, Chief of Schools, Director of Curriculum, Instructional Facilitators, Curriculum Writing Teams, Principals and

**Resources Needed:**

- Extra Duty Pay (accounted for in budget)

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| Teachers   |  |  |
| <b>Status:</b> Ongoing   |  |  |
| <b>Activity 1.4.1b:</b> Provide professional development/resources and monitor teachers on planning and preparation for strategies that promote high level questioning, expectations for student response, student engagement, gradual release, etc.         |  | <b>Key Measures/Targets:</b> <ul style="list-style-type: none"><li>● 90% implementation of strategies per walkthrough and observation tools</li><li>● 55% of students meeting growth on national, state and local assessments</li><li>● 50% meeting attainment on NWEA assessments</li><li>● 30% percentage of students meeting/exceeding expectations on IAR and 15% meeting on SAT</li></ul>   |
|  |  |  |
| <b>Launch Date:</b> June 2022  | <b>Estimated End Date:</b> August 2026 |  |
| <b>Responsible Personnel:</b> Chief of Schools, Chief Academic Officer, Director of Curriculum. School Turnaround Specialists, Instructional Facilitators, Technology Integrations Specialists, Principals, Instructional Coaches, Academic Interventionists |  | <b>Resources Needed:</b> <ul style="list-style-type: none"><li>● Books and Quick-Reference Guides<ul style="list-style-type: none"><li>○ FY22-26 - \$4000 Annually</li><li>○ Accounted for in the budget</li></ul></li><li>● Instructional Coaches (accounted for in 1.2.1c)</li><li>● Extra Duty Pay and/or Substitute Pay<ul style="list-style-type: none"><li>○ FY22-26: \$35,000 Annually</li><li>○ Incorporated in the budget</li></ul></li></ul> |
|  |  |  |
| <b>Status:</b> Ongoing   |  |  |
| <b>Activity 1.4.1c:</b> Train teachers on providing actionable feedback to promote student growth.   |  | <b>Key Measures/Targets:</b> <ul style="list-style-type: none"><li>● Agendas, minutes and handouts</li><li>● Work Samples</li><li>● 55% of students meeting growth on national, state and local assessments</li><li>● 50% meeting attainment on NWEA assessments</li><li>● 30% percentage of students meeting/exceeding expectations on IAR and 15% meeting on SAT</li></ul>   |
|  |  |  |
| <b>Launch Date:</b> July 2021  | <b>Estimated End Date:</b> June 2026   |  |
| <b>Responsible Personnel:</b> Chief of Schools, Chief Academic Officer, Director of Curriculum. School Turnaround Specialists, Instructional Facilitators, Technology  |  | <b>Resources Needed:</b> <ul style="list-style-type: none"><li>● Extra Duty Pay and/or substitute pay</li></ul>  |

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| Integrations Specialists, Principals, Instructional Coaches, Academic Interventionists   |                                      | (accounted for in 1.4.1b)  |
| <b>Status:</b> Ongoing   |                                      |  |
| <b>Activity 1.4.1d:</b> Train building instructional leaders to use and provide actionable and targeted feedback from the common walkthrough tool and formal/informal observations.                    |                                      | <b>Key Measures/Targets:</b> <ul style="list-style-type: none"><li>● Agendas, minutes and handouts</li><li>● Work Samples</li><li>● 55% of students meeting growth on national, state and local assessments</li><li>● 50% meeting attainment on NWEA assessments</li><li>● 30% percentage of students meeting/exceeding expectations on IAR and 15% meeting on SAT</li></ul> |
| <b>Launch Date:</b> July 2021  | <b>Estimated End Date:</b> June 2026 |  |
| <b>Responsible Personnel:</b> Chief of Schools, Chief Academic Officer, School Turnaround Specialists, Director of Teacher and School Leader Grant, Director of Curriculum, Instructional Facilitators |                                      | <b>Resources Needed:</b> <ul style="list-style-type: none"><li>● Extra Duty Pay and/or substitute pay (accounted for in 1.4.1b)</li><li>● Consultant (accounted for in 1.2.3a)</li></ul>   |
| <b>Status:</b> Ongoing   |                                      |  |
| <b>Activity 1.4.1e:</b> Provide regular professional development on pedagogy and content to classroom teachers.  |                                      | <b>Key Measures/Targets:</b> <ul style="list-style-type: none"><li>● Agendas, Sign-in Sheets, Handouts</li><li>● Survey results from training</li><li>● Improved students outcomes on assessments</li><li>● Improvements noted on teacher evaluation and walkthrough feedback</li></ul>  |
| <b>Launch Date:</b> July 2021  | <b>Estimated End Date:</b> June 2026 |  |
| <b>Responsible Personnel:</b> Chief Academic Officer, Director of Curriculum, Instructional Facilitators, Instructional Coaches, Academic Interventionists, Teachers, Support Staff                    |                                      | <b>Resources Needed:</b> <ul style="list-style-type: none"><li>● Extra Duty Pay and/or substitute pay (accounted for in 1.4.1b)</li></ul>  |
| <b>Status:</b> Ongoing   |                                      |  |
| <b>Activity 1.4.1f:</b> Select, procure and/or replenish resource materials needed to deliver the curriculum.  |                                      | <b>Key Measures/Targets:</b> <ul style="list-style-type: none"><li>● All students and staff have access to print and online textbook resources</li></ul>   |
| <b>Launch Date:</b> July 2021  | <b>Estimated End Date:</b> June 2026 |  |

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|  |                                      | <ul style="list-style-type: none"><li>• All classrooms outfitted with an interactive whiteboard</li><li>• All teachers have working laptop</li></ul>  |
| <b>Responsible Personnel:</b> Chief Academic Officer, Director of Curriculum, Director of Technology, Instructional Facilitators   |                                      | <b>Resources Needed:</b> <ul style="list-style-type: none"><li>• <b>NEW INITIATIVES -- Priority 2 (Grant Dependent)</b><br/>Curriculum Resources (print/online)<ul style="list-style-type: none"><li>◦ FY22 - \$1,150,000 (Science Adoption and missing texts)</li><li>◦ FY23 - \$1,150,000 (Social Science Adoption and missing texts)</li><li>◦ FY24 - \$600,000 (Art, Foreign Language, Health, Adoptions and missing texts),</li><li>◦ FY25 - \$1,150,000 (Math Adoption and missing texts)</li><li>◦ FY26 - \$1,150,000 (ELA Adoption and missing texts)</li></ul></li><li>• Interactive Panels<ul style="list-style-type: none"><li>◦ Incorporated in the budget</li></ul></li><li>• Annual Chromebook and Laptop renewal<ul style="list-style-type: none"><li>◦ Incorporated in the budget</li></ul></li></ul> |
|  |                                      |   |
| <b>Status:</b> Ongoing   |                                      |   |
| <b>Critical Initiative 1.4.2:</b> Advance youth ownership of their educational journey.  |                                      |   |
| <b>Activity 1.4.2a:</b> Provide students with guidance and opportunities to demonstrate self-reporting grades and actionable feedback for improvement.   |                                      | <b>Key Measures/Targets:</b> <ul style="list-style-type: none"><li>• Student work samples</li><li>• Student performance trackers/folder</li><li>• Lesson plans</li></ul>  |
| <b>Launch Date:</b> July 2021  | <b>Estimated End Date:</b> June 2022 |   |
| <b>Responsible Personnel:</b> Chief of Schools, Chief Academic Officer, Director of Curriculum, Instructional Facilitators, Principals, Instructional Coaches, Academic Interventionists, Teachers, Support Staff, |                                      | <b>Resources Needed:</b> <ul style="list-style-type: none"><li>• Extra Duty Pay and/or substitute pay (accounted for in 1.4.1b)</li></ul>   |
| <b>Status:</b> Pending   |                                      |   |



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| <b>Activity 1.4.2b:</b> Expand dual credit opportunities for high school students.   |                                      | <b>Key Measures/Targets:</b> <ul style="list-style-type: none"><li>Increased percentage of students receiving dual credits</li><li>Increased participation in Running Start</li><li>Master schedule</li></ul>   |
| <b>Launch Date:</b> July 2022  | <b>Estimated End Date:</b> June 2026 |   |
| <b>Responsible Personnel:</b> Chief of Schools, Chief Academic Officer, Director of College and Career Readiness, Director of Curriculum, High School Principals, Instructional Facilitators |                                      | <b>Resources Needed:</b> <ul style="list-style-type: none"><li><b>Partnership with SWIC Running Start -- Priority 2 (Grant Dependent)</b><ul style="list-style-type: none"><li>FY22-26: \$170,000 (Annually)</li></ul></li><li>Tuition Support for Staff<ul style="list-style-type: none"><li>FY22-26: \$50,000 Annually</li><li>Incorporated in the budget</li></ul></li><li><b>NEW INITIATIVE -- Priority 1</b><br/>Partnership with Southwestern Illinois College<ul style="list-style-type: none"><li>4 Sections<ul style="list-style-type: none"><li>FY22-23: \$43,200</li></ul></li><li>6 Sections<ul style="list-style-type: none"><li>FY24-26: \$64,800</li></ul></li></ul></li></ul> |
| <b>Status:</b> Pending   |                                      |   |
| <b>Activity 1.4.2c:</b> Expand AVID strategies to elementary schools.  |                                      | <b>Key Measures/Targets:</b> <ul style="list-style-type: none"><li>Student samples of goal setting and note-taking</li><li>Walkthrough and observation notes detailing student engagement through collaboration</li><li>Evidence of organizational strategies consistent throughout classrooms across the district</li></ul>  |
| <b>Launch Date:</b> July 2022  | <b>Estimated End Date:</b> June 2026 |   |
| <b>Responsible Personnel:</b> Chief of Schools, Chief Academic Officer, AVID District Coordinator, Elementary Principals   |                                      | <b>Resources Needed:</b> <ul style="list-style-type: none"><li><b>NEW INITIATIVE -- Priority 2 (Grant Dependent)</b><br/>Extra Duty Pay<ul style="list-style-type: none"><li>FY22-26: \$10,000 Annually</li></ul></li><li><b>NEW INITIATIVE -- Priority 2 (Grant</b></li></ul>  |
| <b>Status:</b> Pending   |                                      |   |

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|  |                                      | <b>Dependent)</b><br>Travel (training) <ul style="list-style-type: none"> <li>○ FY22-26: \$20,000 Annually</li> </ul> <ul style="list-style-type: none"> <li>● <b>NEW INITIATIVE -- Priority 2 (Grant Dependent)</b></li> </ul> Supplies <ul style="list-style-type: none"> <li>○ FY22-26: \$5,000 Annually</li> </ul>                       |
| <b>Critical Initiative 1.4.3:</b> Expand competency-based education (CBE), personalized learning, and career exploration.  |                                      |  |
| <b>Activity 1.4.3a:</b> Expand existing and develop new CBE courses at the middle and high school level and into mainstream schools.   |                                      | <b>Key Measures/Targets:</b> <ul style="list-style-type: none"> <li>● Agenda, Minutes, Handouts</li> <li>● Implementation of program in August 2023</li> <li>● 30% percentage of students meeting/exceeding expectations on IAR and 15% meeting on SAT</li> <li>● 55% meeting growth on national, state and local assessments</li> </ul>     |
| <b>Launch Date:</b> July 2022  | <b>Estimated End Date:</b> June 2026 |  |
| <b>Responsible Personnel:</b> Chief Academic Officer, Chief of Schools, Director of Curriculum, District CBE Coordinator, Instructional Facilitators, Principals, Instructional Coaches, Academic Interventionists                                 |                                      | <b>Resources Needed:</b> <ul style="list-style-type: none"> <li>● <b>NEW INITIATIVE -- Priority 2 (Grant Dependent)</b></li> </ul> Resources (Books, equipment, rubric scales) <ul style="list-style-type: none"> <li>○ FY23-26: \$25,000 Annually</li> </ul>  |
| <b>Status:</b> Pending   |                                      |  |
| <b>Activity 1.4.3b:</b> Train teachers and administrators on effective delivery of CBE and performance-based assessments.  |                                      | <b>Key Measures/Targets:</b> <ul style="list-style-type: none"> <li>● Agenda, Minutes, Handouts</li> <li>● Implementation of program in August 2023</li> <li>● Percentage of students meeting/exceeding expectations matches averages on state assessments</li> <li>● 55% meeting growth on national, state and local assessments</li> </ul> |
| <b>Launch Date:</b> July 2022  | <b>Estimated End Date:</b> June 2026 |  |
| <b>Responsible Personnel:</b> Chief Academic Officer, Chief of Schools, Director of Curriculum District CBE Coordinator, Instructional Facilitators, Principals, Instructional Coaches, Academic Interventionists, middle and high school teachers |                                      | <b>Resources Needed:</b> <ul style="list-style-type: none"> <li>● <b>NEW INITIATIVE -- Priority 2 (Grant Dependent)</b></li> </ul>   |

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| <b>Status:</b> Pending  |                                      | Consultant <ul style="list-style-type: none"><li>FY23-24: \$25,000 Annually</li></ul> <ul style="list-style-type: none"><li><b>NEW INITIATIVE -- Priority 2 (Grant Dependent)</b></li></ul> Extra-Duty Pay <ul style="list-style-type: none"><li>FY22-26: \$18,000 Annually</li></ul>   |
| <b>Activity 1.4.3c:</b> Extend career exploration courses to the middle school.   |                                      | <b>Key Measures/Targets:</b> <ul style="list-style-type: none"><li>Master Schedules with Career Exploration courses for 7th and 8th grade students</li><li>Core curriculum revisions that include career focus in context were appropriate for grades 5 - 8.</li><li>Increased enrollment in high school CTE courses.</li></ul>   |
| <b>Launch Date:</b> July 2023   | <b>Estimated End Date:</b> June 2026 |   |
| <b>Responsible Personnel:</b> Chief of Schools, Chief Academic Officer, Director of Curriculum, CTE Director, Middle and High School Principals   |                                      | <b>Resources Needed:</b> <ul style="list-style-type: none"><li><b>NEW INITIATIVE -- Priority 3 (Grant Dependent)</b></li></ul> One FTE per campus (3 total) <ul style="list-style-type: none"><li>FY24 - \$195,000</li><li>FY25 - \$199,000</li><li>FY26 - \$203,000</li></ul> <ul style="list-style-type: none"><li><b>NEW INITIATIVE -- Priority 3 (Grant Dependent)</b></li></ul> Classroom Resources <ul style="list-style-type: none"><li>FY24-26: \$15,000 Annually</li></ul> |
| <b>Status:</b> Pending  |                                      |   |
| <b>Activity 1.4.3d:</b> Expand Career and Technical Education opportunities at the high school level to include Nursing, Business Ed, Teacher Education, HVAC, and Culinary (one program addition each year). |                                      | <b>Key Measures/Targets:</b> <ul style="list-style-type: none"><li>Increased course offerings in master schedule</li><li>Increased percentage of students receiving dual credit and/or industry certifications</li></ul>  |
| <b>Launch Date:</b> July 2021   | <b>Estimated End Date:</b> June 2026 |   |
| <b>Responsible Personnel:</b> Chief of Schools, Chief Academic Officer, Director of Curriculum, CTE Director, High School Principals  |                                      | <b>Resources Needed:</b> <ul style="list-style-type: none"><li><b>NEW INITIATIVE -- Priority 2 (Grant</b></li></ul>   |

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| <b>Status:</b> Pending  |                                      | <b>Dependent)</b><br>Five FTE at high school <ul style="list-style-type: none"><li>○ FY22 - \$65,000</li><li>○ FY23 - \$132,000</li><li>○ FY24 - \$199,000</li><li>○ FY25 - \$268,000</li><li>○ FY26 - \$339,000</li></ul>   |
| <b>Activity 1.4.3e:</b> Provide increased opportunities for students through Transitional Math and Transitional English.  |                                      | <b>Key Measures/Targets:</b> <ul style="list-style-type: none"><li>● Master Schedule with courses and class counts</li><li>● Decrease in percentage of students needing remediation courses in college</li></ul>   |
| <b>Launch Date:</b> July 2021   | <b>Estimated End Date:</b> June 2026 |  |
| <b>Responsible Personnel:</b> Chief Academic Officer, Director of Curriculum, Instructional Facilitators, High School Principals, Counselors, Teachers                            |                                      | <b>Resources Needed:</b> <ul style="list-style-type: none"><li>● <b>NEW INITIATIVE --Priority 1</b><br/>Extra-Duty Pay - Teacher Training<ul style="list-style-type: none"><li>○ FY22-26: \$1200 Annually</li></ul></li></ul>  |
| <b>Status:</b> Ongoing  |                                      |  |
| <b>Critical Initiative 1.4.4:</b> Implement an eLearning Plan and Remote Learning Plan for District 189.  |                                      |  |
| <b>Activity 1.4.4a:</b> Complete curriculum revisions and procure electronic resources needed to comply with ISBE's eLearning Program and the district's Remote Learning Program. |                                      | <b>Key Measures/Targets:</b> <ul style="list-style-type: none"><li>● 80% student engagement in remote and eLearning activities</li><li>● Students demonstrating mastery of new skills</li><li>● Surveys demonstrating family and staff satisfaction with programs</li></ul>  |
| <b>Launch Date:</b> July 2021   | <b>Estimated End Date:</b> June 2026 |  |
| <b>Responsible Personnel:</b> Chief Academic Officer, Director of Curriculum, Director of Technology, Technology Integration Specialists, Instructional Facilitators              |                                      | <b>Resources Needed:</b> <ul style="list-style-type: none"><li>● Extra Duty Pay (accounted for in 1.2.2b)</li><li>● Student Chromebooks and Teacher Laptops<ul style="list-style-type: none"><li>○ Incorporated in the budget</li></ul></li><li>● Hotspots for families needing connectivity support<ul style="list-style-type: none"><li>○ Incorporated in the budget</li></ul></li><li>● <b>NEW INITIATIVE -- Priority 2 (Grant Dependent)</b></li></ul> |
| <b>Status:</b> Ongoing  |                                      |  |

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|  |  | 370 SWIVL Devices and iPads <ul style="list-style-type: none"><li>FY22 - \$215,000</li></ul>   |
| <b>Activity 1.4.4b:</b> Submit eLearning Program Verification Form annually through ISBE.  |  | <b>Key Measures/Targets:</b> <ul style="list-style-type: none"><li>Completed Verification Form<ul style="list-style-type: none"><li>Verification of supporting documentation</li></ul></li><li>Approval from ISBE</li></ul>  |
| <b>Launch Date:</b> August 2021  | <b>Estimated End Date:</b> August 2025 |  |
| <b>Responsible Personnel:</b> Superintendent, Chief of Schools, Chief Academic Officer   |  | <b>Resources Needed:</b> <ul style="list-style-type: none"><li>Forms from ISBE Website</li></ul>   |
| <b>Status:</b> Pending   |  |  |
| <b>Activity 1.4.4c:</b> Distribute eLearning and/or remote learning information, materials and resources to teachers, students and families.   |  | <b>Key Measures/Targets:</b> <ul style="list-style-type: none"><li>Handouts and emails</li><li>80% student engagement in remote and eLearning activities</li><li>Students demonstrating mastery of new skills</li></ul>  |
| <b>Launch Date:</b> August 2021  | <b>Estimated End Date:</b> June 2026   |  |
| <b>Responsible Personnel:</b> Chief Academic Officer, Director of Curriculum, Director of Technology, Tech Integration Specialists, Instructional Facilitators, Instructional Coaches, Academic Interventionists |  | <b>Resources Needed:</b> <ul style="list-style-type: none"><li>Extra Duty Pay (accounted for in 1.4.1b)</li><li>Instructional Coaches (accounted for in 1.2.1c)</li></ul>  |
| <b>Status:</b> Pending   |  |  |
| <b>Activity 1.4.4d:</b> Train teachers on micro-teaching and families/students how to navigate eLearning and Remote Learning.  |  | <b>Key Measures/Targets:</b> <ul style="list-style-type: none"><li>Samples of recorded small group virtual lessons and follow-up conversation</li><li>Parent and students participation in virtual training</li><li>80% student engagement in remote and eLearning activities</li><li>Students demonstrating mastery of new skills</li></ul> |
| <b>Launch Date:</b> August 2021  | <b>Estimated End Date:</b> August 2025 |  |
| <b>Responsible Personnel:</b> Chief Academic Officer, Director of Curriculum, Director of Technology, Tech Integration Specialists, Instructional Facilitators, Instructional Coaches, Academic Interventionists |  | <b>Resources Needed:</b> <ul style="list-style-type: none"><li>Google Suite</li></ul>  |
| <b>Status:</b> Pending   |  |  |

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| <b>Critical Initiative 1.4.5:</b> Create a K-8 Academy to house the ESTL 189 Residency Program and promote an uninterrupted academic environment for students.   |  |   |
| <b>Activity 1.4.5a:</b> Complete building and grounds specifications to meet the needs of the new K-8 Academy to be housed at Wyvetter Young and the Alternative Program to be housed at Gordon Bush.  |  | <b>Key Measures/Targets:</b> <ul style="list-style-type: none"><li>Final Walkthrough of Wyvetter Young and Gordon Bush buildings passes inspection and meets expectations</li></ul>   |
| <b>Launch Date:</b> July 2021  | <b>Estimated End Date:</b> August 2021 |   |
| <b>Responsible Personnel:</b> Chief of Schools, Chief School Business Official, Director of Fixed Assets and Risk Management, Director of Pupil Services and Operations, Principals at Wyvetter Young Alternative Center and Gordon Bush Elementary School   |  | <b>Resources Needed:</b> <ul style="list-style-type: none"><li><b>NEW INITIATIVE -- Priority 1</b><br/>Building Transformation<ul style="list-style-type: none"><li>FY22 - \$3,000,000</li></ul></li></ul>  |
| <b>Status:</b> Ongoing   |  |   |
| <b>Activity 1.4.5b:</b> Begin Academy with grades K - 6 by hiring and training staff and acquiring resources.  |  | <b>Key Measures/Targets:</b> <ul style="list-style-type: none"><li>Staffing of school is complete before SY21-22 begins</li><li>Classrooms outfitted with all classroom furniture, curriculum resources and student/staff technology</li><li>Curriculum recorded in District Google Drive</li></ul>   |
| <b>Launch Date:</b> July 2021  | <b>Estimated End Date:</b> June 2022   |   |
| <b>Responsible Personnel:</b> Chief of Schools, Chief Academic Officer, Chief Human Resource Officer, Director of Curriculum, Director of Special Services, Director of the Teacher and School Leader Grant, Technology Integration Specialists, Gordon Bush Principal, Instructional Facilitators |  | <b>Resources Needed:</b> <ul style="list-style-type: none"><li><b>NEW INITIATIVE -- Priority 2 (Grant Dependent)</b><br/>Four FTE ( Two Content, One PE Teacher, and One Security)<ul style="list-style-type: none"><li>FY22 - \$260,000</li><li>FY23 - \$266,000</li><li>FY24 - \$271,500</li><li>FY25 - \$277,000</li><li>FY26 - \$283,000</li></ul></li><li><b>NEW INITIATIVE -- Priority 2</b><br/>Resources (computers, class supplies, etc)<ul style="list-style-type: none"><li>FY22 - \$100,000</li></ul></li></ul> |
| <b>Status:</b> Pending   |  |   |

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| <b>Activity 1.4.5c:</b> Add Academy grade levels 7 and 8 by hiring and training staff, outfitting classrooms, acquiring resources in two consecutive years.  |                                      | <b>Key Measures/Targets:</b> <ul style="list-style-type: none"><li>Staffing of school is complete before SY23 and SY24 begins</li><li>Classrooms outfitted with all classroom furniture, curriculum resources and student/staff technology</li><li>Curriculum recorded in District Google Drive</li></ul>  |
| <b>Launch Date:</b> June 2022  | <b>Estimated End Date:</b> June 2024 |  |
| <b>Responsible Personnel:</b> Chief of Schools, Chief Academic Officer, Chief Human Resource Officer, Director of Curriculum, Director of Special Services, Director of the Teacher and School Leader Grant, Technology Integration Specialists, Gordon Bush Principal, Instructional Facilitators |                                      | <b>Resources Needed:</b> <ul style="list-style-type: none"><li><b>NEW INITIATIVE -- Priority 2 (Grant Dependent)</b><br/>Four FTE ( Two Content - 7th Grade, Two Content - 8th Grade)<ul style="list-style-type: none"><li>FY23 - \$130,000</li><li>FY24 - \$262,600</li><li>FY25 - \$268,000</li><li>FY26 - \$274,000</li></ul></li><li><b>NEW INITIATIVE -- Priority 2 (Grant Dependent)</b><br/>Resources (computers, class supplies, etc)<ul style="list-style-type: none"><li>FY23 - \$100,000</li><li>FY24 - \$100,000</li></ul></li></ul> |
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| <b>Status:</b> Pending   |                                      |  |
| <b>Critical Initiative 1.4.6:</b> Provide support programming to allow students to graduate from high school.  |                                      |  |
| <b>Activity 1.4.46a:</b> Provide opportunity for students who have dropped out of school to return and earn their high school diploma through the Innovative Learning Opportunities Program (ILOP) and the HiSet assessment.   |                                      | <b>Key Measures/Targets:</b> <ul style="list-style-type: none"><li>80% of participants complete program and graduate annually</li></ul>  |
| <b>Launch Date:</b> July 2021  | <b>Estimated End Date:</b> June 2026 |  |
| <b>Responsible Personnel:</b> Chief of Schools, Chief Academic Officer, Director of Curriculum, Instructional Facilitators, Counselors, ILOP Director, Teachers  |                                      | <b>Resources Needed:</b> <ul style="list-style-type: none"><li><b>After School Extra-Duty Pay -- Priority 2 (Grant Dependent)</b><ul style="list-style-type: none"><li>FY22-26: \$138,000 Annually</li></ul></li></ul>   |
| <b>Status:</b> Ongoing   |                                      |  |
| <b>Activity 1.4.6b:</b> Provide Evening School credit-bearing classes for high school  |                                      | <b>Key Measures/Targets:</b>   |

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| students who are credit deficient.  |                               | <ul style="list-style-type: none"><li>● Increased graduation rate</li><li>● Increased on-track percentages</li></ul>   |
| Launch Date: July 2021  | Estimated End Date: June 2026 |  |
| Responsible Personnel: Chief of Schools, Chief Academic Officer, Director of Curriculum, Instructional Facilitators, Counselors, Evening School Principal, Teachers |                               | Resources Needed: <ul style="list-style-type: none"><li>● After School Extra-Duty Pay -- Priority 2 (Grant Dependent)<ul style="list-style-type: none"><li>○ FY22-26: \$126,000 Annually</li></ul></li></ul> |
| Status: Ongoing   |                               |  |

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| <b>Objective 1.5: Ensure and measure student growth through district, state, and national assessments with the expectation of students achieving at least one year's growth.</b>  |                                      |   |
| <b>Impact on Student Achievement Goal:</b> Student learning targets, despite how they may be grouped by grade levels, are nevertheless found on a preK-12 continuum . Students at any age or grade may find themselves anywhere along that continuum. It is essential to be able to identify student needs and meet them where they are with appropriate materials and resources and move them ahead at a suitable pace, no matter the student's grade level.<br>Visible Learning: Feedback (Effect size .70), Enrichment Programs (Effect size .53), Response to Intervention (Effect size 1.29) |                                      |   |
| <b>Critical Initiative 1.5.1:</b> Create/revise and deliver existing assessments from the balanced assessment system  |                                      |   |
| <b>Activity 1.5.1a:</b> Produce yearly assessment calendar to stakeholders.   |                                      | <b>Key Measures/Targets:</b> <ul style="list-style-type: none"><li>Yearly Assessment Calendar</li><li>Assessment Calendar housed in District Curriculum Google Drive</li></ul>  |
| <b>Launch Date:</b> July 2021   | <b>Estimated End Date:</b> June 2026 |   |
| <b>Responsible Personnel:</b> Chief Academic Officer, Director of Curriculum, Instructional Facilitators, Data Management Specialist  |                                      | <b>Resources Needed:</b> <ul style="list-style-type: none"><li>Google Suite</li><li>NWEA<ul style="list-style-type: none"><li>Incorporated in the budget</li></ul></li><li>Edmentum<ul style="list-style-type: none"><li>Incorporated in the budget</li></ul></li></ul> |
| <b>Status:</b> Ongoing  |                                      |   |
| <b>Activity 1.5.1b:</b> Create/revise and distribute common unit assessments (CUA).   |                                      | <b>Key Measures/Targets:</b> <ul style="list-style-type: none"><li>Assessment recorded in District Curriculum Google Drive</li></ul>  |
| <b>Launch Date:</b> July 2021   | <b>Estimated End Date:</b> June 2026 |   |



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|   |                                      | <ul style="list-style-type: none"><li>● Actionable data retrieved from assessments</li><li>● Improved student outcomes on all assessments within the balanced assessment system</li></ul>   |
| <b>Responsible Personnel:</b> Director of Curriculum, Instructional Facilitators, Curriculum Writing Teams  |                                      | <b>Resources Needed:</b> <ul style="list-style-type: none"><li>● Extra Duty Pay and/or substitute pay (accounted for in 1.4.1b)</li><li>● Google Suite</li><li>● Edmentum (accounted for in 1.5.1a)</li><li>● Curriculum Resources (accounted for in 1.4.1f)</li></ul>        |
| <b>Status:</b> Ongoing  |                                      |   |
| <b>Activity 1.5.1c:</b> Train teachers on assessment literacy, analyzing data, providing appropriate differentiated instruction and delivery of CUAs. |                                      | <b>Key Measures/Targets:</b> <ul style="list-style-type: none"><li>● 80% appropriate classroom use of assessments</li><li>● Actionable data retrieved from assessments</li><li>● Improved student outcomes on all assessments within the balanced assessment system</li></ul> |
| <b>Launch Date:</b> July 2021   | <b>Estimated End Date:</b> June 2026 |   |
| <b>Responsible Personnel:</b> Director of Curriculum, Instructional Facilitators, Curriculum Writing Team Members                                     |                                      | <b>Resources Needed:</b> <ul style="list-style-type: none"><li>● Extra Duty Pay and/or substitute pay (accounted for in 1.4.1b)</li><li>● Google Suite</li><li>● Edmentum (accounted for in 1.5.1a)</li><li>● Curriculum Resources (accounted for in 1.4.1f)</li></ul>        |
| <b>Status:</b> Ongoing  |                                      |   |
| <b>Critical Initiative 1.5.2:</b> Track student outcomes (growth, attainment, percentile, readiness, etc) on assessments by year and by cohort.       |                                      |   |
| <b>Activity 5.2a:</b> Collect data from all assessment systems.   |                                      | <b>Key Measures/Targets:</b> <ul style="list-style-type: none"><li>● Downloads of data from various assessment reporting sites occurs within 48 hours of testing completion</li><li>● Data representations available in DOMO within 24 hours of collection</li></ul>          |
| <b>Launch Date:</b> July 2021   | <b>Estimated End Date:</b> June 2026 |   |
| <b>Responsible Personnel:</b> Chief Academic Officer, Director of Curriculum, District Data   |                                      | <b>Resources Needed:</b>  |

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| Management Specialist, Instructional Facilitators, Instructional Coaches, Academic Interventionists   |                                      | <ul style="list-style-type: none"><li>• NWEA (accounted for in 1.5.1a)</li><li>• Edmentum (accounted for in 1.5.1a)</li><li>• DOMO (accounted for in 1.1.1b)</li><li>• Google Suite</li><li>• IWAS</li></ul>  |
| <b>Status:</b> Ongoing  |                                      |   |
| <b>Activity 1.5.2b:</b> Upload assessment data into DOMO.   |                                      | <b>Key Measures/Targets:</b> <ul style="list-style-type: none"><li>• DLT/SLT/ILT agendas include minutes recorded of discussion of school/teacher/student assessment data</li><li>• Data comparisons available in DOMO for analysis</li></ul>                                       |
| <b>Launch Date:</b> July 2021   | <b>Estimated End Date:</b> June 2026 |   |
| <b>Responsible Personnel:</b> Chief Academic Officer, Director of Curriculum, District Data Management Specialist   |                                      | <b>Resources Needed:</b> <ul style="list-style-type: none"><li>• DOMO (accounted for in 1.1.1b)</li><li>• Google Suite</li></ul>  |
| <b>Status:</b> Ongoing  |                                      |   |
| <b>Critical Initiative 1.5.3:</b> Analyze data, determine growth performance, and revise written, taught and tested curriculum as needed.   |                                      |   |
| <b>Activity 1.5.3a:</b> Review data in curriculum/instruction meetings, DLT/SLT/ILT meetings, principals meetings, etc.   |                                      | <b>Key Measures/Targets:</b> <ul style="list-style-type: none"><li>• DLT/SLT/ILT agendas include minutes recorded of discussion of school/teacher/student assessment data</li><li>• Action Plans/Next Steps created and/or revisions to School Improvement Plans recorded</li></ul> |
| <b>Launch Date:</b> July 2021   | <b>Estimated End Date:</b> June 2026 |   |
| <b>Responsible Personnel:</b> Chief of Schools, Chief Academic Officer, Director of Curriculum, District Data Management Specialist, Instructional Facilitators, Principals, Instructional Coaches, Academic Interventionists |                                      | <b>Resources Needed:</b> <ul style="list-style-type: none"><li>• DOMO (accounted for in 1.1.1b)</li><li>• Google Suite</li><li>• Instructional Coaches (accounted for in 1.2.1c)</li></ul>  |
| <b>Status:</b> Ongoing  |                                      |   |
| <b>Activity 1.5.3b:</b> Provide written analysis of data related to student performance to ISBE, District 189 School Board, Superintendent, Superintendent's Cabinet and building/district leaders.                           |                                      | <b>Key Measures/Targets:</b> <ul style="list-style-type: none"><li>• Copies of written Board Reports, State of the District Reports, and other reporting documents</li></ul>  |
| <b>Launch Date:</b> July 2021   | <b>Estimated End Date:</b> June 2026 |   |

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|  |                                      | <ul style="list-style-type: none"><li>Updated Strategic Plan and School Improvement Plans</li></ul>  |
| <b>Responsible Personnel:</b> Chief Academic Officer, Director of Curriculum, District Data Management Specialist, Instructional Facilitators, Principals  |                                      | <b>Resources Needed:</b> <ul style="list-style-type: none"><li>DOMO (accounted for in 1.1.1b)</li><li>Google Suite</li></ul>   |
| <b>Status:</b> Ongoing   |                                      |  |
| <b>Activity 1.5.3c:</b> Revise curriculum and scope & sequence documents at the end of the fall semester to immediately respond to student needs identified through the assessment system.                         |                                      | <b>Key Measures/Targets:</b> <ul style="list-style-type: none"><li>Revised Curriculum</li><li>55% of students meeting growth on national, state and local assessments</li><li>50% meeting attainment on NWEA assessments</li><li>30% percentage of students meeting/exceeding expectations on IAR and 15% meeting on SAT</li></ul> |
| <b>Launch Date:</b> Sept 2021  | <b>Estimated End Date:</b> June 2026 |  |
| <b>Responsible Personnel:</b> Chief Academic Officer, Director of Curriculum, Instructional Facilitators, Instructional Coaches, Academic Interventionists   |                                      | <b>Resources Needed:</b> <ul style="list-style-type: none"><li>Instructional Resources (accounted for in 1.4.1f)</li><li>NWEA (accounted for in 1.5.1a)</li><li>DOMO (accounted for in 1.1.1b)</li></ul>   |
| <b>Status:</b> Ongoing   |                                      |  |
| <b>Critical Initiative 1.5.4:</b> Provide intervention and enrichment support for students to accelerate growth.   |                                      |  |
| <b>Activity 1.5.4a:</b> Identify students with needs for intervention and/or enrichment.   |                                      | <b>Key Measures/Targets:</b> <ul style="list-style-type: none"><li>Tiered students based on behavior, attendance, SEL needs, grades and NWEA data</li><li>Quality and thoroughness of MTSS packets</li><li>Students listed in Skyward as gifted and/or accelerated</li></ul>   |
| <b>Launch Date:</b> July 2021  | <b>Estimated End Date:</b> June 2026 |  |
| <b>Responsible Personnel:</b> Chief of Schools, Chief Academic Officer, Director of Special Services, Director of Parent and Student Services, Data Management Specialist, Principals, School MTSS Teams, Teachers |                                      | <b>Resources Needed:</b> <ul style="list-style-type: none"><li>NWEA (accounted for in 1.5.1a)</li><li>Edmentum (accounted for in 1.5.1a)</li><li>DOMO (accounted for in 1.1.1b)</li></ul>  |

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| <b>Status:</b> Ongoing   |                                      | <ul style="list-style-type: none"><li>Branching Minds (accounted for in SPED Budget)</li></ul>   |
| <b>Activity 1.5.4b:</b> Procure impactful resources to provide interventions and enrichment.   |                                      | <b>Key Measures/Targets:</b> <ul style="list-style-type: none"><li>Evidence collected in CAC proposals</li><li>Usage reports from vendors, DOMO, and Bright Bytes</li><li>Student Outcome reports detailing mastery of skills</li></ul>  |
| <b>Launch Date:</b> July 2021  | <b>Estimated End Date:</b> June 2026 |  |
| <b>Responsible Personnel:</b> Chief Academic Officer, Director of Curriculum, Director of Special Services, Instructional Facilitators       |                                      | <b>Resources Needed:</b> <ul style="list-style-type: none"><li>Online resources<ul style="list-style-type: none"><li>FY22-26: \$205,000 Annually</li><li>Incorporated in budget</li></ul></li></ul>  |
| <b>Status:</b> Ongoing   |                                      |  |
| <b>Activity 1.5.4c:</b> Train teachers on best-practices and the use of resources for intervention and/or enrichment.                        |                                      | <b>Key Measures/Targets:</b> <ul style="list-style-type: none"><li>Usage reports from vendors, DOMO, and Bright Bytes</li><li>Student Outcome reports detailing mastery of skills</li><li>55% of students meeting growth on national, state and local assessments</li><li>50% meeting attainment on NWEA assessments</li><li>30% percentage of students meeting/exceeding expectations on IAR and 15% meeting on SAT</li></ul> |
| <b>Launch Date:</b> July 2021  | <b>Estimated End Date:</b> June 2026 |  |
| <b>Responsible Personnel:</b> Chief Academic Officer, Director of Curriculum, Technology Integration Specialists, Instructional Facilitators |                                      | <b>Resources Needed:</b> <ul style="list-style-type: none"><li>Extra Duty Pay and/or Substitute Pay (accounted for in 1.4.1b)</li><li>Instructional Resources (accounted for in 1.4.1f)</li><li>Online Resources (accounted for in 1.5.4b)</li></ul>   |
| <b>Status:</b> Ongoing   |                                      |  |
| <b>Activity 1.5.4d:</b> Provide out-of-school support for students needing intervention and enrichment                                       |                                      | <b>Key Measures/Targets:</b> <ul style="list-style-type: none"><li>Student Outcome reports detailing mastery</li></ul>   |

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|   |   | <p>of skills</p> <ul style="list-style-type: none"> <li>• 55% of students meeting growth on national, state and local assessments</li> <li>• 50% meeting attainment on NWEA assessments</li> <li>• 30% percentage of students meeting/exceeding expectations on IAR and 15% meeting on SAT</li> </ul>  |
| <p><b>Launch Date:</b> July 2021</p>  | <p><b>Estimated End Date:</b> June 2026</p> |  |
| <p><b>Responsible Personnel:</b> Chief Academic Officer, Director of Curriculum, Director of Special Services, Instructional Facilitators, Principals, Teachers</p> |   | <p><b>Resources Needed:</b></p> <ul style="list-style-type: none"> <li>• <b>NEW INITIATIVE -- Priority 1</b><br/>After School Extra-Duty Pay (Elementary and Middle School only) <ul style="list-style-type: none"> <li>○ SY22-26: \$10,000 for each of the five elementary schools; \$50,000 Annually</li> <li>○ SY22-26: \$13,500 for each of the two middle school; \$27,000 Annually</li> </ul> </li> <li>• Summer School <ul style="list-style-type: none"> <li>○ FY22-26: <ul style="list-style-type: none"> <li>■ Incorporated in the budget</li> </ul> </li> </ul> </li> </ul> |
| <p><b>Status:</b> Ongoing</p>   |   |  |

**Objective 1.6: Create and implement a system that monitors curriculum, programs, and resources that are inclusive of and provide equitable access to our diverse populations, including but not limited to MTSS, SPED, ELL, Culturally Responsive, and in accordance to ISBE's 6.6o Curriculum Policy.**

**Impact on Student Achievement Goal:** Effective school systems have clear steps to follow when students are not meeting grade-level expectations. These steps are defined within a system that clearly identifies what the expectations are and what they look like when mastered, what the tools are to determine mastery of those expectations, how to interpret the data from those assessment tools, and what to do when mastery is not achieved. Interventions are identified for use with students who require additional assistance to attain mastery, and guidelines for accelerating are also identified who are performing about grade-level expectations.

Visible Learning: Interventions for students with learning needs (Effect size .77), Enrichment Programs (Effect size .53), Positive Self Concept

|   |                                       |   |
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| (Effect size .41), Response to Intervention (Effect size 1.29)  |                                       |   |
| <b>Critical Initiative 1.6.1:</b> Develop and implement the use of a local tool to measure equity in curriculum and classroom practices.                                |                                       |   |
| <b>Activity 1.6.1a:</b> Complete a book study on <i>Building Equity</i> to build a common language and understanding of the Equity Taxonomy and opportunities to learn. |                                       | <b>Key Measures/Targets:</b> <ul style="list-style-type: none"> <li>• District 189 Equity Statement</li> <li>• Completed District 189 Audit Tool</li> </ul>   |
| <b>Launch Date:</b> July 2021   | <b>Estimated End Date:</b> Dec 2021   |   |
| <b>Responsible Personnel:</b> Chief of Schools, Chief Academic Officer, All District Directors, Instructional Facilitators, Building Principals, Union Representative   |                                       | <b>Resources Needed:</b> <ul style="list-style-type: none"> <li>• <b>NEW INITIATIVE -- Priority 1</b><br/><i>Building Equity</i> text <ul style="list-style-type: none"> <li>◦ FY 22 - \$3,000</li> </ul> </li> </ul>       |
| <b>Status:</b> Pending  |                                       |   |
| <b>Activity 1.6.1b:</b> Create the District 189 Equity Statement and build an Equity Audit Tool.  |                                       | <b>Key Measures/Targets:</b> <ul style="list-style-type: none"> <li>• District 189 Equity Statement</li> <li>• Completed District 189 Audit Tool</li> </ul>   |
| <b>Launch Date:</b> Jan 2022  | <b>Estimated End Date:</b> March 2022 |   |
| <b>Responsible Personnel:</b> Chief of Schools, Chief Academic Officer, All District Directors, Instructional Facilitators, Building Principals, Union Representatives  |                                       | <b>Resources Needed:</b> <ul style="list-style-type: none"> <li>• Google Suite</li> <li>• Source text (accounted for in 1.6.1a)</li> </ul>  |
| <b>Status:</b> Pending  |                                       |   |
| <b>Activity 1.6.1c:</b> Train building and district leaders on the use of the equity tool.  |                                       | <b>Key Measures/Targets:</b> <ul style="list-style-type: none"> <li>• Agendas, Sign-in Sheets, Handouts</li> <li>• Feedback Evaluations</li> <li>• Accurate use of the tool</li> </ul>                                      |
| <b>Launch Date:</b> April 2022  | <b>Estimated End Date:</b> July 2022  |   |
| <b>Responsible Personnel:</b> Chief of Schools, Chief Academic Officer, All District Directors, Instructional Facilitators, Building Principals, Union Representatives  |                                       | <b>Resources Needed:</b> <ul style="list-style-type: none"> <li>• Google Suite</li> <li>• Source text (accounted for in 1.6.1a)</li> <li>• Training time at Administrators Academy</li> </ul>                               |
| <b>Status:</b> Pending  |                                       |   |
| <b>Activity 1.6.1d:</b> Use the tool to enhance walkthrough actionable feedback.  |                                       | <b>Key Measures/Targets:</b> <ul style="list-style-type: none"> <li>• Quality and focus of feedback comparing walkthrough data before and after training</li> <li>• Increased teacher performance on equity tool</li> </ul> |
| <b>Launch Date:</b> August 2023   | <b>Estimated End Date:</b> June 2026  |   |
| <b>Responsible Personnel:</b> Chief of Schools Chief Academic Officer, Director of  |                                       | <b>Resources Needed:</b>  |

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| Curriculum, School Turnaround Specialists, Principals, Instructional Facilitators, Instructional Coaches, Academic Interventionists   |                                      | <ul style="list-style-type: none"><li>• Data from Walkthrough and Equity Tools</li></ul>   |
| <b>Status:</b> Pending  |                                      |  |
| <b>Activity 1.6.1e:</b> Infuse equity tool into the program evaluation and CAC process.   |                                      | <b>Key Measures/Targets:</b> <ul style="list-style-type: none"><li>• Improved quality of approved resources for all students</li><li>• CAC Proposal Form Revisions</li><li>• Improvements made to data collection, reporting, and recommendations for program evaluation</li></ul>       |
|   |                                      |  |
| <b>Launch Date:</b> August 2023   | <b>Estimated End Date:</b> June 2026 |  |
| <b>Responsible Personnel:</b> Chief Academic Officer, Director of Curriculum, Program Evaluation Team Members, CAC Members  |                                      | <b>Resources Needed:</b> <ul style="list-style-type: none"><li>• Google Suite</li></ul>  |
| <b>Status:</b> Pending  |                                      |  |
| <b>Critical Initiative 1.6.2:</b> Analyze data from the District 189 Equity Tool to determine gaps and enhance the written, taught and tested curriculum.   |                                      |  |
| <b>Activity 1.6.2a:</b> Collect data from the equity tool and walkthrough tool.   |                                      | <b>Key Measures/Targets:</b> <ul style="list-style-type: none"><li>• Data represented from all school sites, in all content areas, and at all grade levels</li></ul>   |
| <b>Launch Date:</b> September 2023  | <b>Estimated End Date:</b> June 2026 |  |
| <b>Responsible Personnel:</b> Chief Academic Officer, Director of Curriculum, Data Management Specialist, Tech Integration Specialists, Special Services Coordinator, SEL Specialists, Instructional Facilitators |                                      | <b>Resources Needed:</b> <ul style="list-style-type: none"><li>• Google Suite</li><li>• DOMO (accounted for in 1.1.1b)</li></ul>   |
| <b>Status:</b> Pending  |                                      |  |
| <b>Activity 1.6.2b:</b> Analyze equity data in DLT/SLT/ILT and curriculum/instructional meetings.   |                                      | <b>Key Measures/Targets:</b> <ul style="list-style-type: none"><li>• Quality and quantity of disaggregated data</li><li>• Written analysis</li><li>• Next Steps and/or action plans</li><li>• Revisions/updates to the District Strategic Plan and/or School Improvement Plans</li></ul> |
|   |                                      |  |
| <b>Launch Date:</b> October 2023  | <b>Estimated End Date:</b> June 2026 |  |
| <b>Responsible Personnel:</b> Chief of Schools, Chief Academic Officer, All District 189  |                                      | <b>Resources Needed:</b>   |

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| Directors, School Turnaround Specialists, Data Management Specialists, Tech Integration and SEL Specialists, Special Services Coordinator, SEL Specialists, Instructional Facilitators  |                               | <ul style="list-style-type: none"><li>Google Suite</li><li>DOMO (accounted for in 1.1.1b)</li></ul>  |
| Status: Pending   |                               |  |
| Activity 1.6.2c: Revise curriculum to resolve identified equity gaps.   |                               | Key Measures/Targets: <ul style="list-style-type: none"><li>Revisions documented and added to District Curriculum Google Drive</li></ul>   |
| Launch Date: December 2023  | Estimated End Date: June 2026 |  |
| Responsible Personnel: Chief Academic Officer, Director of Curriculum, Tech Integration and SEL Specialists, Special Services Coordinator, SEL Specialists, Instructional Facilitators  |                               | Resources Needed: <ul style="list-style-type: none"><li>Google Suite</li></ul>   |
| Status: Pending   |                               |  |
| Critical Initiative 1.6.3: Implement and monitor responses to identified equity gaps.   |                               |  |
| Activity 1.6.3a: Train leaders and teachers on equity focused revisions to the curriculum and instructional strategies.   |                               | Key Measures/Targets: <ul style="list-style-type: none"><li>Agendas, Sign-in Sheets, Handouts</li><li>Feedback on Evaluations and Surveys</li><li>Improved quality as revealed by the equity and walkthrough tools</li></ul> |
| Launch Date: Jan 2024   | Estimated End Date: June 2026 |  |
| Responsible Personnel: Chief Academic Officer, Director of Curriculum, Special Services Coordinator, Tech Integration and SEL Specialists, Instructional Facilitators   |                               | Resources Needed: <ul style="list-style-type: none"><li>Extra Duty Pay<ul style="list-style-type: none"><li>Incorporated in budget</li></ul></li></ul>   |
| Status: Pending   |                               |  |
| Activity 1.6.3b: Use the equity tool to monitor effective implementation of curriculum revisions.   |                               | Key Measures/Targets: <ul style="list-style-type: none"><li>Data represented from all school sites, in all content areas, and at all grade levels</li><li>Representation of data within DOMO</li></ul>                       |
| Launch Date: Feb 2024   | Estimated End Date: June 2026 |  |
| Responsible Personnel: Chief of Schools, Chief Academic Officer, Director of Curriculum, School Turnaround Specialists, District Data Management Specialist, Special Services Coordinator, Principals, Instructional Facilitators, Instructional Coaches, Academic Interventionists |                               | Resources Needed: <ul style="list-style-type: none"><li>Google Suite</li><li>DOMO (accounted for in 1.1.1b)</li></ul>  |
| Status: Pending   |                               |  |



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| <b>Activity 1.6.3c:</b> Provide real-time coaching to teachers to address equity deficiencies.  |                                      | <b>Key Measures/Targets:</b> <ul style="list-style-type: none"><li>• Documented feedback from coaching sessions</li><li>• Improvement of teacher instruction after feedback discussion provided</li></ul>  |
| <b>Launch Date:</b> October 2023  | <b>Estimated End Date:</b> June 2026 |  |
| <b>Responsible Personnel:</b> Director of Curriculum, Principals, Instructional Facilitators, Instructional Coaches, Academic Interventionists  |                                      | <b>Resources Needed:</b> <ul style="list-style-type: none"><li>• Swivls and Laptops (accounted for in 1.4.4a)</li></ul>  |
| <b>Status:</b> Pending  |                                      |  |
| <b>Critical Initiative 1.6.4:</b> Implement and monitor impact of interventions and enrichment to identified students.  |                                      |  |
| <b>Activity 1.6.4a:</b> Add and train additional staff to work with students  |                                      | <b>Key Measures/Targets:</b> <ul style="list-style-type: none"><li>• Measured improvement in individual student's assessment performance</li><li>• 55% of students meeting growth on national, state and local assessments</li><li>• 50% meeting attainment on NWEA assessments</li><li>• 30% percentage of students meeting/exceeding expectations on IAR and 15% meeting on SAT</li><li>• Track individualized support for student</li></ul> |
| <b>Launch Date:</b> July 2022   | <b>Estimated End Date:</b> June 2026 |  |
| <b>Responsible Personnel:</b> Chief of Schools, Chief Human Resource Officer, Chief Academic Officer, Director of Curriculum, Principals, Tech Integration Specialists, Special Services Coordinator, SEL Specialists, Instructional Facilitators |                                      | <b>Resources Needed:</b> <ul style="list-style-type: none"><li>• <b>NEW INITIATIVE -- Priority 2 (Grant Dependent)</b><br/>4 Additional Middle School Academic Interventionists<ul style="list-style-type: none"><li>○ FY22 - \$260,000</li><li>○ FY23 - \$266,000</li><li>○ FY24 - \$271,000</li><li>○ FY25 - \$277,000</li><li>○ FY26 - \$283,000</li></ul></li><li>• <b>NEW INITIATIVE -- Priority 2 (Grant</b></li></ul>                   |
| <b>Status:</b> Pending  |                                      |  |

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|   |                                      | <b>Dependent)</b><br>20 Additional Aides <ul style="list-style-type: none"><li>○ FY22 - \$900,000</li><li>○ FY23 - \$918,000</li><li>○ FY24 - \$936,000</li><li>○ FY25 - \$955,000</li><li>○ FY26 - \$975,000</li></ul> <ul style="list-style-type: none"><li>● <b>NEW INITIATIVE -- Priority 3 (Grant Dependent)</b></li></ul> 10 Additional Tutors <ul style="list-style-type: none"><li>○ FY22-26: \$165,000 Annually</li></ul> |
| <b>Activity 1.6.4b:</b> Revise curriculum to include guidance, activities, and resources for special populations.   |                                      | <b>Key Measures/Targets:</b> <ul style="list-style-type: none"><li>● Revisions documented and added to District Curriculum Google Drive</li></ul>  |
| <b>Launch Date:</b> July 2021   | <b>Estimated End Date:</b> June 2026 |  |
| <b>Responsible Personnel:</b> Chief Academic Officer, Director of Curriculum, Instructional Facilitators, Curriculum Writing Teams  |                                      | <b>Resources Needed:</b> <ul style="list-style-type: none"><li>● Google Suite</li></ul>  |
| <b>Status:</b> Ongoing  |                                      |  |
| <b>Activity 1.6.4c:</b> Use child study teams to identify and monitor impact of MTSS and enrichment supports on students.   |                                      | <b>Key Measures/Targets:</b> <ul style="list-style-type: none"><li>● Monthly child study team meetings</li><li>● Updated records, referrals, interventions, and next steps</li><li>● Reduced number of special services referrals</li></ul>  |
| <b>Launch Date:</b> July 2021   | <b>Estimated End Date:</b> June 2026 |  |
| <b>Responsible Personnel:</b> Chief of Schools, Chief Academic Officer, Director of Special Services, District Data Management Specialist, Principals, Instructional Leadership Teams |                                      | <b>Resources Needed:</b> <ul style="list-style-type: none"><li>● Google Suite</li><li>● DOMO (accounted for in 1.1.1b)</li></ul>   |
| <b>Status:</b> Ongoing  |                                      |  |
| <b>Activity 1.6.4d:</b> Monitor disaggregated data by populations.  |                                      | <b>Key Measures/Targets:</b> <ul style="list-style-type: none"><li>● Agendas and Minutes from DLT/SLT/ILT meetings</li><li>● Completed data tracker</li></ul>  |
| <b>Launch Date:</b> July 2021   | <b>Estimated End Date:</b> June 2026 |  |

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| <b>Responsible Personnel:</b> Chief of Schools, Chief Academic Officer, Director of Curriculum, School Turnaround Specialists, District Data Management Specialist  |                                      | <b>Resources Needed:</b> <ul style="list-style-type: none"><li>● Google Suite</li><li>● DOMO (accounted for in 1.1.1b)</li></ul>  |
| <b>Status:</b> Ongoing  |                                      |   |
| <b>Activity 1.6.4e:</b> Provide enrichment after-school programming to meet the needs of multiple populations (ie Robotics/tech/eSports Clubs, ISTI Challenge, Academic Local, State and National Competitions, etc). |                                      | <b>Key Measures/Targets:</b> <ul style="list-style-type: none"><li>● Student sign-up and attendance for after-school activities</li><li>● Students advancing to state-wide competitions</li></ul>   |
| <b>Launch Date:</b> July 2021   | <b>Estimated End Date:</b> June 2026 |   |
| <b>Responsible Personnel:</b> Chief of Schools, Chief Academic Officer, Director of Curriculum, Director of Technology, Director of Special Services, 21st Century Coordinator, Principals                            |                                      | <b>Resources Needed:</b> <ul style="list-style-type: none"><li>● Transportation<ul style="list-style-type: none"><li>○ Incorporated in the budget</li></ul></li><li>● <b>NEW INITIATIVE -- Priority 3 (Grant Dependent)</b><br/>High Performance Tech Lab<ul style="list-style-type: none"><li>○ FY22 - 24: \$70,000 Annually</li></ul></li><li>● Awards/Certificates<ul style="list-style-type: none"><li>○ Incorporated in the budget</li></ul></li></ul> |
| <b>Status:</b> Ongoing  |                                      |   |

**Objective 1.7: Implement and maintain a structure for providing both mandatory and voluntary teacher professional development for the purpose of meeting evolving needs as they relate to continued growth in content, pedagogy, classroom management, and social-emotional competencies to meet the needs of all teachers and their students.**

**Impact on Student Achievement Goal:** The goal of professional development is to increase staff effectiveness and student achievement. This is accomplished by developing the skills of teachers, administrators and support personnel in effective design and delivery of curriculum. Special emphasis must be placed on training teachers and principals to employ instructional strategies that meet the needs of all students, and to implement the district instructional model to support differentiation and student responsive teaching. A comprehensive professional development program has a long-term focus and is based on district and curricular goals, students achievement data, and staff needs.

Visible Learning: Collective Teacher Efficacy (Effect size 1.57), Teacher Credibility (Effect size .90)

**Critical Initiative 1.7.1:** Create and implement a five year professional development plan inclusive of content development, pedagogy,

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| district initiatives as outlined in the strategic plan, and school improvement initiatives.  |                                      |   |
| <b>Activity 1.7.1a:</b> Provide monthly grade level training on content development, instructional technologies, or district initiatives.  |                                      | <b>Key Measures/Targets:</b> <ul style="list-style-type: none"><li>• Deliver one PD per month documented by agenda, sign-in sheet and evaluations</li></ul>   |
| <b>Launch Date:</b> July 2021  | <b>Estimated End Date:</b> June 2026 |   |
| <b>Responsible Personnel:</b> Chief Academic Officer, Director of Curriculum, Principals, Instructional Facilitators, Technology Specialists   |                                      | <b>Resources Needed:</b> <ul style="list-style-type: none"><li>• Substitute Coverage<ul style="list-style-type: none"><li>◦ Incorporated in the budget</li></ul></li></ul>  |
| <b>Status:</b> Ongoing   |                                      |   |
| <b>Activity 1.7.1b:</b> Provide job embedded differentiated professional development to enhance teachers' content-specific instructional practices and improve student learning.   |                                      | <b>Key Measures/Targets:</b> <ul style="list-style-type: none"><li>• Completed Classroom Walkthrough Tool</li><li>• Documented Feedback Session</li></ul>   |
| <b>Launch Date:</b> August 2021  | <b>Estimated End Date:</b> May 2026  |   |
| <b>Responsible Personnel:</b> Chief Academic Officer, Director of Curriculum, Principals, Instructional Facilitators, Technology Specialists   |                                      | <b>Resources Needed:</b> <ul style="list-style-type: none"><li>• Google Suite</li><li>• Swivl and tablets (accounted for in 1.4.4a)</li></ul>   |
| <b>Status:</b> Ongoing   |                                      |   |
| <b>Activity 1.7.1c:</b> Utilize our District's online professional development webinars and videos to meet personal and professional goals that are aligned to the district's strategic plan.  |                                      | <b>Key Measures/Targets:</b> <ul style="list-style-type: none"><li>• Certificate of Completion and PD Reflections from participants</li></ul>   |
| <b>Launch Date:</b> July 2021  | <b>Estimated End Date:</b> June 2026 |   |
| <b>Responsible Personnel:</b> Chief Academic Officer, Director of Curriculum, Technology Integration Specialists, Instructional Facilitators   |                                      | <b>Resources Needed:</b> <ul style="list-style-type: none"><li>• Google Suite</li></ul>   |
| <b>Status:</b> Ongoing   |                                      |   |
| <b>Activity 1.7.1d:</b> Create a professional development catalog and tracker to ensure new teachers receive mandatory training, and other staff receive ongoing necessary training to improve adult practice and student achievement. |                                      | <b>Key Measures/Targets:</b> <ul style="list-style-type: none"><li>• Professional Development Catalog and PD Tracker Spreadsheet</li><li>• Certificate of Completion and PD Reflections from participants</li></ul> |
| <b>Launch Date:</b> August 2021  | <b>Estimated End Date:</b> May 2026  |   |
| <b>Responsible Personnel:</b> Chief Academic Officer, Director of Curriculum, Technology Integration Specialists, Instructional Facilitators   |                                      | <b>Resources Needed:</b> <ul style="list-style-type: none"><li>• Google Suite</li></ul>   |

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| <b>Status:</b> Ongoing  |                                      |  |
| <b>Critical Initiative 1.7.2:</b> Provide a Professional Development University system allowing for teachers to earn badges after demonstrating their competencies related to content development, technology, or district initiatives. |                                      |  |
| <b>Activity 1.7.2a:</b> Provide a series of after school professional development and provide participants with badges of mastery after completion of all sessions within a program/skill of study.                                     |                                      | <b>Key Measures/Targets:</b> <ul style="list-style-type: none"><li>Agendas, Sign-in sheet, Evals, and Certificate of Completion</li><li>Running record of badges</li></ul>   |
| <b>Launch Date:</b> July 2021   | <b>Estimated End Date:</b> June 2026 |  |
| <b>Responsible Personnel:</b> Chief Academic Officer, Director of Curriculum, Technology Integration Specialists, SEL Specialists, Instructional Facilitators   |                                      | <b>Resources Needed:</b> <ul style="list-style-type: none"><li>Extra Duty Pay and Badges<ul style="list-style-type: none"><li>Incorporated in the budget</li></ul></li></ul>   |
| <b>Status:</b> Ongoing  |                                      |  |
| <b>Activity 1.7.2b:</b> Provide opportunities for teachers to receive badges/certificates from national, state, or local organizations.   |                                      | <b>Key Measures/Targets:</b> <ul style="list-style-type: none"><li>Agendas, Sign-in sheet, Evals, and Certificate of Completion</li><li>Running record of badges</li></ul>   |
| <b>Launch Date:</b> July 2021   | <b>Estimated End Date:</b> June 2026 |  |
| <b>Responsible Personnel:</b> Chief Academic Officer, Director of Curriculum, Technology Integration Specialists, SEL Specialists, Instructional Facilitators   |                                      | <b>Resources Needed:</b> <ul style="list-style-type: none"><li>Extra Duty Pay<ul style="list-style-type: none"><li>Incorporated in the budget</li></ul></li><li>Partnerships with Companies and Organizations (ie Google, ROE)</li></ul> |
| <b>Status:</b> Ongoing  |                                      |  |
| <b>Critical Initiative 1.7.3:</b> Budget financial resources for and provide out-of-school training and workshops.  |                                      |  |
| <b>Activity 1.7.3a:</b> Provide funds for substitutes and/or extra duty pay for regular rotating professional development of teachers and support staff.  |                                      | <b>Key Measures/Targets:</b> <ul style="list-style-type: none"><li>Evidence of Title and District fundings</li><li>Evidence of Extra-Duty Pay Sheets</li></ul>   |
| <b>Launch Date:</b> July 2021   | <b>Estimated End Date:</b> June 2026 |  |
| <b>Responsible Personnel:</b> Chief School Business Official, Chief Academic Officer, Director of Curriculum, Director of Federal Programs  |                                      | <b>Resources Needed:</b> <ul style="list-style-type: none"><li>Substitute Coverage through Title and District Funds<ul style="list-style-type: none"><li>Incorporated in the budget</li></ul></li></ul>                                  |
| <b>Status:</b> Ongoing  |                                      |  |
| <b>Activity 1.7.3b:</b> Allow for attendance to workshops to increase expertise of curriculum management functions, content and pedagogy.   |                                      | <b>Key Measures/Targets:</b> <ul style="list-style-type: none"><li>Revised/enhanced curriculum</li></ul>   |

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| <b>Launch Date:</b> July 2021   | <b>Estimated End Date:</b> August 2026 | <ul style="list-style-type: none"><li>• 55% of students meeting growth on national, state and local assessments</li><li>• 50% meeting attainment on NWEA assessments</li><li>• 30% percentage of students meeting/exceeding expectations on IAR and 15% meeting on SAT</li></ul> |
| <b>Responsible Personnel:</b> Chief Academic Officer, Director of Curriculum, Technology Integrations Specialists, Instructional Facilitators |  | <b>Resources Needed:</b> <ul style="list-style-type: none"><li>• Workshops and Travel<ul style="list-style-type: none"><li>◦ FY22-26: \$60,000 Annually</li><li>◦ Incorporated in the budget</li></ul></li></ul>   |
| <b>Status:</b> Ongoing  |  |  |
| <b>Activity 1.7.3c:</b> Budget for staff to receive books, educational resources, and supplies.   |  | <b>Key Measures/Targets:</b> <ul style="list-style-type: none"><li>• Sign in sheets for book studies,</li><li>• Lesson Plans</li><li>• Completed Walkthrough Tool demonstrating increased proficiency with instructional strategy</li></ul>                                      |
| <b>Launch Date:</b> July 2021   | <b>Estimated End Date:</b> June 2026   |  |
| <b>Responsible Personnel:</b> Chief Academic Officer, Director of Curriculum, Instructional Facilitators                                      |  | <b>Resources Needed:</b> <ul style="list-style-type: none"><li>• <b>NEW INITIATIVE -- Priority 1</b><br/>Books, reference guides, supplies<ul style="list-style-type: none"><li>◦ FY22-26: \$50,000 Annually</li></ul></li></ul>   |
| <b>Status:</b> Pending  |  |  |

## GOAL II: FINANCIAL STEWARDSHIP AND ACCOUNTABILITY

Preserve our strong financial standing while maintaining stable funding and sound fiscal stewardship to provide appropriate instructional resources and support services, and to operate facilities at maximum efficiency.

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| <b>Objective 2.1: Continue to maintain “eFinance” software with an immediate focus on the payroll and position control. This will include fully utilizing all reporting models and automating the time &amp; attendance features offered in conjunction with the TimeClock Plus system.</b> |                                      |  |
| <b>Impact on Student Achievement Goal:</b> Better systems allow concentrated focus on education. Systems are designed to assist in sound financial decisions, giving the end user the ability to analyze data real time. Automation streamlines the process and improves efficiencies.      |                                      |  |
| <b>Critical Initiative 2.1.1:</b> Provide Payroll and TimeClock Plus automation.  |                                      |  |
| <b>Activity 2.1.1a:</b> Automate staff time and attendance.   |                                      | <b>Key Measures/Targets:</b> <ul style="list-style-type: none"><li>Fully implement the automatic uploads from TimeClock Plus to e-Finance.</li><li>Timesheet from every building are uploaded and successfully tested</li></ul>  |
| <b>Launch Date:</b> July 2021   | <b>Estimated End Date:</b> June 2022 |  |
| <b>Responsible Personnel:</b> Chief School Business Official (CSBO) and The Payroll Department (Payroll Supervisor), Human Resource Manager, Director of Technology   |                                      | <b>Resources Needed:</b> <ul style="list-style-type: none"><li>e-Finance and TimeClock Plus subscription of \$132,000/year<ul style="list-style-type: none"><li>Incorporated in the budget</li></ul></li><li>Set up meetings with TimeClock Plus representatives, including face-to-face training on systems – July 2021</li><li>Technology Department for testing, March 2021 – June 2022</li><li>TimeClock Plus Trainer - \$15,000 over 5 years (FY 22-FY26)<ul style="list-style-type: none"><li>Incorporated in the budget</li></ul></li></ul> |
| <b>Status:</b> Pending  |                                      |  |
| <b>Activity 2.1.1b:</b> Identify professional development and training for end users.   |                                      | <b>Key Measures/Targets:</b> <ul style="list-style-type: none"><li>The Personnel or staff responsible for</li></ul>  |
| <b>Launch Date:</b> July 2021   | <b>Estimated End Date:</b> June 2022 |  |

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|  |  | timesheet reviews are completely trained on all modules in TimeClock Plus and understand timelines for submission. <ul style="list-style-type: none"><li>100% of systems users completed workshop and training sessions.</li></ul> |
| <b>Responsible Personnel:</b> CSBO and Human Resource Manager  |  | <b>Resources Needed:</b> <ul style="list-style-type: none"><li>Work with Human Resources Manage to ensure all are trained</li><li>Institute Day or PD Training for building Secretaries, Clerks, Principals, and Others</li></ul>  |
| <b>Status:</b> Pending   |  |  |
| <b>Critical Initiative 2.1.2:</b> Utilize Position Control, a system of tracking information based on position rather than employee. It is something that will assist the district with accurate Full Time Equivalent (FTE) budgets in the future. |  |  |
| <b>Activity 2.1.2a:</b> Review and make necessary changes to position control budget module weekly.  |  | <b>Key Measures/Targets:</b> All positions are accounted for with a control number.  |
| <b>Launch Date:</b> July 2021  | <b>Estimated End Date:</b> January 2022  |  |
| <b>Responsible Personnel:</b> Director of Finance with Human Resource Manager  |  | <b>Resources Needed:</b> The district has to identify personnel responsible for system maintenance, including daily, weekly or monthly updates.  |
| <b>Status:</b> In Progress   |  |  |
| <b>Activity 2.1.2b:</b> Create weekly reports to review and update.  |  | <b>Key Measures/Targets:</b> <ul style="list-style-type: none"><li>Completed Cognos Report</li></ul>   |
| <b>Launch Date:</b> January 2021   | <b>Estimated End Date:</b> December 2022 |  |
| <b>Responsible Personnel:</b> Director of Finance with Human Resource Manager, Director of Technology  |  | <b>Resources Needed:</b> <ul style="list-style-type: none"><li>Technology – Cognos Report Writer - handled by new Business Data System Specialist</li></ul>  |
| <b>Status:</b> Pending   |  |  |

**Objective 2.2: Create procedures documentation/manuals for the finance department.**

**Impact on Student Achievement Goal:** Documentation helps with expectation and limits uncertainties, specifically the risk management initiatives that protect students by identifying and addressing known risks.



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| <b>Critical Initiative 2.2.1:</b> Business/ Finance Desktop and Department Procedures                 |  |   |
| <b>Activity 2.2.1a:</b> Review and update A & B spending list for check release.                      |  | <b>Key Measures/Targets:</b> <ul style="list-style-type: none"><li>• A completed and Board approved list</li><li>• Implemented and followed by the Accounts Payable Department.</li></ul>   |
| <b>Launch Date:</b> June 2020   | <b>Estimated End Date:</b> December 2021 |   |
| <b>Responsible Personnel:</b> Director of Finance, Accounts Payable Specialists                       |  | <b>Resources Needed:</b> Time allowed for Accounts Payables Specialists to thoroughly review vendors and assign them to groups based on urgency.  |
| <b>Status:</b> In progress  |  |   |
| <b>Activity 2.2.1b:</b> Document Desktop Procedures.  |  | <b>Key Measures/Targets:</b> <ul style="list-style-type: none"><li>• Completed Procedures Manual</li><li>• Created procedures folders on the shared drive for all Business Departments</li></ul>  |
| <b>Launch Date:</b> September 2019  | <b>Estimated End Date:</b> June 2022     |   |
| <b>Responsible Personnel:</b> All Business Department Personnel                                       |  | <b>Resources Needed:</b> Time allowed for employees to identify and document all procedures, includes attending meetings and training sessions.   |
| <b>Status:</b> In progress  |  |   |
| <b>Activity 2.2.1c:</b> Create Payroll Critical Dates and Timeline Documentation.                     |  | <b>Key Measures/Targets:</b> Clearly identify internal and external payroll communication, including dates to release: <ul style="list-style-type: none"><li>• Payroll Schedule</li><li>• Payroll Tables: Pay rate tables, job codes, employee leave tables, payroll deductions and reference tables</li><li>• Employee Demographics information</li><li>• Payroll Times and Details Status</li><li>• Payroll Tax Updates</li><li>• Final Pay and Severance</li><li>• Other Benefits (Supplemental Retirement Plan)</li></ul> |
| <b>Launch Date:</b> July 2021   | <b>Estimated End Date:</b> June 2022     |   |
| <b>Responsible Personnel:</b> Chief School Business Official, Payroll Specialists, Payroll Supervisor |  | <b>Resources Needed:</b> <ul style="list-style-type: none"><li>• Payroll Professional Development, a total of \$15,000 over 5 years (FY22-FY26)</li></ul>   |
| <b>Status:</b> Pending  |  |   |

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|   |                                      | <ul style="list-style-type: none"><li>○ Incorporated in the budget</li></ul>  |
| <b>Critical Initiative 2.2.2:</b> Create Risk Management Department Procedures.   |                                      |   |
| <b>Activity 2.2.2a:</b> Update department operations procedure manuals for identified tasks and review historical loss run data and insurance renewals schedules for cost determination and comparison. |                                      | <b>Key Measures/Targets:</b> Completed: <ul style="list-style-type: none"><li>● Workers' compensation claims</li><li>● Claim management procedures</li><li>● Return to work guidelines</li><li>● Property and Casualty Insurance review and renewal</li><li>● Obtaining comparative data reflective of impact post updated plan</li></ul> |
| <b>Launch Date:</b> July 2021   | <b>Estimated End Date:</b> June 2023 |   |
| <b>Responsible Personnel:</b> Director of Fixed Assets and Risk Management  |                                      | <b>Resources Needed:</b> <ul style="list-style-type: none"><li>● Asbestos training annually approximately \$1,000/yr (\$5,000 total for FY22-FY26).<ul style="list-style-type: none"><li>○ Incorporated in the budget</li></ul></li></ul>   |
| <b>Status:</b> In progress  |                                      |   |

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| <b>Objective 2.3: Create a more efficient Grants Support Department to include improved grant procedures and best practice manuals.</b>   |                                      |  |
| <b>Impact on Student Achievement Goal:</b> An improved process will assure all funds are spent timely and not returned.   |                                      |  |
| <b>Critical Initiative 2.3.1:</b> Strengthen the Grants procedures.   |                                      |  |
| <b>Activity 2.3.1a:</b> Identify a compliance team.   |                                      | <b>Key Measures/Targets:</b> <ul style="list-style-type: none"><li>● Team identified and in place</li><li>● Quarterly evaluations and assessment of the new team</li><li>● Documented improvements</li></ul> |
| <b>Launch Date:</b> July 2020   | <b>Estimated End Date:</b> June 2022 |  |
| <b>Responsible Personnel:</b> Grants Compliance Director and Grants Compliance Specialist with Chief Academic Officer, Chief of Schools, Chief Human Resource Officer, Chief School Business Official |                                      | <b>Resources Needed:</b> <ul style="list-style-type: none"><li>● \$5,000 increase for Director</li><li>● \$5000 increase for Specialist</li><li>● \$5000 increase for Admin Assistant</li></ul>              |
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|  |                               | Total cost for FY22 – FY26 is approximately \$78,000 <ul style="list-style-type: none"><li>○ Incorporated in the budget</li></ul>   |
| Activity 2.3.1b: Update Grants Procedure Manual.   |                               | Key Measures/Targets: <ul style="list-style-type: none"><li>● Training completed for each Grant Manager on all internal and external worksheets.</li><li>● Documentation completed for local, state, federal, and competitive grants annually and timely.</li><li>● Easy to follow manual produced.</li></ul> |
| Launch Date: June 2021   | Estimated End Date: July 2023 |   |
| Responsible Personnel: Director of Grants and Grants Compliance Specialist with Chief Academic Officer, Chief of Schools, Chief School Business Official |                               | Resources Needed: <ul style="list-style-type: none"><li>● All Grant Managers to attend and contribute to monthly update meetings.</li><li>● Annual training for all grant managers on the e-finance reporting system during Institute Days or as Professional Development hours</li></ul>                     |
| Status: Pending  |                               |   |

**Objective 2.4: Demonstrate fiscal responsibility through thoughtful and consistent oversight of budget development which includes fully implementing a decentralized budgeting process for all schools, departments, programs and services.**

**Impact on Student Achievement Goal:** Fiscal responsiveness is required for not only a balanced budget, but to positively impact student growth by having the necessary funds required for new or innovative programming that makes a difference for the student population.

**Critical Initiative 2.4.1:** Continued improvements to the budget process.

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| <b>Activity 2.4.1a:</b> Develop a consistent budget timeline every year.          |                                      | <b>Key Measures/Targets:</b> <ul style="list-style-type: none"> <li>• District has identified consistent budget dates, including preparation and finalization dates. These dates will become a part of the district's reported calendar of key events.</li> </ul> |
| <b>Launch Date:</b> July 2021   | <b>Estimated End Date:</b> June 2022 |   |
| <b>Responsible Personnel:</b> Chief School Business Official, Director of Finance |                                      | <b>Resources Needed:</b>  |

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| <b>Status:</b> Ongoing  |                                      | <ul style="list-style-type: none"> <li>e-Finance budgeting model Training @\$3,000 (FY20-21) <ul style="list-style-type: none"> <li>Incorporated in the budget</li> </ul> </li> <li><b>NEW INITIATIVE -- Priority 2</b><br/>Finance Budget Specialist - \$71,000, Annually (FY22-FY26)</li> </ul>                 |
| <b>Activity 2.4.1b:</b> Create budget groups (i.e. Elementary vs Secondary; grant vs district). |                                      | <b>Key Measures/Targets:</b> Identified groups based on type and offered support from budget kickoff to budget finalization.  |
| <b>Launch Date:</b> July 2022   | <b>Estimated End Date:</b> June 2023 |   |
| <b>Responsible Personnel:</b> Chief School Business Official, Director of Finance               |                                      | <b>Resources Needed:</b>  |
| <b>Status:</b> Pending  |                                      | <ul style="list-style-type: none"> <li>Google hangout and meetings</li> </ul>   |
| <b>Activity 2.4.1c:</b> Create variance analysis reports.                                       |                                      | <b>Key Measures/Targets:</b> e-Finance and/or custom reports are created and shared with all budget managers. Budget/Grant managers internally trained on reports, including how to read and report errors.   |
|   |                                      | <ul style="list-style-type: none"> <li>Budget Managers required to attend internal training</li> <li>Grant Managers required to attend internal training</li> </ul>   |
| <b>Launch Date:</b> July 2022   | <b>Estimated End Date:</b> June 2023 |   |
| <b>Responsible Personnel:</b> Chief School Business Official, Director of Finance               |                                      | <b>Resources Needed:</b>  |
| <b>Status:</b> Pending  |                                      | <ul style="list-style-type: none"> <li>Active participation and adhere to deadlines during the budget period while offering support to all budget and grant managers</li> <li>5Cast Monthly reporting - \$4,500 Annually <ul style="list-style-type: none"> <li>Incorporated in the budget</li> </ul> </li> </ul> |

**Objective 2.5:** Evaluate the financial, educational, and administrative impact of additional staffing and duties added in preparation of future budget adjustments.

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| <b>Impact on Student Achievement Goal:</b> Collaborative efforts help identify staffing needs more quickly.                               |                                      |  |
| <b>Critical Initiative 2.5.1:</b> Determine future staffing plans and projections and include impact in the five-year financial forecast. |                                      |  |
| <b>Activity 2.5.1a:</b> Request information from Human Resources and Teaching & Learning departments.                                     |                                      | <b>Key Measures/Targets:</b> Identified academic programs and other district initiatives and anticipated current and future staffing plans.  |
| <b>Launch Date:</b> June 2020   | <b>Estimated End Date:</b> June 2026 |  |
| <b>Responsible Personnel:</b> Chief School Business Official, Chief Academic Officer, Chief Human Resource Officer, Chief of Schools      |                                      | <b>Resources Needed:</b> Collaboration with many other departments on student enrollment and staffing.<br>COVID-19 affects:<br><b>NEW INITIATIVE -- Covered under CARES Act</b> <ul style="list-style-type: none"><li>• Social Distancing support at all the buildings</li><li>• Transportation needs (25 new bus monitors) (FY21 and FY22 \$425,000 yearly)</li><li>• Food Service needs - incentive pay \$200,000 yearly (FY21 and FY 22)</li><li>• Substitute and support personnel needs - 1 additional per building (10 subs for approximately \$143,000 yearly (Fy21 and FY22)</li></ul> |
| <b>Status:</b> Ongoing  |                                      |  |
| <b>Activity 2.5.1b:</b> Negotiate Contract for Local 1220 and 382.  |                                      | <b>Key Measures/Targets:</b> <ul style="list-style-type: none"><li>• Fundamental understanding of legal obligation</li><li>• Completed Salary Schedules</li><li>• Ratified terms of agreement reached</li><li>• Board approved agreement</li></ul>   |
| <b>Launch Date:</b> February 2021   | <b>Estimated End Date:</b> July 2024 |  |
| <b>Responsible Personnel:</b> Chief Human Resource Officer, Chief School Business Official  |                                      | <b>Resources Needed:</b> <ul style="list-style-type: none"><li>• Fee for contract negotiation in (FY22 - \$25,000)<ul style="list-style-type: none"><li>◦ Incorporated in the budget</li></ul></li><li>• Incorporated in the budget, includes 3% salaries and 6.5% benefits for all employees - Increases approximately:</li></ul>   |
| <b>Status:</b> Pending  |                                      |  |

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|  | <ul style="list-style-type: none"> <li>○ FY22 approx. \$2,100,000</li> <li>○ FY23 approx. \$2,200,000</li> <li>○ FY24 approx. \$2,300,000</li> </ul> |
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| <b>Objective 2.6: Identify and prioritize maintenance of school facilities based on the Facility Assessment Report from 2015 and current facility needs due to COVID-19, including preventive maintenance programs for Building &amp; Grounds.</b> |                                      |  |
| <b>Impact on Student Achievement Goal:</b> Well managed facilities improve student outcomes and teacher retention.   |                                      |  |
| <b>Critical Initiative 2.6.1:</b> Re-evaluate the Fanning Howey Facilities Report completed in 2015.   |                                      |  |
| <b>Activity 2.6.1a:</b> Determine future facilities needs and impact to the 5-year projections.  |                                      | <b>Key Measures/Targets:</b> <ul style="list-style-type: none"><li>• Survey each building to determine what is required to adequately meet the learning needs of the students and provide a safe learning environment</li><li>• Develop information on how surveying each building affects the Assessment Report</li><li>• Develop a detailed plan to implement the action items in the report</li></ul>   |
| <b>Launch Date:</b> July 2021  | <b>Estimated End Date:</b> June 2026 |  |
| <b>Responsible Personnel:</b> Director of Pupils Service and Operations, Director of Fixed Assets and Risk Management, Chief School Business Official, School Principals,  |                                      | <b>Resources Needed:</b> <ul style="list-style-type: none"><li>• PMA Investing assistance regarding funding</li><li>• Stifel's assistance regarding funding for the projects</li><li>• Facilities cost for roofs, routine maintenance, repair, HVAC, and systems upgrades. (FY22 - FY26, \$13,403,678)<ul style="list-style-type: none"><li>◦ Incorporated in the budget<ul style="list-style-type: none"><li>■ Adams - \$365,625</li><li>■ Gordon Bush - \$304,348</li><li>■ Dunbar - \$642,035</li></ul></li></ul></li></ul> |
| <b>Status:</b> In progress   |                                      |  |

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|  |  | <ul style="list-style-type: none"><li>■ Officer - \$706,739</li><li>■ Admin - \$2,845,345</li><li>■ Advant - \$468,161</li><li>■ Katie Wright - \$460,782</li><li>■ Mason Clark - \$905,531</li><li>■ Young - \$4,087,496</li><li>■ Lincoln - \$1,702,703</li><li>■ ESTL Sr. High - \$914,913</li></ul> |
| <b>Activity 2.6.1b:</b> Prepare Annual Funding Strategies for Facilities Maintenance.  |  | <b>Key Measures/Targets:</b> <ul style="list-style-type: none"><li>● Fixed and known costs reviewed</li><li>● One time and maintenance cost identified</li><li>● Board approved resolution</li><li>● Funding source identified</li></ul>  |
| <b>Launch Date:</b> July 2022  | <b>Estimated End Date:</b> June 2023     |   |
| <b>Responsible Personnel:</b> Chief School Business Official, Director of Finance, Director of Pupils Service and Operations   |  | <b>Resources Needed:</b> <ul style="list-style-type: none"><li>● Meetings with Building &amp; Grounds committee</li></ul>   |
| <b>Status:</b> Pending   |  |   |
| <b>Activity 2.6.1c:</b> Identify high priority projects.   |  | <b>Key Measures/Targets:</b> <ul style="list-style-type: none"><li>● Estimates and quotes provided</li><li>● Bids are completed</li></ul>   |
| <b>Launch Date:</b> December 2021  | <b>Estimated End Date:</b> December 2022 |   |
| <b>Responsible Personnel:</b> Chief School Business Official, Director of Pupils Service and Operations, Director of Fixed Assets and Risk Management, Director of Finance |  | <b>Resources Needed:</b> <ul style="list-style-type: none"><li>● Meetings with Facilities Staff</li><li>● Meetings with the Business Staff</li></ul>  |
| <b>Status:</b> Pending   |  |   |
| <b>Critical Initiative 2.6.2:</b> Implement a Preventive Maintenance Program for Buildings & Grounds.  |  |   |
| <b>Activity 2.6.2a:</b> Organize preventative maintenance plan outline for district facilities.  |  | <b>Key Measures/Targets:</b> <ul style="list-style-type: none"><li>● Departmental activity structure setup</li><li>● Routine program groups established</li><li>● Completed preventative maintenance schedule</li></ul>   |
| <b>Launch Date:</b> January 2023   | <b>Estimated End Date:</b> December 2023 |   |
| <b>Responsible Personnel:</b> Director of Pupils Service and Operations, Chief School Business Official  |  | <b>Resources Needed:</b> <ul style="list-style-type: none"><li>● Meetings with Facilities Staff</li></ul>   |

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| <b>Status:</b> Pending   |  | <ul style="list-style-type: none"><li>Meetings with the Business Staff</li></ul>  |
| <b>Activity 2.6.2b:</b> Categorize facility and equipment inventory to be included in preventive maintenance plan.   |  | <b>Key Measures/Targets:</b> Physical inspections completed   |
| <b>Launch Date:</b> January 2023   | <b>Estimated End Date:</b> December 2023 |   |
| <b>Responsible Personnel:</b> Director of Pupils Service and Operations, Director of Fixed Assets and Risk Management Director, Chief School Business Official |  | <b>Resources Needed:</b> <ul style="list-style-type: none"><li>Meetings with Facilities Staff</li><li>Meetings with the Business Staff</li></ul>  |
| <b>Status:</b> Pending   |  |   |
| <b>Activity 2.6.2c:</b> Enforce compliance training for Building & Grounds personnel   |  | <b>Key Measures/Targets:</b> <ul style="list-style-type: none"><li>Training completed and or certificates of training obtained</li></ul>  |
| <b>Launch Date:</b> July 2021  | <b>Estimated End Date:</b> June 2022     |   |
| <b>Responsible Personnel:</b> Director of Pupils Service and Operations, Chief School Business Official  |  | <b>Resources Needed:</b> Fulfill required license training <ul style="list-style-type: none"><li>Boiler, electrical, chillers, HVAC, carpentry and plumbing training<ul style="list-style-type: none"><li>Incorporated in the budget</li><li>FY22, \$17,450</li><li>FY23 - FY26, \$12,000</li></ul></li></ul> |
| <b>Status:</b> Pending   |  |   |

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| <b>Objective 2.7: Assess Board of Education needs for financial reports and develop more meaningful reports to align with their needs.</b>  |  |   |
| <b>Impact on Student Achievement Goal:</b> School Boards are also responsible for how well schools meet achievement goals, so collaboration on policy and focus on fiscal responsibilities contribute to equitable distribution of funds. |  |   |
| <b>Critical Initiative 2.7.1:</b> Collaborate with the School Board and Financial Oversight Panel on standard reporting to determine what would work well for the district.   |  |   |
| <b>Activity 2.7.1a:</b> Organize meetings with the Finance Committee to evaluate the current reports.   |  | <b>Key Measures/Targets:</b> <ul style="list-style-type: none"> <li>Identified best practice reports</li> <li>Completed meetings</li> <li>Board approved reports</li> </ul> |
| <b>Launch Date:</b> January 2021  | <b>Estimated End Date:</b> December 2022 |   |



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| <b>Responsible Personnel:</b> Chief School Business Official | <b>Resources Needed:</b> <ul style="list-style-type: none"> <li>• Meetings with the Board of Education</li> <li>• Meetings with the Finance Committee</li> </ul> |
| <b>Status:</b> Pending                                       |  |

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| <b>Objective 2.8:</b> In light of the recent pandemic, reassess the fund balance policy to determine if policy guidelines need to be reconsidered, see boardy policy 4:20.                     |                                      |   |
| <b>Impact on Student Achievement Goal:</b> Adequate fund balance (savings) is vital for new programming and unexpected emergencies.  |                                      |   |
| <b>Critical Initiative 2.8.1:</b> Maintain the appropriate fund balance for the district.  |                                      |   |
| <b>Activity 2.8.1a:</b> Review current fund balance policy annually.   |                                      | <b>Key Measures/Targets:</b> <ul style="list-style-type: none"><li>Fund Balance is reviewed and at an acceptable percentage of revenue rate for the Board of Education and Financial Oversight Panel.</li></ul> |
| <b>Launch Date:</b> July 2021  | <b>Estimated End Date:</b> June 2026 |   |
| <b>Responsible Personnel:</b> Chief School Business Official   |                                      | <b>Resources Needed:</b> <ul style="list-style-type: none"><li>Constant review and evaluation during budget and projections process by the Business Department.</li></ul>                                       |
| <b>Status:</b> Ongoing   |                                      |   |
| <b>Activity 2.8.1b:</b> In the event fund balance drops due to the pandemic, the district will develop a plan to replenish the fund balance to the established minimum level within two years. |                                      | <b>Key Measures/Targets:</b> <ul style="list-style-type: none"><li>Annual Balanced Budgets</li><li>5-Year Projections adjusted for minimum levels</li></ul>   |
| <b>Launch Date:</b> July 2020  | <b>Estimated End Date:</b> July 2024 |   |
| <b>Responsible Personnel:</b> Chief School Business Official   |                                      | <b>Resources Needed:</b> Constant review and evaluating during budget and projections process by the Business Department.   |
| <b>Status:</b> In progress   |                                      |   |

### GOAL III: SAFE AND HEALTHY ENVIRONMENTS

Foster a positive culture and climate that supports the health and social-emotional well-being of every student.

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| <b>Objective 3.1: Provide all students access to a comprehensive Pre-K through 12 social and emotional learning curriculum and assessment tools.</b>   |  |   |
| <b>Impact on Student Achievement Goal:</b> SEL Learning has a positive impact on student achievement as part of a strong Tier I System supporting RTI with the potential to considerably accelerate student achievement (Effect Size of 1.29). The effects of SEL interventions is strongest when implemented with younger students or students who have poor social skills. |  |   |
| <b>Critical Initiative 3.1.1:</b> Develop a written SEL curriculum for PreK-2 to vertically align PreK through primary SEL Learning that will be implemented by teachers daily.  |  |   |
| <b>Activity 3.1.1a:</b> SEL Team Curriculum Platform Search & Curriculum Writing for SEL grades PreK-2.  |  | <b>Key Measures/Targets:</b> <ul style="list-style-type: none"><li>• A complete, written, standards based SEL curriculum for PreK-2</li><li>• PreK-2 Curriculum guides for SEL implementation (Tier I, II and III)</li><li>• 5 yr implementation schedule identifying curriculum platform, PD, formative,summative, etc.</li><li>• Adopt and administer an SEL universal screener for use multiple times yearly</li></ul> |
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| <b>Launch Date:</b> July 2021  | <b>Estimated End Date:</b> November 2021 |   |
| <b>Responsible Personnel:</b> Chief of Schools, Chief Academic Officer, Director of Parent and Student Services, SEL Specialists, Director of Curriculum, Instructional Coaches, Academic Interventionists, Social Workers, SEL Counselors   |  | <b>Resources Needed:</b> \$30,000 <ul style="list-style-type: none"><li>• <b>NEW INITIATIVE -- Priority 1</b><br/>Curriculum Resources:<ul style="list-style-type: none"><li>◦ FY22: \$25,000</li></ul>Additional Time (Curriculum Writing):<ul style="list-style-type: none"><li>◦ FY22: \$5,000</li></ul></li></ul>   |
| <b>Status:</b> Pending   |  |   |
| <b>Activity 3.1.1b:</b> Daily Curriculum Implementation and SEL Curriculum Professional Development for Teachers and Staff of Primary Grades K-2.  |  | <b>Key Measures/Targets:</b> <ul style="list-style-type: none"><li>• Ongoing SEL Professional Development/Coaching Schedule for Teachers by November 30, 2021.</li></ul>  |
| <b>Launch Date:</b> November 2021  | <b>Estimated End Date:</b> June 2026     |   |

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|  |                                      | <ul style="list-style-type: none"><li>● Development of Best Practices in SD 189 by December 2021</li><li>● Teacher Survey of Implementation Confidence</li><li>● Schedules/Daily Activities/Lesson Plans from teachers and SEL staff</li></ul>  |
| <b>Responsible Personnel:</b> Director of Parent and Student Services, SEL Specialist, Chief of Schools, Chief Academic Officer, Director of Curriculum, Instructional Coaches, Academic Interventionists, Principals, Social Workers, Counselors, Teachers, Support Staff |                                      | <b>Resources Needed:</b> No Costs <ul style="list-style-type: none"><li>● Initial Professional Development (December 2021)</li><li>● SEL Curriculum PD Sessions at each District PD University for Admin, Teachers, Staff starting January 2022</li><li>● Embedded Coaching from Instructional Coaches, Academic Interventionists, Building Administration, SEL staff starting January 2021</li></ul>   |
| <b>Status:</b> Pending   |                                      |   |
| <b>Activity 3.1.1c:</b> Annual Monitoring of Primary SEL Implementation and Effect on Students.  |                                      | <b>Key Measures/Targets:</b> <ul style="list-style-type: none"><li>● Program Evaluation Plan for SD 189 Primary SEL program by September 2022</li><li>● Complete program annual evaluation of Primary SEL program and related school data .(Domo, SIS, etc. SEL, Teacher Data from Periodic Surveys, Stakeholder interviews.) Initial evaluation - March 2023</li><li>● A 50% reduction in classroom referrals grades Pre-K-2 each year</li><li>● No suspensions of primary students grades Pre-K through 2. (Cohort Data)</li><li>● Meet attendance benchmark of 90% or above for K-2 students by SY26</li></ul> |
| <b>Launch Date:</b> March 2023   | <b>Estimated End Date:</b> June 2026 |   |
| <b>Responsible Personnel:</b> Chief Academic Officer, Chief of Schools, Director of Parent and Student Services, SEL Specialists, Director of Curriculum, School Turnaround Specialists, Principals, Teachers, Data Specialists.   |                                      | <b>Resources Needed:</b> No Costs <ul style="list-style-type: none"><li>● DOMO Data (Previously Budgeted Goal 1)</li><li>● Meetings &amp; Time for Program Evaluation</li></ul>   |

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| <b>Status:</b> Pending   |                                      | Activities (During duty hours Spring SY 23-26)   |
| <b>Critical Initiative 3.1.2:</b> Develop written SEL curriculum for students in grades 3-12 to include daily instruction by teachers, using the Ripple Effects Curriculum Platform..  |                                      |  |
| <b>Activity 3.1.2a:</b> SEL Team Curriculum Writing Grades 3-12  |                                      | <b>Key Measures/Targets:</b>   |
|  |                                      | <ul style="list-style-type: none"> <li>• Written Curriculum for Teachers Grades 3-12 for Tier I Instruction by October 2021.</li> <li>• Written Curriculum for Tier II &amp; II Implementers (Social Workers, SEL Counselors, Behavior Improvement Specialists) by October 2021</li> <li>• Search for and implement an aligned universal screener multiple times annually</li> </ul> |
| <b>Launch Date:</b> August 2021  | <b>Estimated End Date:</b> June 2026 |  |
| <b>Responsible Personnel:</b> Chief of Schools, Chief Academic Officer, Director of Parent and Student Services, SEL Specialist, Director of Curriculum, Instructional Coaches, Academic Interventionists, Social Workers, SEL Counselors. |                                      | <b>Resources Needed:</b>   |
| <b>Status:</b> Pending   |                                      | <ul style="list-style-type: none"> <li>• Ripple Effects Annual subscriptions: Title Funded \$200,000 All schools <ul style="list-style-type: none"> <li>◦ Incorporated in the budget</li> </ul> </li> <li>• Additional Time: \$ 3,600 <ul style="list-style-type: none"> <li>◦ Incorporated in the budget</li> </ul> </li> </ul>   |
| <b>Activity 3.1.2b:</b> Daily Implementation and SEL Curriculum Professional Development for Teachers and Staff of Grades 3-12.  |                                      | <b>Key Measures/Targets:</b>   |
|  |                                      | <ul style="list-style-type: none"> <li>• Ongoing SEL Curriculum PD Schedule by September 2021.</li> <li>• Development of Best Practices by September 2021.</li> <li>• Teacher Survey of Implementation Confidence</li> <li>• Schedules/Daily Activities/Lesson Plans from teachers and SEL staff.</li> <li>• Observable Fidelity Checks using Climate Walkthroughs</li> </ul>        |
| <b>Launch Date:</b> September 2021   | <b>Estimated End Date:</b> June 2026 |  |
| <b>Responsible Personnel:</b> Chief of Schools, Chief Academic Officer, Director of Parent and Student Services, SEL Specialist, Director of Curriculum, Instructional Coaches,  |                                      | <b>Resources Needed:</b>   |
|  |                                      | <ul style="list-style-type: none"> <li>• Ripple Effects Annual subscriptions</li> </ul>  |

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| Academic Interventionists, Social Workers, SEL Counselors.   |                                     | <ul style="list-style-type: none"><li>○ Incorporated in the budget</li><li>● Class Dojo: Grades through Grade 8: No Cost</li><li>● SEL Kickboard grades 9-12<ul style="list-style-type: none"><li>○ FY22-26: \$6,000 Annually</li><li>○ Incorporated in the budget</li></ul></li><li>● <b>NEW INITIATIVE -- Priority 1</b><br/>Anti Bullying Curriculum Add-ons-Title<ul style="list-style-type: none"><li>○ FY22-26: \$5,000 Annually</li></ul></li></ul>  |
| <b>Status:</b> Pending   |                                     |   |
| <b>Activity 3.1.2c:</b> Comprehensive Annual Monitoring of SEL Implementation and Effect on Students Grades 3-12.  |                                     | <b>Key Measures/Targets:</b> <ul style="list-style-type: none"><li>● Program Evaluation Plan SEL program by January 2022</li><li>● Complete program annual evaluation of SEL program and related school data (.Climate Walkthroughs Data, Domo, School Report Card, SIS, etc. SEL, Teacher Data from Periodic Surveys, stakeholder interviews) by April 2022</li><li>● Usage and Growth data from Ripple Effects</li><li>● 50% reduction in classroom referrals in grades 3-12 by SY 26</li><li>● 10% annual reduction in suspension rate for all schools and District.</li></ul> |
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| <b>Launch Date:</b> April 2022   | <b>Estimated End Date:</b> May 2026 |   |
| <b>Responsible Personnel:</b> Chief Academic Officer, Chief of Schools Director of Parent and Student Services, SEL Specialists, Director of Curriculum, School Turnaround Specialists, Principals, SEL Counselors, Social workers, Teachers, Data Specialist. |                                     | <b>Resources Needed:</b> No New Initiative Costs <ul style="list-style-type: none"><li>● DOMO Data (Previously Budgeted Goal 1)</li><li>● Meetings &amp; Time for Program Evaluation Activities (During duty hours Spring 22-25)</li></ul>  |
| <b>Status:</b> Pending   |                                     |   |

**Objective 3.2: Establish fully implemented, trauma-informed, culturally competent-responsive schools and district departments/systems that use social-emotional standards as a basis for reviewing, revising, and implementing policies, procedures, and practices in our district while fully supporting students.**

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| <b>Impact on Student Achievement Goal:</b> Training and implementation of system-wide RP programs will lay the groundwork for development of positive school climate. School climate (0.32) is likely to have a positive effect on acceleration of student achievement, while behavioral intervention programs (0.62) have the potential to accelerate student achievement. Ultimately, building student self-efficacy (0.92) will have considerable impact on acceleration of student achievement. |                                     |  |
| <b>Critical Initiative 3.2.1:</b> Develop training systems and protocols for ensuring that all staff remain current on related restorative practices (RP) including but not limited to SB 100, PBIS, Crisis Prevention Intervention (CPI), trauma-informed, restorative justice (RP) and culturally responsive practices.   |                                     |  |
| <b>Activity 3.2.1a:</b> Develop a training progression flow chart for all Restorative Practices (RP) trainings to include Level I, Level 2, Level 3 and Trainer status for all staff (district, contracted, volunteer, permanent substitute, central office, administrative)  |                                     | <b>Key Measures/Targets:</b> <ul style="list-style-type: none"><li>• Progression Flow Chart of leveled training with renewals by August 2021</li><li>• Directory of district trainers for all RP programs by July 2021</li><li>• Annual Online registration uploads of all staff on ELN to access free mandated and SEL training certifications</li><li>• Annual Calendars of SEL trainings</li><li>• 189 Staff Gantt Chart to maintain documentation of training attainment</li></ul>   |
| <b>Launch Date:</b> September 2021  | <b>Estimated End Date:</b> May 2026 |  |
| <b>Responsible Personnel:</b> Director of Parent and Student Services, School Turnaround Specialists, Supervisor of Safety and Security, Special Education Director, All Principals, Chief of Schools, Chief Academic Officer, Chief Human Resource Office, Chief School Business Official.   |                                     | <b>Resources Needed:</b> <ul style="list-style-type: none"><li>• ELN registrations: No Costs ISBE/IPA</li><li>• Trauma Informed All Staff<ul style="list-style-type: none"><li>◦ FY22-25 : No Cost</li></ul></li><li>• Trauma Informed Modules(New Initiative Staff): No Cost</li><li>• PBIS Team Meetings/Training<ul style="list-style-type: none"><li>◦ FY22-26: \$24,000</li><li>◦ Incorporated in the budget</li></ul></li><li>• CPI Trainings (Initial Or Renewals)<ul style="list-style-type: none"><li>◦ FY22-26: \$40,000</li><li>◦ Incorporated in the budget</li></ul></li><li>• Restorative Practices Trainings Annual</li></ul> |
| <b>Status:</b> Pending  |                                     |  |

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|   |                                       | Offerings (See Trainer Costs 3.2.1b) <ul style="list-style-type: none"><li>● <b>NEW INITIATIVE -- Priority 1</b><br/>Culturally Responsive Trainer/ 100 participants<ul style="list-style-type: none"><li>○ FY22-26: \$9,190 Annually</li></ul></li></ul>  |
| <b>Activity 3.2.1b:</b> Assess and maintain the districts' par needs for the number of in-house trainers for each RP program, as well as determine the number of annual training offerings for Level 1 (required), Level 2, and 3 trainings.  |                                       | <b>Key Measures/Targets:</b> <ul style="list-style-type: none"><li>● Directory of district trainers for all RP programs by July 2021</li><li>● Annual Calendar of Trainings and available slots</li><li>● 189 Staff Training Gantt Chart</li></ul>   |
| <b>Launch Date:</b> August 2021   | <b>Estimated End Date:</b> June 2026  |  |
| <b>Responsible Personnel:</b> Chief of Schools, Chief Academic Officer, Chief Human Resource Office, Chief School Business Official ,Director of Parent and Student Services,SEL Specialists, School Turnaround Specialists, Supervisor of Safety and Security, Special Education Director, All Principals, |                                       | <b>Resources Needed:</b> <ul style="list-style-type: none"><li>● <b>NEW INITIATIVES -- Priority 1</b><br/>Train the Trainer &amp; Training Costs: ReNew Initiative Trauma Trainers<ul style="list-style-type: none"><li>○ FY23: \$350 x 40 Trainers =\$14,000</li></ul>License Renewal Initiative for RP 15 Trainers<ul style="list-style-type: none"><li>○ FY 22-26: \$25 x 15 =\$375 Annually</li></ul></li><li>● CPI Renewal - Trainers<ul style="list-style-type: none"><li>○ FY22-26: \$2,000 Annually</li><li>○ Incorporated in the budget</li></ul></li></ul> |
| <b>Status:</b> Pending  |                                       |  |
| <b>Activity 3.2.1c:</b> On a quarterly basis (Climate Walkthroughs) and annual basis evaluate the effectiveness of RP practices and training on staff, school and student performance.  |                                       | <b>Key Measures/Targets:</b> <ul style="list-style-type: none"><li>● Complete a program evaluation of RP Trainings and related data (Climate Walkthroughs) Data, Domo, School Report Card,AEI, Staff Evaluation Performance SIS, etc. SEL, 5 essential Survey Data, classroom, grade and school discipline data, stakeholder Interviews Starts April 2022.</li><li>● Indicators of improved student, staff and teacher relationship including trends in</li></ul>  |
| <b>Launch Date:</b> April 2022  | <b>Estimated End Date:</b> April 2026 |  |

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|   |                                      | reductions of classroom referrals and suspensions by 2025 in all schools  |
| <b>Responsible Personnel:</b> Chief of Schools, Chief Academic Officer, Chief Human Resource Office, Chief School Business Official, Director of Parent and Student Services, SEL Specialists, School Turnaround Specialists, Supervisor of Safety and Security, Special Education Director, All Principals Data Specialists. |                                      | <b>Resources Needed:</b> No Costs <ul style="list-style-type: none"><li>Program Evaluation is a job duty of assigned staff.</li></ul>   |
| <b>Status:</b> Pending  |                                      |   |
| <b>Critical Initiative 3.2.2:</b> Review District 189 policies, procedures and practices to ensure alignment to trauma-informed, culturally competent practices providing educational equity for students served.   |                                      |   |
| <b>Activity 3.2.2a:</b> Form a Trauma-Informed/Cultural Responsiveness Advisory Team including students and staff to review district policies, procedures and practices and to advise the Superintendent and Board of Education.  |                                      | <b>Key Measures/Targets:</b> <ul style="list-style-type: none"><li>Trauma-Informed Advisory Review Team Directory to include students, teachers, SEL, and administrative representation</li><li>Annual policy/procedures review meeting dates (Written Board Policy, Discipline procedures, student support access procedures (SEL, Academic)</li><li>2 Annual Meetings Fall and Spring</li></ul>         |
| <b>Launch Date:</b> August 2022   | <b>Estimated End Date:</b> June 2026 |   |
| <b>Responsible Personnel</b> Chief of Schools, Director of Parent and Student Services, SEL Specialists, Trauma Advisory Team (Staff and Student Representatives), Principals.  |                                      | <b>Resources Needed:</b> No Costs   |
| <b>Status:</b> Pending  |                                      |   |
| <b>Activity 3.2.2b:</b> Annual review of district policies and procedures that ensure alignment to mandated trauma-informed and culturally competent practices. (student, and staff).   |                                      | <b>Key Measures/Targets:</b> <ul style="list-style-type: none"><li>Annual policy/procedures review meeting dates (Written Board Policy, Discipline procedures, student support access procedures, Review of Perception Data, District Climate Walkthrough Report)</li><li>Trauma-Informed Advisory Review Team Directory to include students, teachers, SEL, and administrative representation.</li></ul> |
| <b>Launch Date:</b> November 2022   | <b>Estimated End Date:</b> June 2026 |   |



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|  |  | <ul style="list-style-type: none"><li>• Annual recommendation report to Board completed by November</li><li>• Spring Annual review and revision of The Student Code of Conduct</li></ul> |
| <b>Responsible Personnel:</b> Chief of Schools, Director of Parent and Student Services, Director of Strategic Partnerships, SEL Specialists, Trauma Advisory Team (Staff and Student Representatives) |  | <b>Resources Needed:</b> No Costs <ul style="list-style-type: none"><li>• FACE Center will host review meetings.</li></ul>   |
| <b>Status:</b> Pending   |  |  |

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| <b>Objective 3.3: Maintain a fully operational Family Engagement Center to support students, parents, and families as well as provide services, support, and engagement in a centralized location.</b>  |  |  |
| <b>Impact on Student Achievement Goal:</b> According to The National Education Association, ongoing research shows that family engagement in schools improves student achievement, reduces absenteeism, and restores parents' confidence in their children's education. Students with involved parents or other caregivers earn higher grades and test scores, have better social skills, and show improved behavior. |  |  |
| <b>Critical Initiative 3.3.1:</b> Create innovative and efficient systems to ensure outreach to families supported by annual improvements in family/parent involvement.   |  |  |
| <b>Activity 3.3.1a:</b> Annually evaluate parent engagement data to prioritize upcoming parent engagement activities to support student achievement.  |  | <b>Key Measures/Targets:</b> <ul style="list-style-type: none"> <li>5 essentials data, other perception data, parent workshop attendance at school and district events</li> <li>Monthly data reports on parent and family engagement activities</li> </ul> |
| <b>Launch Date:</b> August 2021   | <b>Estimated End Date:</b> August 2025 |  |
| <b>Responsible Personnel:</b> Chief of Schools, Chief Academic Officer, Family and Community Engagement Coordinator, Director of Parent and Student Services, Family Engagement Specialists, Lead Parents, Teacher Parent Facilitators, Parent Engagement Specialists, All Principals, Director of Curriculum, Data Specialists.  |  | <b>Resources Needed:</b> <ul style="list-style-type: none"> <li>See activity 3.3.1b 2 Family Engagement Specialists.</li> </ul>  |

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| <b>Status:</b> Pending   |                                      |  |
| <b>Activity 3.3.1b:</b> <i>PARENTS AS PARTNERS</i> - Support FACE center and schools in providing family engagement activities to support student achievement, as well as build the capacity with Lead Parents, Family Engagement Specialists and Schools to support the goal of maximum parent involvement.                     |                                      | <b>Key Measures/Targets:</b> <ul style="list-style-type: none"><li>• Hire 2 Family Engagement Specialist for support to elementary and secondary schools. They will work with the Family Engagement Coordinator, Lead Parents, and Teacher Facilitators to ensure high levels of parent/family engagement</li><li>• Calendar with Common Workshops for Parent Involvement at all campuses.</li><li>• Communication Protocols for reaching parents in the community</li><li>• Monthly Newsletters with Parent Involvement Data and Information</li><li>• Procedural Manual/Compact for duties of Lead Parents, Family Engagement Specialists, and other staff who support parent activities</li></ul> |
|  |                                      |  |
| <b>Launch Date:</b> October 2021   | <b>Estimated End Date:</b> May 2026  |  |
| <b>Responsible Personnel:</b> Chief of Schools, Chief Academic Officer, Family and Community Engagement Coordinator, Director of Parent and Student Services, Family Engagement Specialists, Lead Parents, Teacher Parent Facilitators, Parent Engagement Specialists, All Principals, Director of Curriculum, Data Specialists. |                                      | <b>Resources Needed:</b> <ul style="list-style-type: none"><li>• <b>NEW INITIATIVE-- Priority 3 (Grant Dependent)</b><br/>Personnel Need:<br/>2 District Level (1 Elementary, 1 Secondary)<br/>Family Engagement Specialist<ul style="list-style-type: none"><li>◦ FY22-26: \$140,000 Annually</li></ul></li></ul>   |
| <b>Status:</b> Pending   |                                      |  |
| <b>Critical Initiative 3.3.2:</b> <i>COORDINATED FAMILY SERVICES</i> - Redesign systems to coordinate optimal resource assistance and related services to students, families, neighborhood, and school district communities.   |                                      |  |
| <b>Activity 3.3.2a:</b> Provide Client-Based services to families/ parents for obtaining local grants, and other community resources   |                                      | <b>Key Measures/Targets:</b> <ul style="list-style-type: none"><li>• Hire a Coordinated Family Services Specialist/Liaison to work with families and coordinate with HAT Officers, Social Workers</li><li>• Analysis of EDI Data to determine</li></ul>  |
| <b>Launch Date:</b> July 2023  | <b>Estimated End Date:</b> July 2026 |  |

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|   |                                      | <ul style="list-style-type: none"><li>neighborhood, community family needs</li><li>● Parent University Calendar with Personal Development/Parent/Student Academic Support</li><li>● Daily Log of Families Served</li><li>● Directory of Area Grant Offices, Community and Contact Schedule</li><li>● Written Procedural Manual for coordination of services at FACE Center and throughout district schools</li></ul>  |
| <b>Responsible Personnel:</b> Chief of Schools, Director of Parent and Student Services, Coordinated Family Services Specialist/Liaison, HAT Officers, Social Workers,Clerks, Principals, |                                      | <b>Resources Needed:</b> <ul style="list-style-type: none"><li>● <b>NEW INITIATIVE -- Priority 1</b><br/>Second language Services at FACE<ul style="list-style-type: none"><li>○ FY 22-26: \$48,552 Annually</li></ul></li><li>● <b>NEW INITIATIVE -- Priority 3 (Grant Dependent)</b><br/>1 Coordinated Family Services Specialist<ul style="list-style-type: none"><li>○ FY 24-26: \$72,000 Annually</li></ul></li></ul>  |
| <b>Status:</b> Pending  |                                      |   |
| <b>Activity 3.3.2b:</b> Facilitate family efficacy by addressing such factors as adult literacy,employment readiness, financial and educational planning, and second language services.   |                                      | <b>Key Measures/Targets:</b> <ul style="list-style-type: none"><li>● Contract/Agreement for parent GED program</li><li>● MOU with Community Development Sustainable Solutions (CDSS) Parent Program to support parent development programs for paraprofessional certification</li><li>● Develop Evening CTE trade certification classes for parents and community</li><li>● Contract onsite second language services for non-English speaking families</li><li>● Calendar of Parent University Classes related to personal development</li><li>● Monthly data on parent participation in activities and follow up actions to meet</li></ul> |
| <b>Launch Date:</b> August 2022   | <b>Estimated End Date:</b> June 2026 |   |

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|   |                                      | immediate needs   |
| <b>Responsible Personnel:</b> Chief of Schools, Director of Parent and Student Services, Family Engagement Coordinator, Coordinated Family Services Specialist/Liaison, Family Engagement Specialists ,Parent Engagement Specialists, Social Workers, Clerks, Principals, |                                      | <b>Resources Needed:</b> <ul style="list-style-type: none"><li>● <b>NEW INITIATIVE -- Priority 2 (Grant Dependent)</b><br/>Resources to be determine by agreements between:<br/>GED Program<ul style="list-style-type: none"><li>○ FY22-26: \$25,000 Annually</li></ul>Community Development Sustainable Solutions (CDSS)<ul style="list-style-type: none"><li>○ FY22-26: \$10,000 Annually</li></ul>CTE Night Adult Certifications<ul style="list-style-type: none"><li>○ FY22-26: \$60,000 Annually</li></ul></li></ul> |
|   |                                      |   |
| <b>Status:</b> Pending  |                                      |   |
| <b>Critical Initiative 3.3.3:</b> <i>COORDINATED STUDENT SERVICES</i> -Evaluate and organize pathways of support and personal development for at-risk youth.  |                                      |   |
| <b>Activity 3.3.3a:</b> <i>Homeless and :Unaccompanied Youth Services</i> -Continue to support graduation, employment and education plans as well as facilitate personal development and post-secondary planning for unaccompanied homeless and homeless youth.           |                                      | <b>Key Measures/Targets:</b> <ul style="list-style-type: none"><li>● Private directory of unaccompanied youth</li><li>● College and Career Plan for each student</li><li>● Communication w/youth Log</li><li>● Communication Log with job placement</li></ul>   |
| <b>Launch Date:</b> August 2021   | <b>Estimated End Date:</b> June 2026 |   |
| <b>Responsible Personnel:</b> Chief of Schools, Director of Parent and Student Services, Coordinated Family Services Specialist/Liaison, HAT Officers, Social Workers,  |                                      | <b>Resources Needed:</b> <ul style="list-style-type: none"><li>● Transportation for Homeless and Unaccompanied Youth \$35,000 Annually</li><li>● <b>NEW INITIATIVE -- Priority 1</b><br/>Emergency Shelter Provisions<ul style="list-style-type: none"><li>○ FY22-26: \$5,000 Annually</li></ul></li></ul>  |
|   |                                      |   |
| <b>Status:</b> In progress  |                                      |   |
| <b>Activity 3.3.3b:</b> Student Advocacy Groups- Support development of student advocacy groups to address student support concerns.  |                                      | <b>Key Measures/Targets:</b> <ul style="list-style-type: none"><li>● Directory of Student Support Groups</li><li>● Peace Warriors Charter and Student Directory</li><li>● Teen Court Roster for District and St. Clair</li></ul>  |
| <b>Launch Date:</b> September 2021  | <b>Estimated End Date:</b> May 2025  |   |

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|  |                                      | County <ul style="list-style-type: none"><li>Procedures for applying to become a student support group.</li></ul>  |
| <b>Responsible Personnel:</b> Chief of Schools. Director of Parent and Student Services,Coordinated Family Services Specialist/Liaison, Social Workers,                    |                                      | <b>Resources Needed:</b> <ul style="list-style-type: none"><li><b>NEW INITIATIVE -- Priority 2 (Grant Dependent)</b><br/>Peace Warriors Transportation Costs:<ul style="list-style-type: none"><li>FY22-26: \$5,000 Annually</li></ul></li></ul> |
| <b>Status:</b> Pending   |                                      |  |
| <b>Activity 3.3.3c:</b> Unified Sports Program   |                                      | <b>Key Measures/Targets:</b> <ul style="list-style-type: none"><li>MOU/Contracts for agreements with Unified Sports</li><li>Team Rosters and Schedules</li><li>Participation in 3 to 5 Teams</li></ul>   |
| <b>Launch Date:</b> July 2021  | <b>Estimated End Date:</b> June 2026 |  |
| <b>Responsible Personnel:</b> Chief Academic Officer, Chief of Schools. Director of Special Education, Athletic Director, Director of Parent and Student Services, Coaches |                                      | <b>Resources Needed:</b> No Costs <ul style="list-style-type: none"><li>Fees Covered by Unified Sports Program</li></ul>   |
| <b>Status:</b> Ongoing   |                                      |  |

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| <b>Objective 3.4: Ensure all schools promote a safe, clean, healthy, and positive/supportive lifestyle, culture, and climate for all children.</b>   |                                     |  |
| <b>Impact on Student Achievement Goal</b> According to The National Center on Safe and Supportive School Environments, a positive school climate is critically related to school success, rendering positive subsequent effects on attendance, achievement, and retention as well as graduation rates. According to (REMS) Readiness and Emergency Management for Schools Technical Center, when students feel safe, they are better able to focus on learning, which in turn leads to increased academic achievement. |                                     |  |
| <b>Critical Initiative 3.4.1:</b> Provide SEL staff, protocols and measurements for supporting positive school climate and culture.  |                                     |  |
| <b>Activity 3.4.1a:</b> Complete School Environmental Checklist at least 2 times yearly  |                                     | <b>Key Measures/Targets:</b> <ul style="list-style-type: none"> <li>Completed Environment Checklist Scores</li> <li>All campuses achieving scores of 95% or above</li> </ul> |
| <b>Launch Date:</b> September 2022   | <b>Estimated End Date:</b> May 2026 |  |

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|   |  | <ul style="list-style-type: none"><li>School staff list detailing SEL staff</li></ul>  |
| <b>Responsible Personnel:</b> Chief of Schools, Chief Academic Officer, School Turnaround Specialists, Supervisor of Safety and Security, Director of Buildings and Grounds, Director of Risk Management, Data Specialist |  | <b>Resources Needed:</b> No Additional Costs <ul style="list-style-type: none"><li>Team collects data during regular duty time</li></ul>   |
| <b>Status:</b> Pending  |  |  |
| <b>Activity 3.4.1b:</b> Review School Climate Data (5 Essential Data, School Report Card, AEI (Academic Excellence Indicator) by the start of the school year.  |  | <b>Key Measures/Targets:</b> <ul style="list-style-type: none"><li>Set school and district SEL targets based on 5 Essentials Survey data</li><li>Annually meet 5 Essentials climate goals. By 2025 all areas indicated as “More” or “Most” implementation status</li><li>Adequate annual reductions (10 to 50% or more) in suspension rates.</li><li>Adequate annual reductions (15% or more) in chronic absenteeism and improvement in overall attendance rates to above 88% by SY26</li><li>Teacher Attendance Rate above 75% at all schools by SY26</li><li>Teacher Retention at 80% all schools annually</li><li>Written and articulated AEI/School Report Card Goal for all schools</li></ul> |
|   |  |  |
| <b>Launch Date:</b> August 2021   | <b>Estimated End Date:</b> August 2025 |  |
| <b>Responsible Personnel:</b> Chief of Schools, Chief Academic Officer, School Turnaround Specialists, Director of Parent and Student Services, Data Specialists, All Principals and Assistant Principals.                |  | <b>Resources Needed:</b> No Additional Costs   |
| <b>Status:</b> Pending  |  |  |
| <b>Activity 3.4.1c:</b> Support Schools in developing goals and actions for school culture within their Annual Diagnostic/School Improvement Plans for each school year.  |  | <b>Key Measures/Targets:</b> <ul style="list-style-type: none"><li>All schools will have SMART goals in the school culture areas</li><li>All schools will complete diagnostic/school</li></ul>   |
| <b>Launch Date:</b> October 2021  | <b>Estimated End Date::</b> April 2025 |  |

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|  |                                       | improvement plans. All schools will maintain key school culture teams (PBIS, Behavior, Attendance) <ul style="list-style-type: none"><li>All schools will implement intervention programs to support behavior,attendance, grades, and scores (BAGS)</li></ul> |
| <b>Responsible Personnel:</b> Chief of Schools, Chief Academic Officer, School Turnaround Specialists, Director of Parent and Student Services, Data Specialists, All Principals and Assistant Principals.   |                                       | <b>Resources Needed:</b> <ul style="list-style-type: none"><li>28 Staff (\$1.9M) Priority 2</li><li>School Team Meetings:<ul style="list-style-type: none"><li>FY22-26: \$19,200 Annually</li><li>Incorporated in the budget</li></ul></li></ul>              |
| <b>Status:</b> Pending   |                                       |   |
| <b>Critical Initiative 3.4.2:</b> Develop protocols and measurements for ensuring safety of all campuses.<br><b>Impact on Student Achievement Goal</b> According to (REMS) Readiness and Emergency Management for Schools Technical Center, when students feel safe, they are better able to focus on learning, which in turn leads to increased academic achievement. |                                       |   |
| <b>Activity 3.4.2a:</b> Complete Annual Threat Assessment reports of all campuses.   |                                       | <b>Key Measures/Targets:</b> <ul style="list-style-type: none"><li>Completed reports for all campuses with required/recommended actions</li></ul>   |
| <b>Launch Date:</b> September 2021   | <b>Estimated End Date:</b> May 2025   |   |
| <b>Responsible Personnel:</b> Supervisor of Safety and Security, Safety Officers, Head Custodians, School Administrators, Data Specialist  |                                       | <b>Resources Needed:</b> No Additional Costs  |
| <b>Status:</b> Pending   |                                       |   |
| <b>Activity 3.4.2b:</b> Develop campus level Crisis Management /Threat Assessment Teams and plans  |                                       | <b>Key Measures/Targets:</b> <ul style="list-style-type: none"><li>Crisis/Threat Management Team Roster</li><li>Crisis Management Plans all campuses</li><li>Annual Drill Schedule all campuses</li></ul>   |
| <b>Launch Date:</b> September 2021   | <b>Estimated End Date:</b> March 2025 |   |
| <b>Responsible Personnel :</b> Chief of Schools, Supervisor of Safety and Security, Safety Officers, Head Custodians, School Administrators, Data Specialist, School Turnaround Specialist, Director of Parent and Student Services,   |                                       | <b>Resources Needed:</b> No Additional Costs  |
| <b>Status:</b> Ongoing   |                                       |   |
| <b>Activity 3.4.2c:</b> Conduct district and campus level threat assessment and crisis team meetings quarterly.  |                                       | <b>Key Measures/Targets:</b> <ul style="list-style-type: none"><li>Meeting Documentation</li></ul>  |

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|  |                                       | <ul style="list-style-type: none"><li>• Training Recommendations Crisis Management Plans</li><li>• Drill Participation Forms</li><li>• Annual Drill Reports</li></ul>   |
| <b>Launch Date:</b> September 2021   | <b>Estimated End Date:</b> March 2025 |   |
| <b>Responsible Personnel:</b> Chief of Schools Supervisor of Safety and Security, Safety Officers, Head Custodians, School Administrators, Data Specialist, School Turnaround Specialist, Director of Parent and Student Services,                     |                                       | <b>Resources Needed:</b> No Additional Costs  |
| <b>Status:</b> Ongoing   |                                       |   |
| <b>Activity 3.4.2d:</b> Conduct Annual required threat assessment and crisis management trainings  |                                       | <b>Key Measures/Targets:</b> <ul style="list-style-type: none"><li>• Training Flyers and Documentation</li><li>• Training Manuals</li><li>• Training Roadmap for certifications</li></ul>   |
| <b>Launch Date:</b> January 2022   | <b>Estimated End Date:</b> March 2026 |   |
| <b>Responsible Personnel:</b> Supervisor of Safety and Security, Safety Officers, School and District Administrators, Data Specialist, School Turnaround Specialist, Director of Parent and Student Services, Chief of Schools, Chief Academic Officer |                                       | <b>Resources Needed:</b> No Additional Costs  |
| <b>Status:</b> Pending   |                                       |   |
| <b>Activity 3.4.2e:</b> Assign and maintain safety staff levels based on district needs assessment and other measures.   |                                       | <b>Key Measures/Targets:</b> <ul style="list-style-type: none"><li>• Review Annual Campus Threat Assessment for staffing recommendations</li><li>• Review enrollment, campus factors, etc.</li></ul>  |
| <b>Launch Date:</b> August 2021  | <b>Estimated End Date:</b> June 2026  |   |
| <b>Responsible Personnel:</b> Supervisor of Safety and Security, School Administrators, Chief School Business Officer  |                                       | <b>Resources Needed:</b> <ul style="list-style-type: none"><li>• <b>NEW INITIATIVE -- Priority 3 (TORT FUND)</b><ul style="list-style-type: none"><li>2 Additional Safety Officers<ul style="list-style-type: none"><li>○ FY22-26: \$ 86,000 Annually</li></ul></li><li>4 Additional Security Officers<ul style="list-style-type: none"><li>○ FY22-26: \$149,400 Annually</li></ul></li></ul></li></ul> |
| <b>Status:</b> Pending   |                                       |   |
| <b>Activity 3.4.2f</b> Implement and maintain safety technologies and procedures for all campuses.   |                                       | <b>Key Measures/Targets:</b> <ul style="list-style-type: none"><li>• Campus Security within District Technology Plan</li><li>• Action plan for annual cycles of security</li></ul>  |
| <b>Launch Date:</b> July 2021  | <b>Estimated End Date:</b> June 2026  |   |



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|   |                                      | technologies needs, upgrades, etc  |
| <b>Responsible Personnel:</b> Supervisor of Safety and Security, Director of Technology, Director of Strategic Partnerships, School Administrators, Chief School Business Officer, Safety Officers, Chief Academic Officer  |                                      | <b>Resources Needed:</b> <ul style="list-style-type: none"><li>● <b>NEW INITIATIVE -- Priority 1 (Tort Funds)</b><br/>Barcom Alarm System<ul style="list-style-type: none"><li>○ 7 small campuses<ul style="list-style-type: none"><li>■ FY22-26: \$4,000 Annually</li></ul></li><li>○ 6 large campuses<ul style="list-style-type: none"><li>■ FY22-26: \$6,000 Annually</li></ul></li></ul>Visitor Management/ Drill Management<br/>Annual ReNew Initiative<ul style="list-style-type: none"><li>○ FY22-26: \$20,000 annually</li></ul>Annual Camera Maintenance<ul style="list-style-type: none"><li>○ FY22-26: \$1,000 Annually</li></ul>AED Maintenance<ul style="list-style-type: none"><li>○ FY22-26: \$2,000 Annually</li></ul></li><li>● <b>NEW INITIATIVE -- Priority 2 (Tort Funds)</b><br/>Intercom Systems/Drill Alert<ul style="list-style-type: none"><li>○ SY 2022- 5 campuses =\$150,000</li><li>○ SY 2023-6 campuses =\$180,000</li><li>○ SY 2024- 1 campus = \$30,000</li></ul></li><li>● <b>NEW INITIATIVE -- Priority 3 (Tort Funds)</b><br/>Call for Help Boxes<ul style="list-style-type: none"><li>○ FY22: \$20,000 Initial</li><li>○ FY23-26: \$1,000 Annually</li></ul></li></ul> |
|   |                                      |  |
| <b>Status:</b> Ongoing  |                                      |  |
| <b>Critical Initiative 3.4.3:</b> Develop protocols and measurements for physical and social and emotional well being of all students.  |                                      |  |
| <b>Impact on Student Achievement Goal:</b> According to a 2014 CDC study on Health and Academic Achievement, healthy students are better learners. Healthy students are better on all levels of academic achievement: academic performance, education behavior, and cognitive skills and attitudes. |                                      |  |
| <b>Activity 3.4.3a:</b> Strengthen and Expand School Based Mental Health Services   |                                      | <b>Key Measures/Targets:</b> <ul style="list-style-type: none"><li>● Expanded Mental Health services to all schools</li><li>● Periodic doctor/licensed practitioner</li></ul>  |
| <b>Launch Date:</b> August 2022   | <b>Estimated End Date:</b> June 2026 |  |

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|   |                                      | mental health screening services at all schools <ul style="list-style-type: none"><li>10% annual reduction in classroom referrals, suspension rates, and expulsions</li></ul>   |
| <b>Responsible Personnel:</b> Chief of Schools, Director of Parent and Student Services, Director of Strategic Partnerships, Coordinated Family Services Specialists, Family Engagement Coordinator |                                      | <b>Resources Needed:</b> No New Costs Needed  |
| <b>Status:</b> Pending  |                                      |   |
| <b>Activity 3.4.3b:</b> Strengthen and Expand School Based Service Clinic Services  |                                      | <b>Key Measures/Targets:</b> <ul style="list-style-type: none"><li>Addition of more hours of service for the two school based clinics</li><li>Periodic doctor on-site wellness screenings on all other campuses</li><li>15% reduction in chronic absenteeism rates annually</li></ul>   |
|   |                                      |   |
| <b>Launch Date:</b> August 2021   | <b>Estimated End Date:</b> June 2026 |   |
| <b>Responsible Personnel:</b> Director of Parent and Student Services, Director of Strategic Partnerships, Coordinated Family Services Specialists, Family Engagement Coordinator, Chief of Schools |                                      | <b>Resources Needed:</b> <ul style="list-style-type: none"><li><b>NEW INITIATIVE -- Priority 1</b><br/>Resources per School Based Service Clinic MOU agreements</li></ul> <i>Estimated Annual Cost based on historic costs.</i> <ul style="list-style-type: none"><li>FY22- \$125,000 <b>(Budgeted Annually)</b></li><li>FY23 -\$150,000 <b>(+25,000)</b></li><li>FY 24 -\$175,000 <b>(+50,000)</b></li><li>FY25 \$200,000 <b>(+75,000)</b></li><li>FY26 \$200,000 <b>(+75,000)</b></li></ul> |
|   |                                      |   |
| <b>Status:</b> Pending  |                                      |   |
| <b>Activity 3.4.3c::</b> Strengthen Health Compliance and Other Health Measures in Schools  |                                      | <b>Key Measures/Targets:</b> <ul style="list-style-type: none"><li>80% or higher immunization compliance</li><li>Grow Your Own Nurse Program</li><li>Health Messaging and goals for each school</li><li>CPR &amp; AED training for all coaches, admin, and 5 personnel per building</li></ul>   |
|   |                                      |   |
| <b>Launch Date:</b> July 2021   | <b>Estimated End Date:</b> June 2026 |   |

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| <b>Responsible Personnel:</b> Director of Parent and Student Services, Director of Strategic Partnerships, Coordinated Family Services Specialists, Family Engagement Coordinator, School Nurses, All Principals, Food Service Coordinator, Chief of Schools | <b>Resources Needed:</b> <ul style="list-style-type: none"> <li>• <b>NEW INITIATIVES -- Priority 1</b> <ul style="list-style-type: none"> <li>First Aid/CPR/AED Training <ul style="list-style-type: none"> <li>○ FY22-26: \$5,000 Annually</li> </ul> </li> </ul> </li> </ul> |
| <b>Status:</b> Ongoing   |  |

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| <b>Objective 3.5: Apply the use of Multi-Tiered Systems of Support (MTSS) to guide social-emotional supports and interventions at all schools.</b>   |                                      |   |
| <b>Impact on Student Achievement Goal :</b> AIR(American Institute for Research) staff from the Center on RTI have learned that close involvement by district- and school-based leadership teams in RTI implementation and a strong focus on increasing student progress leads to better coordination, collaboration, and forward momentum in the difficult work of turning around schools, closing academic achievement gaps, and reducing special education referrals. |                                      |   |
| <b>Critical Initiative 3.5.1:</b> <i>STRONG UNIVERSAL SYSTEMS</i> -Reinforce and establish strong PBIS Team Systems and Team at all schools  |                                      |   |
| <b>Activity 3.5.1a:</b> PBIS Team Support-Integrating and improving systems and data surrounding positive student discipline support.  |                                      | <b>Key Measures/Targets:</b> <ul style="list-style-type: none"> <li>• PBIS Team Directories</li> <li>• PBIS Team Manuals</li> <li>• PBIS Team Meeting Schedules</li> <li>• PBIS Event Schedules</li> <li>• District PBIS Reports/New Initiativesletters</li> <li>• Reduction in classroom referrals</li> <li>• Reduction in suspensions on average of 10% per year</li> </ul> |
| <b>Launch Date:</b> August 2021  | <b>Estimated End Date:</b> June 2026 |   |
| <b>Responsible Personnel:</b> Director of Parent and Student Services, SEL Specialists, School Administration, Behavior Intervention Specialists, Social Workers, SEL Counselors, Teachers,School Turnaround Specialists Chief of Schools  |                                      | <b>Resources Needed:</b> No Additional Costs  |
| <b>Status:</b> Pending   |                                      |   |
| <b>Critical Initiative 3.5.2:</b> <i>STRONG INTERVENTION SYSTEMS</i> -Streamline and improve student behavior intervention systems and processes to  |                                      |   |

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| ensure timely and effective interventions.   |                                      |   |
| <b>Activity 3.5.2a</b> MTSS/Child Study Team Support-ensure that systems provide timely and effective interventions for students.  |                                      | <b>Key Measures/Targets:</b> <ul style="list-style-type: none"><li>• MTSS Revised Manual</li><li>• Catalogue of interventions included in the Branching Minds System</li><li>• Completed Rubrics for MTSS/Child Student Fidelity Checks (SEL &amp; Academic)</li><li>• Improved Academic Indicator (30% IAR proficiency; 95% of students on track; 15% meeting SAT state benchmark)</li><li>• Reduction in chronic absenteeism by 15% annually</li></ul>  |
|  |                                      |   |
| <b>Launch Date:</b> August 2021  | <b>Estimated End Date:</b> June 2026 | <b>Resources Needed:</b> <ul style="list-style-type: none"><li>• 16 Academic Intervention teachers - Priority 2</li><li>• Branching Minds \$61,621<ul style="list-style-type: none"><li>◦ Incorporated in the budget</li></ul></li></ul>  |
| <b>Responsible Personnel:</b> Chief Academic Officer, Chief of Schools Director of Parent and Student Services, SEL Specialists, School Administration, Behavior Intervention Specialists, Social Workers, SEL Counselors, Teachers Data Specialists, ,School Turnaround Specialists, Director of Special Education, |                                      |   |
| <b>Status:</b> Pending   |                                      |   |
| <b>Activity 3.5.2b:</b> <i>Synchronize Social Emotional and Behavioral Supports</i> -Align the scope of work of all Behavior Intervention and SEL Staff to ensure positive support for behavioral change.  |                                      | <b>Key Measures/Targets:</b> Ongoing Professional Development Series for all SEL and behavioral support, non-certified and certified staff <ul style="list-style-type: none"><li>• Flowchart for role clarity and parallel discipline support</li><li>• Training Manual to include a common language, forms, processes,etc.</li><li>• Staff Gantt Chart to ensure all mandated and RP trainings are complete annually</li><li>• Reduction in classroom referrals.</li><li>• Reduction of suspension rates</li></ul> |
|  |                                      |   |
| <b>Launch Date:</b> August 2021  | <b>Estimated End Date:</b> June 2026 | <b>Resources Needed:</b> No Costs   |
| <b>Responsible Personnel:</b> Director of Parent and Student Services, SEL Specialists, School Administration, Behavior Intervention Specialists, Social Workers, SEL Counselors, Teachers Data Specialists, School Turnaround Specialists, Director of Special Education, Chief Academic Officer, Chief of Schools  |                                      |   |
| <b>Status:</b> Pending   |                                      |   |

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| <b>Activity 3.5.2c:</b> Support Attendance Teams  |                                      | <b>Key Measures/Targets:</b> <ul style="list-style-type: none"><li>● District Task Force Directory</li><li>● School Attendance Team Directory/Schedules</li><li>● School Attendance Action Plans</li><li>● Reduce Chronic Absenteeism by 15% annually</li><li>● 88% or above student attendance rates for each school</li></ul> |
| <b>Launch Date:</b> August 2021   | <b>Estimated End Date:</b> June 2026 |   |
| <b>Responsible Personnel:</b> Director of Parent and Student Services, SEL Specialists, School Administration, Behavior Intervention Specialists, Social Workers, SEL Counselors, Teachers Data Specialists, School Turnaround Specialists, Director of Special Education, Chief Academic Officer, Chief of Schools |                                      | <b>Resources Needed:</b> No Costs <ul style="list-style-type: none"><li>● Attendance Works- Free Resources</li></ul>  |
| <b>Status:</b> Pending  |                                      |   |

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| <b>Objective 3.6: Facilitate partnerships directly related to supporting community safety for students and families.</b>  |                                      |  |
| <b>Impact on Student Achievement Goal:</b> Research supports the critical role of nurturing environments in fostering successful development and preventing psychological and behavioral problems in children. Such environments positively impact children and adolescents by minimizing their exposure to biologically and psychologically toxic events, reinforcing prosocial behaviors, limiting problem behaviors, and fostering psychological flexibility. Safe schools can provide a haven for students away from neighborhood crime, because much of what affects our students outside causes some potential issues within schools and are factors that prevent morning readiness for school and daily anxiety levels. We want to support student safety within and without the school community. |                                      |  |
| <b>Critical Initiative 3.6.1:</b> Monitor family neighborhoods and align support of area law enforcement agencies to provide crime updates daily, giving the campuses information to support safe schools. and to address student trauma needs.   |                                      |  |
| <b>Activity 3.6.1a:</b> Use crime-mapping database, as well as updates from the police about neighborhoods affected by crime to reduce trauma effects and maintain safe schools.  |                                      | <b>Key Measures/Targets:</b> <ul style="list-style-type: none"> <li>Safe Communities Flyers to be distributed</li> <li>Crimemapping, TeamViewer, City Protect Links</li> <li>Log of crime reports shared with principals.</li> <li>Map of Neighborhoods</li> </ul> |
| <b>Launch Date:</b> July 2023   | <b>Estimated End Date:</b> June 2026 |  |
| <b>Responsible Personnel:</b> Chief of Schools, Director of Parent and Student Services,  |                                      | <b>Resources Needed:</b> No Cost   |

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| Supervisor of Safety, Coordinated Family Services Specialist   |                               | <ul style="list-style-type: none"><li>Coordinated Family Services Specialist 3.3.2a</li></ul>  |
| Status:Pending   |                               |  |
| Activity 3.6.1b: ESTL 18g SAFE KIDS COALITION-Convene a coalition with Illinois State Police, St. Clair County Attorney's Office, East St Louis Police, The Housing Authority, DCFS, Call for Help and other local agencies to gather key information about neighborhoods and communities affecting students and families. |                               | Key Measures/Targets: <ul style="list-style-type: none"><li>Completed MOU for The Coalition Groups</li><li>Annual reduction in the number of student violent deaths from 10</li><li>Reduction in the number of known gangs</li></ul> |
| Launch Date: March 2023  | Estimated End Date: June 2026 |  |
| Responsible Personnel:Chief of Schools, Director of Parent and Student Services, Supervisor of Safety, Coordinated Family Services Specialist  |                               | Resources Needed: <ul style="list-style-type: none"><li>NEW INITIATIVE -- Priority 1<br/>Annual MOU between agencies<ul style="list-style-type: none"><li>FY23-26: \$20,000 Annually</li></ul></li></ul>                             |
| Status: Pending  |                               |  |
| Activity 3.6.1c :Utilize information from the ESTL 18g SAFE KIDS COALITION to initiate safety and other programs for families and students.  |                               | Key Measures/Targets: <ul style="list-style-type: none"><li>Meeting Documentation for monthly Safe Kids Coalition Meetings</li></ul>   |
| Launch Date: September 2023  | Estimated End Date: June 2026 |  |
| Responsible Personnel:Chief of Schools, Director of Parent and Student Services, Supervisor of Safety, Coordinated Family Services Specialist  |                               | Resources Needed: No Costs   |
| Status: Pending  |                               |  |

## GOAL IV: STRATEGIC PARTNERSHIPS

Engage families, community members and all stakeholders in a collaborative process to create a thriving culture for students.

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| <b>Objective 4.1: Invite bi-directional communication and interactions with families and the broader community to promote transparency, accountability and listening opportunities.</b>   |                                      |   |
| <b>Impact on Student Achievement Goal:</b> Effective, on-going, two-way communication is at the heart of successful schools that help all students succeed. Research clearly underscores that students simply do better when parents and the community are involved with schools. Test scores climb. Remediation rates dip. Graduation rates improve. Open communication facilitates transparency in school administration and creates an environment where parents and community stakeholders can closely monitor and feel connected to student success. |                                      |   |
| <b>Critical Initiative 4.1.1:</b> Provide two-way communication opportunities for stakeholders  |                                      |   |
| <b>Activity 4.1.1a:</b> Host quarterly Key Communicator Network meetings as an open platform for parents and the community to engage in dialogue with the Superintendent and cabinet.   |                                      | <b>Key Measures/Targets:</b> <ul style="list-style-type: none"><li>● Hold minimum of 4 annual meetings</li><li>● Minimum of 25 community participants per meeting</li><li>● Agendas &amp; flyers</li><li>● Sign-in sheets</li><li>● Parent feedback from meetings</li></ul> |
| <b>Launch Date:</b> August 2021   | <b>Estimated End Date:</b> June 2026 |   |
| <b>Responsible Personnel:</b> Director of Strategic Partnerships; Superintendent and Cabinet  |                                      | <b>Resources Needed:</b> <ul style="list-style-type: none"><li>● \$2,750/year: Food and refreshments for meetings; newspaper ads inviting participation<ul style="list-style-type: none"><li>○ Incorporated in the budget</li></ul></li></ul>                               |
| <b>Status:</b> Pending  |                                      |   |
| <b>Activity 4.1.1b:</b> Utilize a variety of communication tools to inform the community about School District activities, challenges and successes.  |                                      | <b>Key Measures/Targets:</b> <ul style="list-style-type: none"><li>● Make minimum of twice weekly social media posts</li><li>● Post updates on school district website</li><li>● Increase family views of Skyalert notices</li></ul>  |
| <b>Launch Date:</b> July 2021   | <b>Estimated End Date:</b> June 2026 |   |

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|  |                                      | <ul style="list-style-type: none"><li>● Purchase &amp; install electronic marquees for 4 elementary schools and PreK Center by SY22</li><li>● Post school marquee updates at least monthly</li><li>● Release Annual State of the District report</li><li>● Release SHINE 189 newsletter at least 3 times per year</li></ul>   |
| <b>Responsible Personnel:</b> Director of Strategic Partnerships; Chief of Schools; Director of Technology   |                                      | <b>Resources Needed:</b> <ul style="list-style-type: none"><li>● \$19,300/yr: Social media platforms (Facebook, Twitter, LinkedIn); website; robocalls; ads and billboards; school marquees; SHINE 189 newsletter<ul style="list-style-type: none"><li>○ Incorporated in the budget.</li></ul></li><li>● <b>NEW INITIATIVE - PRIORITY 3 (Grant Dependent)</b><br/>Elementary marquees<ul style="list-style-type: none"><li>○ FY22 only: \$95,000</li></ul></li></ul>            |
| <b>Status:</b> Pending   |                                      |   |
| <b>Activity 4.1.1c:</b> Welcome feedback from families and stakeholders through a variety of methods   |                                      | <b>Key Measures/Targets:</b> <ul style="list-style-type: none"><li>● Increase 5 Essentials Survey responses</li><li>● Increased positive 5 Essentials Survey responses</li><li>● Increase use of building Comment Boxes</li><li>● Increase use of questions@estl189 email or text helpline</li><li>● Increase parent &amp; community participation in feedback loops for new or changing initiatives (strategic plan; back to school planning; periodic surveys, etc)</li></ul> |
| <b>Launch Date:</b> July 2021  | <b>Estimated End Date:</b> June 2026 |   |
| <b>Responsible Personnel:</b> Director of Strategic Partnerships; Principals; Director of Parent and Student Support Services; Director of Technology; Director of Recruitment and Retention |                                      | <b>Resources Needed:</b> <ul style="list-style-type: none"><li>● 5 Essentials Survey; technology; Skyalert; staff time to review feedback<ul style="list-style-type: none"><li>○ incorporated in the budget</li></ul></li></ul>   |
| <b>Status:</b> Pending   |                                      |   |



**Objective 4.2: Strengthen alignment and coordination of systems with community partners to ensure all district children are academically and socially ready/on track at multiple developmental stages.**

**Impact on Student Achievement Goal:** Maslow's Hierarchy of Needs provides a reminder and framework that students are less likely to perform at their full potential if their basic needs are unmet. For example, improvement in the social and emotional well-being of a young person has also been shown to improve a young person's academic performance. When a community coordinates and aligns policy, practice and investment across sectors, the impact can improve overall outcomes for young people. Research indicates that being ready for Kindergarten and on track at 3rd grade reading are key predictors of school and later success. Students who finish the ninth-grade year on track are almost four times as likely to graduate from high school.

**Critical Initiative 4.2.1:** Active collaboration and participation with community partners to ensure all children are ready for Kindergarten

**Activity 4.2.1a:** Staff active participation with the Early Learning Partnership (target: 0-5 year olds and transitions to school)

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| <b>Launch Date:</b> July 2021 | <b>Estimated End Date:</b> June 2026 |

**Key Measures/Targets:**

- Active partnership agreement with Early Learning Partnerships
- Annual Ready, Set, Enroll student enrollment numbers
- Increased resources and programming for young children and their families
- Increased student enrollment in Vivian Adams ECC (at least 95% capacity)

**Responsible Personnel:** Director of Strategic Partnerships, Preschool Principal; Family Engagement Specialist; key community partners

**Status:** Pending

**Resources Needed:**

- No new cost

**Activity 4.2.1b:** Staff active participation with the Early Development Instrument (EDI)

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| <b>Launch Date:</b> July 2021 | <b>Estimated End Date:</b> June 2026 |

**Key Measures/Targets:**

- Active partnership agreement with Erikson Institute
- Ongoing analysis of EDI data from 2020 to guide targeted interventions and resource allocations for K readiness
- Complete new EDI population risk assessment on all K students in January 2023

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|   |                                      | <ul style="list-style-type: none"><li>● Ongoing analysis of EDI data from 2023 to guide targeted interventions and resource allocations for K readiness</li><li>● Complete new EDI population risk assessment on all K students in January 2026</li><li>● Ongoing analysis of EDI data from 2026 to guide targeted interventions and resource allocations for K readiness</li></ul> |
| <b>Responsible Personnel:</b> Chief Academic Officer; Director of Strategic Partnerships; Director of Technology; Data Specialist; all K teachers; key community partners |                                      | <b>Resources Needed:</b> <ul style="list-style-type: none"><li>● \$3,000/FY23 &amp; FY26: Subs for K teachers during EDI training and follow-up data meetings<ul style="list-style-type: none"><li>○ Incorporated in the budget</li></ul></li><li>● Chromebooks for EDI survey; Erikson Institute support</li></ul>   |
| <b>Status:</b> Pending  |                                      |   |
| <b>Activity 4.2.1c:</b> Staff active participation with Governor's Kindergarten Transitions Task Force  |                                      | <b>Key Measures/Targets:</b> <ul style="list-style-type: none"><li>● Increased use of best practices for K transitions</li><li>● Increased student, teacher and parent transitions to Kindergarten</li><li>● Improvement from previous cohort KIDS' data and/or EDI data of vulnerabilities</li><li>● Completed evaluation of K Transitions Task Force program</li></ul>            |
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| <b>Launch Date:</b> July 2021   | <b>Estimated End Date:</b> June 2022 |   |
| <b>Responsible Personnel:</b> Director of Strategic Partnerships; Director of Curriculum; some principals and teachers; key community stakeholders                        |                                      | <b>Resources Needed:</b> <ul style="list-style-type: none"><li>● <b>NEW INITIATIVE - PRIORITY 2 (Funds secured)</b><br/>Sub or extra time pay<ul style="list-style-type: none"><li>○ FY22 only: \$10,000</li></ul></li></ul>  |
| <b>Status:</b> Pending  |                                      |   |
| <b>Critical Initiative 4.2.2:</b> Active collaboration and participation with community partners to ensure all school-age youth are academically ready and on-track       |                                      |   |
| <b>Activity 4.2.2a:</b> Staff active participation with the Youth Development Alliance (target:   |                                      | <b>Key Measures/Targets:</b>  |

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| out of school time for school-age youth)   |                                      | <ul style="list-style-type: none"><li>Active data-sharing agreement with Youth Development Alliance partners (monitoring attendance, behavior and grades)</li><li>Increased resources for youth and youth programming</li><li>Increase Freshmen On Track by 2026 to 87% (state average in SY19)</li></ul> |
| <b>Launch Date:</b> July 2021  | <b>Estimated End Date:</b> June 2026 |   |
| <b>Responsible Personnel:</b> Director of Strategic Partnerships; Director of 21st Century Programs  |                                      | <b>Resources Needed:</b> <ul style="list-style-type: none"><li>No new cost</li></ul>  |
| <b>Status:</b> Pending   |                                      |   |
| <b>Activity 4.2.2b:</b> Expand partnerships as needed to meet the changing needs of student sub groups (eg. English learners; homeless; students with asthma, etc.)                            |                                      | <b>Key Measures/Targets:</b> <ul style="list-style-type: none"><li>New MOUs</li><li>Annual partnership impact report</li></ul>  |
| <b>Launch Date:</b> August 2021  | <b>Estimated End Date:</b> June 2026 |   |
| <b>Responsible Personnel:</b> Director of Strategic Partnerships; Director of Parent and Student Support Services; Director of Curriculum; Chief of Schools; Chief Academic Officer            |                                      | <b>Resources Needed:</b> <ul style="list-style-type: none"><li>No new cost</li></ul>  |
| <b>Status:</b> Pending   |                                      |   |
| <b>Critical Initiative 4.2.3:</b> Monitor partnerships and hold partner organizations accountable for maximizing students services and supports.   |                                      |   |
| <b>Activity 4.2.3a:</b> Hire new staff person to closely work with partner organizations to support systems and services alignment, monitor student impact and hold organizations accountable. |                                      | <b>Key Measures/Targets:</b> <ul style="list-style-type: none"><li>Secure grant funds for position by FY22</li><li>Hire new position by FY23</li><li>Partnerships database established</li><li>Increased services to students</li><li>Annual partnerships impact report generated</li></ul>               |
| <b>Launch Date:</b> July 2021  | <b>Estimated End Date:</b> June 2026 |   |
| <b>Responsible Personnel:</b> Director of Strategic Partnerships; Chief of Schools; Director of Parent and Student Support Services  |                                      | <b>Resources Needed:</b> <ul style="list-style-type: none"><li><b>NEW INITIATIVE - PRIORITY 3 (Grant Dependent)</b><br/>Coordinated Family Services Specialist<ul style="list-style-type: none"><li>FY23-26: \$65,000 Annually</li></ul></li></ul>  |
| <b>Status:</b> Pending   |                                      |   |

**Objective 4.3: Intentionally support parents' and guardians' engagement in their child's academic and social development by building relationships, creating inclusive opportunities, and establishing shared responsibility and expectations.**

**Impact on Student Achievement Goal:** Research indicates that when educators and parents collaborate, student success increases. Creating a meaningful partnership requires time to build relationships and trust. When teachers, students, and parents are all working together, students perform at an elevated level.

**Critical Initiative 4.3.1:** Provide quality, inclusive opportunities for parents/guardians to be involved in school and student life

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| <b>Activity 4.3.1a:</b> Host school-level parent meetings and activities.   |                                      | <b>Key Measures/Targets:</b> <ul style="list-style-type: none"><li>• Minimum of quarterly parent meetings per school</li><li>• Each school establishes a Families &amp; Teachers Action Committee with at least 10 active teachers and family members each.</li><li>• FACE Center staff or lead parents attend 80% of school events with parents present</li></ul>   |
| <b>Launch Date:</b> July 2021   | <b>Estimated End Date:</b> June 2026 |  |
| <b>Responsible Personnel:</b> Chief of Schools, Director of Parent and Student Support Services, Director of Strategic Partnerships, Principals, Family/Parent Engagement Specialists |                                      | <b>Resources Needed:</b> <ul style="list-style-type: none"><li>• Staff for parent/family engagement; meeting refreshments (incorporated in budget)</li></ul>   |
| <b>Status:</b> Pending  |                                      |  |
| <b>Activity 4.3.1b:</b> Host district-level parent meetings and activities, including Parent University (Tier 1 and 2 services)   |                                      | <b>Key Measures/Targets:</b> <ul style="list-style-type: none"><li>• Minimum of monthly events with at least 3 parents from each school</li><li>• Minimum of 2 annual community events</li><li>• Minimum of 30 annual Parent University classes offered</li><li>• Launch Cafe Conversations</li><li>• Launch Parent Book Club</li><li>• Increased Parent University attendance numbers</li><li>• Lead parents make presentation at least</li></ul> |
| <b>Launch Date:</b> July 2021   | <b>Estimated End Date:</b> June 2026 |  |

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|  |                                      | <p>annually at Key Communicators Network meeting</p> <ul style="list-style-type: none"><li>• Monthly parent grief groups</li><li>• Dottie's Garden has at least 25 volunteers</li><li>• Parent feedback welcomed on major changing policies or practices (eg. back to school during pandemic; strategic plan; and implementation of new visitor management system)</li></ul> |
| <b>Responsible Personnel:</b> Chief of Schools, Director of Parent and Student Support Services, Director of Strategic Partnerships, Principals, Family/Parent Engagement Specialists  |                                      | <b>Resources Needed:</b> <ul style="list-style-type: none"><li>• Staff time; parent refreshments; books; resources<ul style="list-style-type: none"><li>◦ Incorporated in the budget</li></ul></li></ul>   |
| <b>Status:</b> Pending   |                                      |  |
| <b>Critical Initiative 4.3.2:</b> Advance communications to families to support their role in their child's educational journey  |                                      |  |
| <b>Activity 4.3.2a:</b> Provide streamlined registration process for school enrollment   |                                      | <b>Key Measures/Targets:</b> <ul style="list-style-type: none"><li>• Launch online re-enrollment process for returning students</li><li>• Provide technical assistance and Skyward training to parents</li><li>• Increased student pre-registration prior to start of school</li><li>• Increased % of accurate student data (phone numbers; addresses)</li></ul>             |
| <b>Launch Date:</b> July 2021  | <b>Estimated End Date:</b> June 2026 |  |
| <b>Responsible Personnel:</b> Director of Strategic Partnerships; Chief of Schools; Chief Academic Officer; Director of Parent and Student Support Services  |                                      | <b>Resources Needed:</b> <ul style="list-style-type: none"><li>• Family &amp; Community Engagement Center; staff; technology; professional development<ul style="list-style-type: none"><li>◦ Incorporated in the budget</li></ul></li></ul>   |
| <b>Status:</b> Pending   |                                      |  |
| <b>Activity 4.3.2b:</b> Improve communications plan (Tier 1 services) to families about resources, activities and specific education campaigns (eg.: reading to young children daily; value of early education; school as your first job; value of student attendance, etc.) |                                      | <b>Key Measures/Targets:</b> <ul style="list-style-type: none"><li>• Launch minimum of 2 annual learning campaigns</li><li>• Launch text communications platform to</li></ul>  |

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| <b>Launch Date:</b> July 2021  | <b>Estimated End Date:</b> June 2026 | parents by FY22 <ul style="list-style-type: none"><li>● Increase % of households receiving communications (Skyalert)</li></ul>   |
| <b>Responsible Personnel:</b> Director of Strategic Partnerships; Chief of Schools; Chief Academic Officer; Director of Parent and Student Support Services; Principals                    |                                      | <b>Resources Needed:</b> <ul style="list-style-type: none"><li>● Staff; Skyalert; billboards; school marquees (cost accounted for in 4.1.1b)</li></ul>   |
| <b>Status:</b> Pending   |                                      |  |
| <b>Activity 4.3.2c:</b> Launch a comprehensive crisis communication system to ensure timely emergency communications to all school parents, volunteers, staff and (as needed) local police |                                      | <b>Key Measures/Targets:</b> <ul style="list-style-type: none"><li>● Full adoption of crisis communication system</li></ul>  |
| <b>Launch Date:</b> July 2021  | <b>Estimated End Date:</b> June 2026 |  |
| <b>Responsible Personnel:</b> Director of Strategic Partnerships; Director of Technology; Chief of Security  |                                      | <b>Resources Needed:</b> <ul style="list-style-type: none"><li>● Raptor Visitor Management System (cost accounted for in 3.4.2f)</li></ul>   |
| <b>Status:</b> Pending   |                                      |  |
| <b>Critical Initiative 4.3.3:</b> Engage staff in high quality professional development that support them in building relationships with guardians and families                            |                                      |  |
| <b>Activity 4.3.3a:</b> Provide quality professional development to staff about Parent Teacher Conferences and trauma-supports   |                                      | <b>Key Measures/Targets:</b> <ul style="list-style-type: none"><li>● Number of trainings conducted annually</li><li>● Number of staff trained annually</li><li>● PD evaluation responses</li></ul>   |
| <b>Launch Date:</b> July 2022  | <b>Estimated End Date:</b> June 2023 |  |
| <b>Responsible Personnel:</b> Chief of Schools, Director of Parent and Student Support Services, Director of Strategic Partnerships, Principals, Family/Parent Engagement Specialists      |                                      | <b>Resources Needed:</b> <ul style="list-style-type: none"><li>● <b>NEW INITIATIVE -- PRIORITY 2 (Grant Dependent)</b><br/>PTC training<ul style="list-style-type: none"><li>○ FY23 only: \$20,000</li></ul></li><li>● Trauma training<ul style="list-style-type: none"><li>○ Incorporated in the budget</li></ul></li></ul> |
| <b>Status:</b> Pending   |                                      |  |

**Objective 4.4: Engage students as decision-makers throughout their educational journey and expand platforms for developing student leadership and empowering student voice:**

**Impact on Student Achievement Goal:** Research concludes that when students are provided more opportunities to lead at a young age, they are more likely to become leaders in the future (Pozner, 2012). To improve student achievement, it makes sense to go straight to the source — students. A growing body of research (Fielding, 2001; Mitra, 2008) describes student voice initiatives that give young people the opportunity to share with administrators and faculty their opinions about school problems. Research into student voice initiatives shows that such efforts can actually improve teachers' classroom practice.

**Critical Initiative 4.4.1:** Provide students with leadership opportunities to provide feedback about their schools to building and district administration

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| <b>Activity 4.4.1a:</b> Engage student leaders through Superintendent's Student Advisory Council (grades 5-12)           |                                      | <b>Key Measures/Targets:</b> <ul style="list-style-type: none"><li>• Minimum of 3 meetings held annually per school</li><li>• All secondary schools with active SSAC</li><li>• Agendas, minutes</li><li>• Student feedback provided to administration</li><li>• Increased leadership skills (youth survey)</li><li>• Annual participation on ISBE Student Advisory Council</li></ul> |
| <b>Launch Date:</b> August 2021  | <b>Estimated End Date:</b> June 2026 |  |
| <b>Responsible Personnel:</b> Chief of Schools; Director of Strategic Partnerships; Superintendent; secondary principals |                                      | <b>Resources Needed:</b> <ul style="list-style-type: none"><li>• \$1,500/yr - Refreshments for students; recognition awards; travel to ISBE meetings<ul style="list-style-type: none"><li>◦ Incorporated in budget</li></ul></li></ul>   |
| <b>Status:</b> Pending   |                                      |  |
| <b>Activity 4.4.1b:</b> Engage student leaders through Student Council (grades 5-12)                                     |                                      | <b>Key Measures/Targets:</b> <ul style="list-style-type: none"><li>• Number of secondary schools with active Student Councils (at least 2 reps per grade level)</li><li>• Student feedback provided to administration</li><li>• Increased leadership skills (youth survey)</li></ul>   |
| <b>Launch Date:</b> August 2021  | <b>Estimated End Date:</b> June 2026 |  |
| <b>Responsible Personnel:</b> Chief of Schools; Director of Strategic Partnerships; secondary principals                 |                                      | <b>Resources Needed:</b> <ul style="list-style-type: none"><li>• <b>NEW INITIATIVE -- PRIORITY 2 (Grant</b></li></ul>  |

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| <b>Status:</b> Pending  |                                      | <b>Dependent)</b><br>Refreshments for students; recognition certificates <ul style="list-style-type: none"><li>○ FY22-26: \$1,000 Annually</li></ul>   |
| <b>Activity 4.4.1c:</b> Engage student leaders through Principal's Roundtable (grades K-4)                              |                                      | <b>Key Measures/Targets:</b> <ul style="list-style-type: none"><li>● Number of schools with active Principal's Roundtables (at least 2 reps per grade level)</li><li>● Student feedback provided to administration</li><li>● Increased leadership skills (youth survey)</li></ul>          |
| <b>Launch Date:</b> August 2021   | <b>Estimated End Date:</b> June 2026 |  |
| <b>Responsible Personnel:</b> Chief of Schools; Director of Strategic Partnerships; elementary principals               |                                      | <b>Resources Needed:</b> <ul style="list-style-type: none"><li>● <b>NEW INITIATIVE -- PRIORITY 2 (Grant Dependent)</b><br/>Refreshments for students; recognition certificates<ul style="list-style-type: none"><li>○ FY22-26: \$1,000 Annually</li></ul></li></ul>                        |
| <b>Status:</b> Pending  |                                      |  |
| <b>Critical Initiative 4.4.2:</b> Provide students with leadership opportunities through special clubs or action groups |                                      |  |
| <b>Activity 4.4.2a:</b> Engage student leaders through National Beta Club (grades 5-12)                                 |                                      | <b>Key Measures/Targets:</b> <ul style="list-style-type: none"><li>● Each secondary school with active Beta Club</li><li>● Increased leadership skills (youth survey)</li></ul>  |
| <b>Launch Date:</b> August 2021   | <b>Estimated End Date:</b> June 2026 |  |
| <b>Responsible Personnel:</b> Chief of Schools; Director of Strategic Partnerships; Secondary Principals                |                                      | <b>Resources Needed:</b> <ul style="list-style-type: none"><li>● <b>NEW INITIATIVE -- PRIORITY 2 (Grant Dependent)</b><br/>Refreshments for students; supplies; banners; student recognition<ul style="list-style-type: none"><li>○ FY22-26: \$6,000 Annually</li></ul></li></ul>          |
| <b>Status:</b> Pending  |                                      |  |
| <b>Activity 4.4.2b:</b> Engage student leaders through Peace Warriors (grades 9-12)                                     |                                      | <b>Key Measures/Targets:</b> <ul style="list-style-type: none"><li>● Active group at each secondary school</li><li>● 25 youth per Peace Warrior group</li><li>● Minimum of 4 service projects conducted each year per group</li><li>● Increased leadership skills (youth survey)</li></ul> |
| <b>Launch Date:</b> August 2021   | <b>Estimated End Date:</b> June 2026 |  |



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| <b>Responsible Personnel:</b> Chief of Schools; Director of Parent and Student Support Services   |                                      | <b>Resources Needed:</b> <ul style="list-style-type: none"><li>● <b>NEW INITIATIVE -- PRIORITY 3 (Grant Dependent)</b><br/>Student transportation and food; supplies; banners; items for grief kids; student recognition<ul style="list-style-type: none"><li>○ FY22-26: \$20,000 Annually</li></ul></li></ul> |
| <b>Status:</b> Pending  |                                      |  |
| <b>Activity 4.4.2c:</b> Engage students in community service initiatives such as Flyers Feeding Families, Toyland, Special Olympics, speaker's bureau, and more (grades 9-12) |                                      | <b>Key Measures/Targets:</b> <ul style="list-style-type: none"><li>● Number of schools with service teams</li><li>● Number of service projects conducted</li><li>● Number of families served (Flyers Feeding Families)</li></ul>   |
| <b>Launch Date:</b> August 2021   | <b>Estimated End Date:</b> June 2026 |  |
| <b>Responsible Personnel:</b> Director of Strategic Partnerships; Director of Parent and Student Support Services   |                                      | <b>Resources Needed:</b> <ul style="list-style-type: none"><li>● Bus transportation; food donations from St Louis Area Foodbank; toy donations from Casino Queen<ul style="list-style-type: none"><li>○ Incorporated in the budget</li></ul></li></ul>   |
| <b>Status:</b> Pending  |                                      |  |
| <b>Critical Initiative 4.4.3:</b> Facilitate opportunities for grads and near peers to inspire and empower current students   |                                      |  |
| <b>Activity 4.4.3a:</b> Invite recent grads to speak to high school students about their educational journey  |                                      | <b>Key Measures/Targets:</b> <ul style="list-style-type: none"><li>● Number of grad speakers</li><li>● Number of grad speaking events</li></ul>  |
| <b>Launch Date:</b> July 2021   | <b>Estimated End Date:</b> June 2026 |  |
| <b>Responsible Personnel:</b> Director of Strategic Partnerships; Director of College Access and Persistence; Director of Federal Programs; secondary principals              |                                      | <b>Resources Needed:</b> <ul style="list-style-type: none"><li>● <b>NEW INITIATIVE -- PRIORITY 2 (Grant Dependent)</b><br/>Near peer stipends for speakers<ul style="list-style-type: none"><li>○ FY22-26: \$2,000 Annually</li></ul></li></ul>  |
| <b>Status:</b> Pending  |                                      |  |
| <b>Activity 4.4.3b:</b> Provide opportunities for Advanced Placement, Beta Club, Career & Tech Ed students and other students to serve as ambassadors with younger students   |                                      | <b>Key Measures/Targets:</b> <ul style="list-style-type: none"><li>● Number of student ambassadors</li><li>● Number of ambassador speaking events</li></ul>  |
| <b>Launch Date:</b> August 2021   | <b>Estimated End Date:</b> June 2026 |  |

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| <b>Responsible Personnel:</b> Chief of Schools; Director of Strategic Partnerships; | <b>Resources Needed:</b> <ul style="list-style-type: none"> <li>• <b>NEW INITIATIVE -- PRIORITY 2 (Grant Dependent)</b><br/>Bus transportation; t-shirts; student refreshments <ul style="list-style-type: none"> <li>○ FY22-26: \$2,500 Annually</li> </ul> </li> </ul> |
| <b>Status:</b> Pending  |  |

**Objective 4.5: Develop a fully operational method for engaging the faith-based community and civic groups into meaningful participation with student learning or enrichment.**

**Impact on Student Achievement Goal:** There are many community-based, largely untapped resources, waiting in the wings to contribute their considerable time, expertise and energy to supporting students. In East St. Louis, churches and Greek Organizations can provide motivated volunteers to serve as mentors, tutors, and coaches that inspire our students and positively impact school performance.

**Critical Initiative 4.5.1:** Utilize a vetting, evaluation and monitoring system to select and determine effectiveness of outside groups in our schools and ensure the safety of our students.

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| <b>Activity 4.5.1a:</b> Active Curriculum Advisory Committee (CAC) on as needed basis to determine fit for new programs. |                                      | <b>Key Measures/Targets:</b> <ul style="list-style-type: none"><li>● Number of CAC meetings held</li><li>● Number of new programs adopted</li></ul>   |
| <b>Launch Date:</b> July 2021  | <b>Estimated End Date:</b> June 2026 |   |
| <b>Responsible Personnel:</b> Chief Academic Officer   |                                      | <b>Resources Needed:</b> <ul style="list-style-type: none"><li>● No new cost</li></ul>  |
| <b>Status:</b> Pending   |                                      |   |
| <b>Activity 4.5.1b:</b> Evaluate existing partnerships to determine impact   |                                      | <b>Key Measures/Targets:</b> <ul style="list-style-type: none"><li>● Number of partnerships</li><li>● Number of partnerships evaluated annually</li><li>● Impact report of partnerships</li></ul> |
| <b>Launch Date:</b> July 2021  | <b>Estimated End Date:</b> June 2026 |   |
| <b>Responsible Personnel:</b> Chief Academic Officer; Director of Strategic Partnerships; Chief of Schools               |                                      | <b>Resources Needed:</b> <ul style="list-style-type: none"><li>● Staff time; surveys (incorporated in budget)</li></ul>   |
| <b>Status:</b> Pending   |                                      |   |
| <b>Activity 4.5.1c:</b> Use Visitor Management System to track volunteer involvement and                                 |                                      | <b>Key Measures/Targets:</b>  |

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| screen school visitors (sex offenders)  |                                      | <ul style="list-style-type: none"><li>● Number of volunteers</li><li>● Number of volunteer hours per school</li><li>● Number of school visitors blocked due to screening protocol</li></ul>   |
| <b>Launch Date:</b> July 2021   | <b>Estimated End Date:</b> June 2026 |   |
| <b>Responsible Personnel:</b> Director of Strategic Partnerships; Chief of Security; Director of Technology   |                                      | <b>Resources Needed:</b> <ul style="list-style-type: none"><li>● Raptor Visitor Management System; staff time (accounted for in 3.4.2f)</li></ul>   |
| <b>Status:</b> Pending  |                                      |   |
| <b>Critical Initiative 4.5.2:</b> Provide programming options for churches, businesses, greek organizations and individuals to engage directly with our students or schools   |                                      |   |
| <b>Activity 4.5.2a:</b> Encourage ongoing volunteer participation in Blueprint Math Fellows, Oasis Tutoring, Foster Grandparents, or AmeriCorps for volunteers to have impact with individual students and small student groups |                                      | <b>Key Measures/Targets:</b> <ul style="list-style-type: none"><li>● Number of volunteers</li><li>● Number of schools with engaged volunteers</li><li>● Annual volunteer impact report</li></ul>  |
| <b>Launch Date:</b> July 2021   | <b>Estimated End Date:</b> June 2026 |   |
| <b>Responsible Personnel:</b> Director of Strategic Partnerships; Director of Curriculum; Chief Academic Officer; Principals  |                                      | <b>Resources Needed:</b> <ul style="list-style-type: none"><li>● \$1,900/yr - Meals for volunteers; staff time; survey<ul style="list-style-type: none"><li>○ Incorporated in the budget</li></ul></li><li>● Raptor Visitor Management System (accounted for in 3.4.2f)</li></ul> |
| <b>Status:</b> Pending  |                                      |   |
| <b>Activity 4.5.2b:</b> Encourage short-term volunteer participation in career speaker's bureau or reading events   |                                      | <b>Key Measures/Targets:</b> <ul style="list-style-type: none"><li>● Number of volunteers</li><li>● Number of volunteer hours</li></ul>   |
| <b>Launch Date:</b> July 2021   | <b>Estimated End Date:</b> June 2026 |   |
| <b>Responsible Personnel:</b> Director of Strategic Partnerships; Director of Curriculum; Director of Career & Technical Education; Principals  |                                      | <b>Resources Needed:</b> <ul style="list-style-type: none"><li>● Staff time (incorporated in budget)</li><li>● Raptor Visitor Management System (accounted for in 3.4.2f)</li></ul>   |
| <b>Status:</b> Pending  |                                      |   |

**Objective 4.6: Design and implement a multi-year career exploration and advising system for youth along with employer,**

**higher education and stakeholder partners in order to promote college and career readiness.**

**Impact on Student Achievement Goal:** Young adults who earn college credit are more likely to be employed and stay employed. According to the U.S. Department of Labor, in 2012 the employment rate for young adults was 87% for those with at least a bachelor's degree, compared with 75% for those who completed some college, and 64% for high school graduates. According to the US Department of Education, the average high school graduation rate for students concentrating in CTE programs is 93% and more than 75% of CTE participants pursue post-secondary education shortly after high school. Completion of some CTE courses may earn college credit or career certification. Working with their local community colleges, some Illinois high schools are teaching college-level remedial courses to high school seniors and are seeing dramatic reductions in numbers of students needing remediation at the college level.

**Critical Initiative 4.6.1:** Integrate high school and community college curricula, aligned with labor market needs

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| <b>Activity 4.6.1a:</b> Expand dual credit, Advanced Placement and college prep courses   |                                      | <b>Key Measures/Targets:</b> <ul style="list-style-type: none"><li>● Master schedule</li><li>● Increased percentage of students taking early college coursework</li><li>● Increased percentage of students earning dual credits</li><li>● Decreased percentage of students requiring college remediation</li><li>● Increased percentage of postsecondary enrollment</li><li>● Increase percentage of college persistence</li></ul> |
| <b>Launch Date:</b> July 2021   | <b>Estimated End Date:</b> June 2026 |  |
| <b>Responsible Personnel:</b> Chief Academic Officer; Chief of Schools; Director of Curriculum; Director of College Access and Persistence; Director of CTE; Director of Federal Programs; Director of Strategic Partnerships; Teachers; Counselors |                                      | <b>Resources Needed:</b> <ul style="list-style-type: none"><li>● Staff time (accounted for in 1.4.2d)</li></ul>  |
| <b>Status:</b> Pending  |                                      |  |
| <b>Activity 4.6.1b:</b> Increase CTE and other course offerings that prepare students to earn industry-recognized certifications  |                                      | <b>Key Measures/Targets:</b> <ul style="list-style-type: none"><li>● Increased CTE course offerings in master schedule</li><li>● Number of available industry-recognized certifications</li><li>● Increased percentage of students earning industry-recognized certifications</li></ul>  |
| <b>Launch Date:</b> July 2021   | <b>Estimated End Date:</b> June 2026 |  |

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| <b>Responsible Personnel:</b> Chief Academic Officer; Director of Career & Technical Education  |                                      | <b>Resources Needed:</b> <ul style="list-style-type: none"><li>● Staff time (accounted for in 1.4.3d)</li></ul>  |
| <b>Status:</b> Pending  |                                      |  |
| <b>Activity 4.6.1c:</b> Expand career information and advising to help grades 5-12 students and families make informed choices about education and career pathways  |                                      | <b>Key Measures/Targets:</b> <ul style="list-style-type: none"><li>● Master schedules with career exploration courses for 7th and 8th grade students</li><li>● Core curriculum revisions that include career focus in context where appropriate for grades 5-8</li></ul> |
| <b>Launch Date:</b> August 2021   | <b>Estimated End Date:</b> June 2026 |  |
| <b>Responsible Personnel:</b> Chief of Schools; Chief Academic Officer; Director of Curriculum; Director of Career & Technical Education; Director of College Access and Persistence; Middle and High School Principals |                                      | <b>Resources Needed:</b> <ul style="list-style-type: none"><li>● Staff time (accounted for in 1.4.3c)</li></ul>  |
| <b>Status:</b> Pending  |                                      |  |
| <b>Critical Initiative 4.6.2:</b> Expand career exploration and scale-up work-based learning opportunities for youth  |                                      |  |
| <b>Activity 4.6.2a:</b> Assemble a pathways coalition comprised of higher education partners, local employer partners, high school counselors   |                                      | <b>Key Measures/Targets:</b> <ul style="list-style-type: none"><li>● Secure grant funds for position by FY22</li><li>● Hire new position by FY23</li><li>● Development of common agenda/purpose and signed partnership agreements</li></ul>                              |
| <b>Launch Date:</b> July 2021   | <b>Estimated End Date:</b> June 2026 |  |
| <b>Responsible Personnel:</b> Director of Strategic Partnerships; Director of Career and Technical Education; Chief of Schools; Director of College Access and Persistence  |                                      | <b>Resources Needed:</b> <ul style="list-style-type: none"><li>● <b>NEW INITIATIVE -- PRIORITY 3 (Grant Dependent)</b><br/>New staff position:<br/>Pathways Systems Specialist<ul style="list-style-type: none"><li>○ FY23-26: \$67,000 Annually</li></ul></li></ul>     |
| <b>Status:</b> Pending  |                                      |  |
| <b>Activity 4.6.2b:</b> Facilitate apprenticeship opportunities for high school students  |                                      | <b>Key Measures/Targets:</b> <ul style="list-style-type: none"><li>● Facilitate at least 2 new apprenticeship opportunities per year</li></ul>   |
| <b>Launch Date:</b> July 2021   | <b>Estimated End Date:</b> June 2026 |  |
| <b>Responsible Personnel:</b> Director of Strategic Partnerships; Director of Career and Technical Education; Chief of Schools  |                                      | <b>Resources Needed:</b> <ul style="list-style-type: none"><li>● Staff time</li></ul>  |

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| <b>Status:</b> Pending   |                                      |  |
| <b>Activity 4.6.2c:</b> Expand opportunities for students to engage in problem-based learning  |                                      | <b>Key Measures/Targets:</b> <ul style="list-style-type: none"><li>● # school Tech Clubs</li><li>● # STEM Challenge teams</li><li>● Walkthrough and observation notes detailing student engagement</li></ul>                         |
| <b>Launch Date:</b> July 2021  | <b>Estimated End Date:</b> June 2026 |  |
| <b>Responsible Personnel:</b> Chief of Schools; Chief Academic Officer; Director of Strategic Partnerships; Director of Career and Technical Education; Principals                             |                                      | <b>Resources Needed:</b> <ul style="list-style-type: none"><li>● Staff time; PD; student resources (already budgeted in 1.6.4)</li></ul>   |
| <b>Status:</b> Pending   |                                      |  |
| <b>Critical Initiative 4.6.3:</b> Advance the development of employability competencies among students   |                                      |  |
| <b>Activity 4.6.3a:</b> Provide learning opportunities to increase employability skills among students   |                                      | <b>Key Measures/Targets:</b> <ul style="list-style-type: none"><li>● # students participating in Jobs for America's Graduates courses</li><li>● # students participating in CTE courses</li></ul>                                    |
| <b>Launch Date:</b> July 2021  | <b>Estimated End Date:</b> June 2026 |  |
| <b>Responsible Personnel:</b> Chief of Schools; Chief Academic Officer; Director of Strategic Partnerships; Director of Career & Technical Education; Director of College Access & Persistence |                                      | <b>Resources Needed:</b> <ul style="list-style-type: none"><li>● \$20,000/yr - Jobs for America's Graduates partial salary<ul style="list-style-type: none"><li>○ Incorporated in the budget</li></ul></li><li>● CTE staff</li></ul> |
| <b>Status:</b> Pending   |                                      |  |
| <b>Activity 4.6.3b:</b> Provide learning opportunities and activities to increase financial literacy among students  |                                      | <b>Key Measures/Targets:</b> <ul style="list-style-type: none"><li>● # students receiving financial literacy session</li></ul>   |
| <b>Launch Date:</b> July 2021  | <b>Estimated End Date:</b> June 2026 |  |
| <b>Responsible Personnel:</b> Director of Strategic Partnerships; Directors of Curriculum; Career & Technical Education; and College Access & Persistence; Principals                          |                                      | <b>Resources Needed:</b> <ul style="list-style-type: none"><li>● Local bank partners and volunteers</li></ul>  |
| <b>Status:</b> Pending   |                                      |  |

## GOAL V: COMMITTED, HIGHLY EFFECTIVE STAFF

Recruit, hire, retain, and develop highly effective personnel to achieve academic excellence and support students' physical and social-emotional health.

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| <b>Objective 5.1 :</b> Expand branding, marketing efforts, social media presence and proactive recruitment efforts to develop a pipeline for staffing that ensures that all positions are filled by the beginning of the school year.   |                                      |   |
| <b>Impact on Student Achievement Goal:</b> Research shows that teachers have a strong impact on student performance. By developing, deploying and supporting talent management and human capital development strategies for our district and schools, we can ensure that every classroom has an effective educator, and all students are prepared for college, career and life. |                                      |   |
| <b>Critical Initiative 5.1.1:</b> Develop and implement innovative sourcing strategies for employee recruitment.  |                                      |   |
| <b>Activity 5.1.1a:</b> Strengthen teacher recruitment presence on the school district website  |                                      | <b>Key Measures/Targets:</b> <ul style="list-style-type: none"><li>• Total Website Visit Data</li><li>• Recruitment Survey Data</li><li>• Metrics used to tabulate the traffic to the HR webpage.</li></ul>                       |
| <b>Launch Date:</b> July 2021   | <b>Estimated End Date:</b> June 2026 |   |
| <b>Responsible Personnel:</b><br>Chief Human Resource Officer, Director of Human Resources, Director of Educator Recruitment and Retention, Director of Strategic Partnerships, Technology Integration Specialist   |                                      | <b>Resources Needed:</b> <ul style="list-style-type: none"><li>• <b>NEW INITIATIVE -- PRIORITY 2 (Grant Dependent)</b><br/>Estimated Cost:<ul style="list-style-type: none"><li>◦ FY22-26: \$3,000 Annually</li></ul></li></ul>   |
| <b>Status:</b> In Progress  |                                      |   |
| <b>Activity 5.1.1b:</b> Increase recruitment engagement on social media platforms   |                                      | <b>Key Measures/Targets:</b> <ul style="list-style-type: none"><li>• Recruiting Survey Data</li><li>• Benchmark and progress data for Social Media Networks will be collected</li></ul>   |
| <b>Launch Date:</b> July 2021   | <b>Estimated End Date:</b> June 2026 |   |
| <b>Responsible Personnel:</b> Director of Educator Recruitment and Retention, Director of Strategic Partnerships, Director of Teacher and School Leader Incentive   |                                      | <b>Resources Needed:</b> <ul style="list-style-type: none"><li>• <b>NEW INITIATIVE -- PRIORITY 2 (Grant Dependent)</b><br/>Linkedin Account:<ul style="list-style-type: none"><li>◦ FY22-26: \$1,500 Annually</li></ul></li></ul> |
| <b>Status:</b> Pending  |                                      |   |

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|  |                                      | External Advertisements <ul style="list-style-type: none"><li>o Incorporated in the budget</li></ul>  |
| <b>Activity 5.1.1c:</b> Convene an Educator Recruitment Task Force   |                                      | <b>Key Measures/Targets:</b> <ul style="list-style-type: none"><li>● Meeting Agenda</li><li>● Sign-In Sheets</li><li>● Meeting Notes</li><li>● Recruitment Calendar</li></ul>   |
| <b>Launch Date:</b> July 2021  | <b>Estimated End Date:</b> June 2026 |   |
| <b>Responsible Personnel:</b> Chief Human Resource Officer, Director of Educator Recruitment and Retention, Director of Teacher and School Leader Incentive, Teacher and School Leader Residency Recruiter, Administrators, Technology Integration Specialists |                                      | <b>Resources Needed:</b><br>No Cost   |
| <b>Status:</b> In Progress   |                                      |   |
| <b>Critical Initiative 5.1.2:</b> Establish intentional and focused recruitment efforts to bolster a diverse applicant pool.   |                                      |   |
| <b>Activity 5.1.2a:</b> Develop Partnerships with current students and student groups within East St. Louis School District 189 to create a teacher pipeline.  |                                      | <b>Key Measures/Targets:</b> <ul style="list-style-type: none"><li>● Outlined Guideline</li><li>● Number of Students exposed to the Career</li><li>● Data of Students Entering the Field</li><li>● Establish Partnership with Golden Apple or local university</li></ul>                    |
| <b>Launch Date:</b> July 2021  | <b>Estimated End Date:</b> June 2026 |   |
| <b>Responsible Personnel:</b> Chief Human Resource Officer, Director of Educator Recruitment and Retention, Director of College Access and Persistence, High School Administrators   |                                      | <b>Resources Needed:</b> <ul style="list-style-type: none"><li>● <b>NEW INITIATIVE -- PRIORITY 2 (Grant Dependent)</b><br/>Stipend for club sponsor<br/>Student school visits<br/>Student recognition<ul style="list-style-type: none"><li>o FY22-26: \$10,000 Annually</li></ul></li></ul> |
| <b>Status:</b> Pending   |                                      |   |
| <b>Activity 5.1.2b:</b> Participate in "Grow Our Own" program for all staff, including teacher assistants being trained to become teachers in partnership with area colleges/universities and other partners.  |                                      | <b>Key Measures/Targets:</b> <ul style="list-style-type: none"><li>● TSL Resident Teacher Data</li><li>● TSL Residency Data</li></ul>   |



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| <b>Launch Date:</b> July 2022   | <b>Estimated End Date:</b> June 2026 | <ul style="list-style-type: none"><li>● Seek Grow Your Own Grant Opportunities</li></ul>  |
| <b>Responsible Personnel:</b><br>Chief Human Resource Officer, Director of Teacher and School Leader Grant, Director of Educator Recruitment and Retention, Director of Human Resources   |                                      | <b>Resources Needed:</b> <ul style="list-style-type: none"><li>● Apply for Grow Your Own Grant</li><li>● Travel/ Recruitment Fair<ul style="list-style-type: none"><li>○ FY23-26: -\$10,000 Annually</li><li>○ Incorporated in the budget</li></ul></li><li>● <b>NEW INITIATIVE -- Priority 2 (Grant Dependent)</b><br/>TSL Sustainability<ul style="list-style-type: none"><li>○ FY23-26: \$1.7 million Annually</li></ul></li></ul> |
| <b>Status:</b> Pending  |                                      |   |
| <b>Activity 5.1.2c:</b> Conduct targeted recruitment visits to establish and develop partnerships with universities, colleges, and other organizations to help identify high quality applicants to strengthen the applicant pipeline.             |                                      | <b>Key Measures/Targets:</b> <ul style="list-style-type: none"><li>● Applicant Data from Frontline/Powerschool</li><li>● Percent of New Hires prior to July 1st</li><li>● Percent of applicants referred through established partnerships</li><li>● Percentage of new hires from under-represented employee groups</li><li>● Attend 10 Targeted Recruitment Fairs</li><li>● Conduct Virtual Recruitment Fairs</li></ul>               |
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| <b>Launch Date:</b> July 2022   | <b>Estimated End Date:</b> June 2026 |   |
| <b>Responsible Personnel:</b><br>Chief Human Resource Officer, Director of Educator Recruitment and Retention , Director of Human Resources, ,Human Resource Manager  |                                      | <b>Resources Needed:</b> <ul style="list-style-type: none"><li>● Registration and Travel for Recruitment and Job Fairs -\$10,000<ul style="list-style-type: none"><li>○ Incorporated in the budget</li></ul></li></ul>  |
| <b>Status:</b> In Progress  |                                      |   |
| <b>Critical Initiative 5.1.3:</b> Establish collaborative partnerships with administrators and departments to anticipate changes and plan priorities in recruitment and selection, including staffing trends, specifically in hard to fill areas. |                                      |   |
| <b>Activity 5.1.3a:</b> Identification of Critical Needs-Trends will be analyzed and used to inform recruitment.  |                                      | <b>Key Measures/Targets:</b> <ul style="list-style-type: none"><li>● 5 Essentials Survey</li><li>● Needs Assessment</li><li>● Historical Vacancy Data</li><li>● Vacancy List</li></ul>  |
| <b>Launch Date:</b> July 2021   | <b>Estimated End Date:</b> June 2026 |   |

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|  |                                      | <ul style="list-style-type: none"><li>● Turnover Rate</li><li>● Enrollment Trends</li><li>● New Course Request</li></ul>  |
| <b>Responsible Personnel:</b><br>Director of Educator Recruitment and Retention, Chief Human Resource Officer,<br>Director of Human Resources, Human Resource Manager                              |                                      | <b>Resources Needed:</b><br>No Cost   |
| <b>Status:</b> In Progress   |                                      |   |
| <b>Activity 5.1.3b:</b> Review and redefine human resources processes, concepts and procedures based on best practices for recruiting, hiring and retaining high quality, effective staff members. |                                      | <b>Key Measures/Targets:</b> <ul style="list-style-type: none"><li>● 5 Essentials Survey</li><li>● New Hire Data</li><li>● Recruitment Process for instructional and non-instructional employees</li></ul>  |
| <b>Launch Date:</b> July 2021  | <b>Estimated End Date:</b> June 2026 |   |
| <b>Responsible Personnel:</b><br>Chief Human Resource Officer, Director of Educator Recruitment and Retention<br>Director of Human Resources, Human Resource Manager                               |                                      | <b>Resources Needed:</b> <ul style="list-style-type: none"><li>● SHRM Memberships</li><li>● AASPA Memberships</li><li>● IASPA/IASBO Memberships</li></ul>   |
| <b>Status:</b> Pending   |                                      |   |
| <b>Activity 5.1.3c:</b> Improve candidate selection by providing training for administrators, supervisors, and directors on screening and interviewing applicants.                                 |                                      | <b>Key Measures/Targets:</b> <ul style="list-style-type: none"><li>● Staff Surveys</li><li>● 5 Essentials Survey</li><li>● New Hire Data</li><li>● Evaluation Performance Ratings</li></ul>   |
| <b>Launch Date:</b> July 2022  | <b>Estimated End Date:</b> June 2026 |   |
| <b>Responsible Personnel:</b><br>Director of Educator Recruitment and Retention, Chief Human Resource Officer,<br>Director of Human Resources, Human Resource Manager                              |                                      | <b>Resources Needed:</b> <ul style="list-style-type: none"><li>● <b>NEW INITIATIVE -- PRIORITY 3 (Grant Dependent)</b><br/>Haberman Training<br/>Star Teacher Training<ul style="list-style-type: none"><li>○ FY23: \$12000 (\$475 per person )</li></ul>Star Administrator Training<ul style="list-style-type: none"><li>○ FY23: \$7000 (\$675 per person)</li></ul></li></ul> |
| <b>Status:</b> In Progress   |                                      |   |

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| <b>Objective 5.2: Engage all staff in quality high impact professional development that ensures that all staff members are effective and held accountable using a fair, objective evaluation process.</b> |                                      |   |
| <b>Impact on Student Achievement Goal:</b> Improve student performance through providing staff training, information and assistance.  |                                      |   |
| <b>Critical Initiative 5.2.1:</b> Clarify and support district wide expectations and practices through policies, professional development, coaching, and collaboration.                                   |                                      |   |
| <b>Activity 5.2.1a:</b> Increase internal collaboration and refine processes that focus on optimizing employee performance  |                                      | <b>Key Measures/Targets:</b> <ul style="list-style-type: none"><li>● 5 Essential Survey</li><li>● New Teacher Induction Survey</li><li>● Evaluation Performance Ratings</li><li>● Student Achievement Data</li><li>● Retention Rate</li><li>● Evaluation Guidebook</li><li>● Evaluation Tools</li></ul>   |
| <b>Launch Date:</b> July 2021   | <b>Estimated End Date:</b> June 2026 |   |
| <b>Responsible Personnel:</b><br>Chief Human Resource Officer, Director of Educator Recruitment and Retention, Director of Human Resources, Human Resource Manager  |                                      | <b>Resources Needed:</b> <ul style="list-style-type: none"><li>● <b>NEW INITIATIVE -- PRIORITY 3 (Grant Dependent)</b><br/>Teacher Leader Problem of Practice<ul style="list-style-type: none"><li>○ Additional Pay for monthly professional development-<ul style="list-style-type: none"><li>■ FY22-26: \$12,000 Annually</li></ul></li></ul></li></ul> |
| <b>Status:</b> In Progress  |                                      |   |
| <b>Activity 5.2.1b:</b> Build instructional capacity to meet student learning and well being goals by engaging staff in high quality, effective professional development.                                 |                                      | <b>Key Measures/Targets:</b> <ul style="list-style-type: none"><li>● 5 Essentials Survey</li><li>● New Teacher Induction Survey</li><li>● Evaluation Performance Ratings</li><li>● Student Achievement Data</li><li>● Retention Rate</li><li>● PD Agenda</li><li>● Sign In Sheet</li><li>● PD Evaluation Data</li></ul>                                   |
| <b>Launch Date:</b> July 2021   | <b>Estimated End Date:</b> June 2026 |   |

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| <b>Responsible Personnel:</b> Director of Educator Recruitment and Retention, Chief Human Resource Officer, Director of Human Resources, Human Resource Manager  |                                      | <b>Resources Needed:</b> <ul style="list-style-type: none"><li>● Additional Pay for PD attendees</li><li>● Additional Pay for PD facilitators</li></ul>  |
| <b>Status :</b> In Progress  |                                      |  |
| <b>Activity 5.2.1c:</b> Research methods to add professional development opportunities to support student achievement  |                                      | <b>Key Measures/Targets:</b> <ul style="list-style-type: none"><li>● Research on PD opportunities</li><li>● PD Data</li></ul>  |
| <b>Launch Date:</b> July 2021  | <b>Estimated End Date:</b> June 2026 |  |
| <b>Responsible Personnel:</b> Chief Human Resource Officer, Director of Educator Recruitment and Retention, Director of Human Resources, Human Resource Manager, Chief Academics Officer, Chief Academic Officer, Director of Curriculum |                                      | <b>Resources Needed:</b><br>No Cost  |
| <b>Status:</b> In Progress   |                                      |  |
| <b>Critical Initiative 5.2.2:</b> Expand and coordinate timely, relevant, and employee-initiated, job-embedded professional development for both support and licensed staff members.   |                                      |  |
| <b>Activity 5.2.2a:</b> Create and implement a high quality, effective multi-year professional development plan for both certified and support staff that is aligned to district goals.  |                                      | <b>Key Measures/Targets:</b> <ul style="list-style-type: none"><li>● 5 Essential Survey</li><li>● New Teacher Induction Survey</li><li>● Performance Ratings</li><li>● Student Achievement Data</li></ul>  |
| <b>Launch Date:</b> July 2021  | <b>Estimated End Date:</b> June 2026 |  |
| <b>Responsible Personnel:</b><br>Chief Human Resource Officer, Director of Educator Recruitment and Retention, Director of Human Resources, Human Resource Manager<br>Chief Academics Officer, Director of Curriculum                    |                                      | <b>Resources Needed:</b> <ul style="list-style-type: none"><li>● Staff Surveys</li><li>● Self-Assessment Tool</li><li>● Employee satisfaction ratings</li><li>● Retention rate of teachers rated in the highest two appraisal categories</li></ul>                 |
| <b>Status:</b> Ongoing   |                                      |  |
| <b>Activity 5.2.2b:</b> In collaboration with the Curriculum Department, create a scope and sequence for professional learning based on critical gaps in skills and knowledge related to the indicators in the evaluation tools.         |                                      | <b>Key Measures/Targets:</b> <ul style="list-style-type: none"><li>● 5 Essentials Survey</li><li>● Staff Survey</li><li>● Administrator Survey</li><li>● Professional Development Calendar</li><li>● Non-Instructional Professional Development Calendar</li></ul> |
| <b>Launch Date:</b> July 2021  | <b>Estimated End Date:</b> June 2026 |  |

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|   |                                      | <ul style="list-style-type: none"><li>Self-Assessment Tool</li></ul>  |
| <b>Responsible Personnel:</b><br>Chief Human Resource Officer, Director of Educator Recruitment and Retention, Director of Human Resources, Human Resource Manager, Chief Academics Officer, Director of Curriculum |                                      | <b>Resources Needed:</b> <ul style="list-style-type: none"><li>Professional Development</li></ul> Total Cost (Absorbed by curriculum department)  |
| <b>Status:</b> Ongoing  |                                      |   |
| <b>Activity 5.2.2c:</b> Increase number of opportunities for differentiated professional development for all employee groups.   |                                      | <b>Key Measures/Targets:</b> <ul style="list-style-type: none"><li>5 Essentials Survey</li><li>Staff Survey</li><li>Administrator Survey</li><li>Professional Development Calendar</li><li>Non-Instructional Professional Development Calendar</li><li>Self-Assessment Tool</li></ul>         |
|   |                                      |   |
| <b>Launch Date:</b> July 2021   | <b>Estimated End Date:</b> June 2026 |   |
| <b>Responsible Personnel:</b> Chief Human Resource Officer, Director of Educator Recruitment and Retention, Director of Human Resources, Human Resource Manager, Chief Academics Officer, Director of Curriculum    |                                      | <b>Resources Needed:</b><br>No Cost   |
| <b>Status:</b> Ongoing  |                                      |   |
| <b>Critical Initiative 5.2.3:</b> Encourage collaboration and provide differentiated support to all staff members to grow as professionals throughout their career.   |                                      |   |
| <b>Activity 5.2.3a:</b> Enhance the effectiveness of employees by providing training and support that aligns with the mission of District 189   |                                      | <b>Key Measures/Targets:</b> <ul style="list-style-type: none"><li>5 Essentials Survey</li><li>Staff Survey</li><li>Administrator Survey</li></ul>  |
| <b>Launch Date:</b> July 2021   | <b>Estimated End Date:</b> June 2026 |   |
| <b>Responsible Personnel:</b><br>Chief Human Resource Officer, Director of Educator Recruitment and Retention, Director of Human Resources, Human Resource Manager, Chief Academics Officer, Director of Curriculum |                                      | <b>Resources Needed:</b> <ul style="list-style-type: none"><li><b>NEW INITIATIVE -- PRIORITY 3 (Grant Dependent)</b><br/>Professional Development in areas of Compliance and Human Resources Initiatives.<ul style="list-style-type: none"><li>FY22-26: \$10,000 Annually</li></ul></li></ul> |
| <b>Status:</b> Ongoing  |                                      |   |

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| <b>Activity 5.2.3b:</b> Provide staff with support, feedback, and clear expectations that will assist in the development of excellent levels of performance.          |                                      | <b>Key Measures/Targets:</b> <ul style="list-style-type: none"><li>● TDD Data</li><li>● Informal/Formal Observation Data</li><li>● Evaluation Professional Development</li><li>● Evaluation Guidebook Dissemination</li></ul> |
| <b>Launch Date:</b> July 2021   | <b>Estimated End Date:</b> June 2026 |   |
| <b>Responsible Personnel:</b> Director of Educator Recruitment and Retention<br>Chief Human Resource Officer, Director of Human Resources, Human Resource Manager     |                                      | <b>Resources Needed:</b><br>No Cost   |
| <b>Status:</b> In Progress  |                                      |   |
| <b>Activity 5.2.3c:</b> Employ best-practice strategies, processes, and technologies to support all staff.  |                                      | <b>Key Measures/Targets:</b> <ul style="list-style-type: none"><li>● Research on Best Practices</li><li>● Agenda from PD</li><li>● Staff Survey</li></ul>   |
| <b>Launch Date:</b> July 2022   | <b>Estimated End Date:</b> June 2026 |   |
| <b>Responsible Personnel:</b><br>Chief Human Resource Officer, Director of Educator Recruitment and Retention,<br>Director of Human Resources, Human Resource Manager |                                      | <b>Resources Needed:</b><br>No Cost   |
| <b>Status:</b> In Progress  |                                      |   |

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| <b>Objective 5.3: Cultivate a positive and productive working environment that attracts, develops and increases the retention of all staff members by providing the support necessary for success in a high poverty, minority, trauma informed school district.</b> |                                      |  |
| <b>Impact on Student Achievement Goal:</b> Teachers working in schools with better quality collaboration tend to be more effective at improving academic outcomes regardless of their individual ability to collaborate.  |                                      |  |
| <b>Critical Initiative 5.3.1:</b> Foster a culture of collaboration, trust, and support.  |                                      |  |
| <b>Activity 5.3.1a:</b> Maintain a rigorous teacher induction program that includes a variety of mentoring and training opportunities for newly hired staff throughout their first three years of employment.   |                                      | <b>Key Measures/Targets:</b> <ul style="list-style-type: none"> <li>• Monthly Professional Development</li> <li>• Monthly Site Visits</li> <li>• Assigning a Mentor</li> </ul> |
| <b>Launch Date:</b> July 2021   | <b>Estimated End Date:</b> June 2026 |  |

|   |                                      |   |
|---|--------------------------------------|---|
|   |                                      | <ul style="list-style-type: none"><li>Retention Rate of New Hires</li></ul>   |
| <b>Responsible Personnel:</b><br>Chief Human Resource Officer, Director of Educator Recruitment and Retention,<br>Director of Human Resources, Human Resource Manager |                                      | <b>Resources Needed:</b> <ul style="list-style-type: none"><li>Additional Pay for Mentors-\$500 per mentor (\$15,000 per year)</li><li>Additional Pay for Monthly After school PD-\$30 per hour for attendee and \$50 per hour for facilitators</li><li>10 Monthly Meetings</li></ul> |
| <b>Status:</b> In Progress  |                                      |   |
| <b>Activity 5.3.1b:</b> Increase Professional Development to enhance the integration of instructional technology.   |                                      | <b>Key Measures/Targets:</b> <ul style="list-style-type: none"><li>PD Agenda</li><li>Sign In Sheets</li><li>PD Evaluation</li><li>Staff Survey</li></ul>  |
| <b>Launch Date:</b> July 2021   | <b>Estimated End Date:</b> June 2026 |   |
| <b>Responsible Personnel:</b><br>Director of Educator Recruitment and Retention, Chief Human Resource Officer,<br>Director of Human Resources, Human Resource Manager |                                      | <b>Resources Needed:</b><br>No Cost   |
| <b>Status:</b> In Progress  |                                      |   |
| <b>Activity 5.3.1c:</b> Implement a Tiered System of Support for non-traditional instructional staff.   |                                      | <b>Key Measures/Targets:</b> <ul style="list-style-type: none"><li>Administrator Feedback</li><li>Staff Survey</li><li>TSL Mentor Resident Coach Feedback</li></ul>   |
| <b>Launch Date:</b> July 2021   | <b>Estimated End Date:</b> June 2026 |   |
| <b>Responsible Personnel:</b><br>Chief Human Resource Officer, Director of Educator Recruitment and Retention,<br>Director of Human Resources, Human Resource Manager |                                      | <b>Resources Needed:</b><br>No Cost   |
| <b>Status:</b> Pending  |                                      |   |
| <b>Critical Initiative 5.3.2:</b> Strengthen an open, collaborative working environment throughout East St. Louis School District 189.                                |                                      |   |
| <b>Activity 5.3.2a:</b> Collect and utilize exit interview feedback to improve hiring and retention of staff.   |                                      | <b>Key Measures/Targets:</b> <ul style="list-style-type: none"><li>5 Essential Survey</li><li>Staff Survey</li><li>Culture and Climate Survey</li></ul>   |
| <b>Launch Date:</b> July 2021   | <b>Estimated End Date:</b> June 2026 |   |

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|  |                                      | <ul style="list-style-type: none"><li>Onboarding Survey</li><li>Exit Interview Data</li></ul>  |
| <b>Responsible Personnel:</b><br>Chief Human Resource Officer, Director of Educator Recruitment and Retention, Director of Human Resources, Human Resource Manager   |                                      | <b>Resources Needed:</b><br>No Costs   |
| <b>Status:</b> Ongoing   |                                      |  |
| <b>Activity 5.3.2b:</b> Perform an ongoing review of our compensation to make sure it is aligned with districts of similar demographics.   |                                      | <b>Key Measures/Targets:</b> <ul style="list-style-type: none"><li>Collect Surrounding Districts Salary Scale and Bargaining Agreements</li><li>Review the possibility of paying TRS to become more competitive with surrounding districts</li></ul> |
| <b>Launch Date:</b> July 2021  | <b>Estimated End Date:</b> June 2026 |  |
| <b>Responsible Personnel:</b><br>Director of Educator Recruitment and Retention, Chief Human Resource Officer, Director of Human Resources, Human Resource Manager   |                                      | <b>Resources Needed:</b> <ul style="list-style-type: none"><li>Consider the cost of paying TRS for all employees</li></ul>   |
| <b>Status:</b> Ongoing   |                                      |  |
| <b>Activity 5.3.2c:</b> Maintain regular meetings between administrators and employee bargaining groups to improve job satisfaction and use the results to drive the improvement process.  |                                      | <b>Key Measures/Targets:</b> <ul style="list-style-type: none"><li>Meeting Agenda</li><li>Sign In Sheets</li><li>Meeting Notes</li><li>Meeting Calendar</li></ul>  |
| <b>Launch Date:</b> July 2021  | <b>Estimated End Date:</b> June 2026 |  |
| <b>Responsible Personnel:</b><br>Chief Human Resource Officer, Director of Educator Recruitment and Retention, Director of Human Resources, Human Resource Manager   |                                      | <b>Resources Needed:</b><br>No Cost  |
| <b>Status:</b> In Progress   |                                      |  |
| <b>Critical Initiative 5.3.3:</b> Focusing on continuous improvement and innovation, we envision the district as a community of learners where change can flow from central office to the schools, from schools to central office, and among schools and individual staff members. |                                      |  |
| <b>Activity 5.3.3a:</b> Work with supervisors, school administrators, staff advisory groups, and other stakeholders to enhance and improve staff working conditions, with the goal of an increase in positive responses on Culture and Climate Survey or Staff                     |                                      | <b>Key Measures/Targets:</b> <ul style="list-style-type: none"><li>5 Essential Survey</li><li>Staff Survey</li></ul>   |



|   |                               |   |
|---|-------------------------------|---|
| Working Conditions Survey.  |                               | <ul style="list-style-type: none"><li>● Culture and Climate Survey</li></ul>  |
| Launch Date: July 2021  | Estimated End Date: June 2026 |   |
| <b>Responsible Personnel:</b><br>Chief Human Resource Officer, Director of Educator Recruitment and Retention<br>Director of Human Resources, Human Resource Manager  |                               | <b>Resources Needed:</b><br>No Cost   |
| <b>Status:</b> Pending  |                               |   |
| <b>Activity 5.3.3b:</b> Enhance the reward/recognition system for all staff.  |                               | <b>Key Measures/Targets:</b> <ul style="list-style-type: none"><li>● 5 Essential Survey</li><li>● Staff Survey</li><li>● Culture and Climate Survey</li><li>● Onboarding Survey</li><li>● Exit Interview Data</li><li>● Research on Surrounding District Incentives</li></ul> |
|   |                               |   |
| Launch Date: July 2021  | Estimated End Date: June 2026 |   |
| <b>Responsible Personnel:</b><br>Chief Human Resource Officer, Director of Educator Recruitment and Retention,<br>Director of Human Resources, Human Resource Manager |                               | <b>Resources Needed:</b> <ul style="list-style-type: none"><li>● <b>NEW INITIATIVE -- PRIORITY 2 (Grant Dependent)</b><ul style="list-style-type: none"><li>○ FY22-26: \$20,000 Annually</li></ul></li></ul>  |
| <b>Status:</b> Pending  |                               |   |
| <b>Activity 5.3.3c:</b> Establish a district standard for a positive climate in every school that makes all staff feel valued, challenged, supported and connected.   |                               | <b>Key Measures/Targets:</b> <ul style="list-style-type: none"><li>● 5 Essential Survey</li><li>● Staff Survey</li><li>● Culture and Climate Survey</li></ul>   |
| Launch Date: July 2021  | Estimated End Date: June 2026 |   |
| <b>Responsible Personnel:</b><br>Chief Human Resource Officer, Director of Educator Recruitment and Retention,<br>Director of Human Resources, Human Resource Manager |                               | <b>Resources Needed:</b><br>No Cost   |
| <b>Status:</b> Pending  |                               |   |

**Objective 5.4: Streamline performance standards aligned with policies and bargaining agreements, enabling the best results through managing employee performance and organizational growth.**

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| <b>Impact on Student Achievement Goal:</b> Public schools are designed to provide learning opportunities for students, so the focus on student performance is an essential mission for boards and districts. Activities, processes, procedures, critical decisions and resource allocations must be measured according to how well they fulfill that mission. |                                      |   |
| <b>Critical Initiative 5.4.1:</b> Strengthen evaluation processes in collaboration with the PERA committee.   |                                      |   |
| <b>Activity 5.4.1a:</b> Promote a culture of growth and development amongst all staff members by providing ongoing professional development related to job performance aligned to the performance appraisal..   |                                      | <b>Key Measures/Targets:</b> <ul style="list-style-type: none"><li>● Agenda</li><li>● Sign In Sheet</li><li>● 5 Essential Survey</li><li>● Staff Survey</li><li>● Culture and Climate Survey</li><li>● Student Achievement Data</li><li>● Retention Rate of Certified and Non-Certified employees</li></ul> |
|   |                                      |   |
| <b>Launch Date:</b> July 2021   | <b>Estimated End Date:</b> June 2026 |   |
| <b>Responsible Personnel:</b> Chief Human Resource Officer, Director of Educator Recruitment and Retention, Director of Human Resources, Human Resource Manager   |                                      | <b>Resources Needed:</b><br>No Cost   |
| <b>Status:</b> In Progress  |                                      |   |
| <b>Activity 5.4.1b:</b> Ensure alignment of professional development that focuses on student success and learning.  |                                      | <b>Key Measures/Targets:</b> <ul style="list-style-type: none"><li>● 5 Essentials Survey</li><li>● Needs Assessment</li><li>● Staff Survey</li><li>● Administrator Feedback</li><li>● Student Achievement</li></ul>   |
|   |                                      |   |
| <b>Launch Date:</b> July 2021   | <b>Estimated End Date:</b> June 2026 |   |
| <b>Responsible Personnel:</b> Chief Human Resource Officer, Director of Educator Recruitment and Retention, Director of Human Resources, Human Resource Manager   |                                      | <b>Resources Needed:</b><br>Travel Costs; \$10,000  |
| <b>Status:</b> In Progress  |                                      |   |
| <b>Activity 5.4.1c:</b> Increase internal collaboration and refine processes that focus on optimizing employee performance.   |                                      | <b>Key Measures/Targets:</b> <ul style="list-style-type: none"><li>● Agenda</li><li>● Meeting Notes</li></ul>   |

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|  |                                      | <ul style="list-style-type: none"><li>• Sign In Sheet</li><li>• 5 Essentials Survey</li><li>• Needs Assessment</li><li>• Staff Survey</li><li>• Administrator Feedback</li></ul>                                    |
| <b>Launch Date:</b> July 2021  | <b>Estimated End Date:</b> June 2026 | <b>Resources Needed:</b><br>No Cost   |
| <b>Responsible Personnel:</b><br>Chief Human Resource Officer, Director of Educator Recruitment and Retention, Director of Human Resources, Human Resource Manager   |                                      |   |
| <b>Status:</b> In Progress   |                                      |   |
| <b>Critical Initiative 5.4.2:</b> Analyze new teacher performance against standards and rubrics and collaborate with curriculum department and providers of new teacher training to align training with performance needs and principal's assessments. |                                      |   |
| <b>Activity 5.4.2a:</b> Embed professional growth/development through in class modeling, feedback, and coaching [Less teacher pull out].   |                                      | <b>Key Measures/Targets:</b> <ul style="list-style-type: none"><li>• 5 Essentials Survey</li><li>• Needs Assessment</li><li>• Staff Survey</li><li>• Administrator Feedback</li><li>• Student Achievement</li></ul> |
|  |                                      |   |
| <b>Launch Date:</b> July 2021  | <b>Estimated End Date:</b> June 2026 | <b>Resources Needed:</b><br>No Cost   |
| <b>Responsible Personnel:</b> Chief Human Resource Officer, Director of Educator Recruitment and Retention, Director of Human Resources, Human Resource Manager  |                                      |   |
| <b>Status:</b> In Progress   |                                      |   |
| <b>Activity 5.4.2b:</b> Provide targeted training on the performance evaluation framework.   |                                      | <b>Key Measures/Targets:</b> <ul style="list-style-type: none"><li>• 5 Essentials Survey</li><li>• Needs Assessment</li><li>• Staff Survey</li><li>• Administrator Feedback</li><li>• Exit Interviews</li></ul>     |
|  |                                      |   |
| <b>Launch Date:</b> July 2021  | <b>Estimated End Date:</b> June 2026 | <b>Resources Needed:</b><br>No Cost   |
| <b>Responsible Personnel:</b> Chief Human Resource Officer, Director of Educator Recruitment and Retention, Director of Human Resources, Human Resource Manager  |                                      |   |

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| <b>Status:</b> In Progress   |                                      |  |
| <b>Activity 5.4.2c:</b> Improve opportunities for staff collaboration, engagement, innovation, and use of data.  |                                      | <b>Key Measures/Targets:</b> <ul style="list-style-type: none"><li>● 5 Essentials Survey</li><li>● Needs Assessment</li><li>● Turnover Rate</li><li>● Climate and Culture Data</li><li>● Staff Survey</li><li>● Administrator Survey</li></ul>   |
|  |                                      |  |
| <b>Launch Date:</b> July 2021  | <b>Estimated End Date:</b> June 2026 |  |
| <b>Responsible Personnel:</b> Chief Human Resource Officer, Director of Educator Recruitment and Retention, Director of Human Resources, Human Resource Manager                                |                                      | <b>Resources Needed:</b><br>No Cost  |
| <b>Status:</b> Pending   |                                      |  |
| <b>Critical Initiative 5.4.3:</b> Provide a clear and reasonable process to improve low performers who do not improve to effective performance ratings through a highly collaborative process. |                                      |  |
| <b>Activity 5.4.3a:</b> Set professional standards, evaluate all employees, and provide timely intervention for struggling teachers and staff.   |                                      | <b>Key Measures/Targets:</b> <ul style="list-style-type: none"><li>● Evaluation Performance Ratings</li><li>● Evaluation Guidebook</li><li>● Student Achievement Data</li><li>● 5 Essentials Survey</li><li>● Staff Survey</li><li>● Administrator Survey</li><li>● TalentED</li></ul> |
|  |                                      |  |
| <b>Launch Date:</b> July 2021  | <b>Estimated End Date:</b> June 2026 |  |
| <b>Responsible Personnel:</b> Chief Human Resource Officer ,Director of Educator Recruitment and Retention, Director of Human Resources, Human Resource Manager                                |                                      | <b>Resources Needed:</b><br>No Cost  |
| <b>Status:</b> In Progress   |                                      |  |
| <b>Activity 5.4.3b:</b> Investigate incentives to encourage high quality staff to engage in challenging school environments.   |                                      | <b>Key Measures/Targets:</b> <ul style="list-style-type: none"><li>● 5 Essentials Survey</li><li>● Needs Assessment</li><li>● Staff Survey</li><li>● Administrator Feedback</li></ul>  |
| <b>Launch Date:</b> July 2022  | <b>Estimated End Date:</b> June 2026 |  |

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|   |                                      | <ul style="list-style-type: none"><li>● Exit Interviews</li><li>● Research on surrounding area district incentives</li></ul>  |
| <b>Responsible Personnel:</b> Chief Human Resource Officer, Director of Educator Recruitment and Retention, Director of Human Resources, Human Resource Manager |                                      | <b>Resources Needed:</b> <ul style="list-style-type: none"><li>● <b>NEW INITIATIVES -- PRIORITY 2 (Grant Dependent)</b><br/>Incentives<ul style="list-style-type: none"><li>○ FY23-36: \$10,000 Annually</li></ul></li></ul>  |
| <b>Status:</b> In Progress  |                                      |   |
| <b>Activity 5.4.3c:</b> Collaborate with PERA Committee to review and revise evaluation rubrics and strengthen evaluation processes.                            |                                      | <b>Key Measures/Targets:</b> <ul style="list-style-type: none"><li>● 5 Essentials Survey</li><li>● Needs Assessment</li><li>● Staff Survey</li><li>● Administrator Feedback</li><li>● Exit Interviews</li><li>● Evaluation Performance Ratings</li><li>● Evaluation Guidebook</li></ul> |
|   |                                      |   |
| <b>Launch Date:</b> July 2021   | <b>Estimated End Date:</b> June 2026 |   |
| <b>Responsible Personnel:</b> Chief Human Resource Officer, Director of Educator Recruitment and Retention, Director of Human Resources, Human Resource Manager |                                      | <b>Resources Needed:</b><br>No Cost   |
| <b>Status:</b> Ongoing  |                                      |   |

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| <p><b>Objective 5.5: Design a system that exemplifies a purposeful commitment to recruit and retain highly effective classroom teachers and staff.</b></p> <p><i><b>Impact on Student Achievement Goal:</b> Teachers have the largest in school impact on student achievement. Teacher quality has an even greater impact on student outcomes than any other factor. Therefore by prioritizing recruitment and retention in a new, systemic way, we can experience an increase in success in finding and retaining those teachers their students desperately need.</i></p> <p><b>Critical Initiative 5.5.1:</b> Explore strategies on how the district can retain high quality staff and teachers through structural changes, professional culture, incentives and support for new teachers.</p> |
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| <b>Activity 5.5.1a:</b> Ensure onboarding process fully informs and prepares newly hired staff for the expectations of their assigned position.  |                                      | <b>Key Measures/Targets:</b> <ul style="list-style-type: none"><li>● 5 Essential Survey</li><li>● Staff Survey</li><li>● Administrator Survey</li><li>● Culture and Climate Survey</li><li>● Onboarding Survey</li><li>● Exit Interview Data</li></ul>   |
| <b>Launch Date:</b> July 2021  | <b>Estimated End Date:</b> June 2026 |  |
| <b>Responsible Personnel:</b> Chief Human Resource Officer,Director of Educator Recruitment and Retention, Director of Human Resources,Human Resource Manager  |                                      | <b>Resources Needed:</b><br>No Cost  |
| <b>Status:</b> In Progress   |                                      |  |
| <b>Activity 5.5.1b:</b> Redesign District 189 hiring practices to maximize likelihood of attracting the best candidates for all job classifications and establish a multi-year implementation plan.    |                                      | <b>Key Measures/Targets:</b> <ul style="list-style-type: none"><li>● 5 Essential Survey</li><li>● Staff Survey</li><li>● Culture and Climate Survey</li><li>● Onboarding Survey</li><li>● Exit Interview Data</li><li>● Research on Hiring Best Practices</li></ul>  |
| <b>Launch Date:</b> July 2021  | <b>Estimated End Date:</b> June 2026 |  |
| <b>Responsible Personnel:</b> Chief Human Resource Officer, Director of Educator Recruitment and Retention, Director of Human Resources, Human Resource Manager  |                                      | <b>Resources Needed:</b><br>No Cost  |
| <b>Status:</b> In Progress   |                                      |  |
| <b>Activity 5.5.1c:</b> Ensure that the district's financial plan offers salaries and benefits packages that remain competitive within the region and surrounding districts with similar demographics. |                                      | <b>Key Measures/Targets:</b> <ul style="list-style-type: none"><li>● 5 Essential Survey</li><li>● Staff Survey</li><li>● Culture and Climate Survey</li><li>● Onboarding Survey</li><li>● Exit Interview Data</li><li>● Research on surrounding area districts incentives and salaries</li><li>● Cost analysis</li></ul> |
| <b>Launch Date:</b> July 2021  | <b>Estimated End Date:</b> June 2026 |  |
| <b>Responsible Personnel:</b>  |                                      | <b>Resources Needed:</b>   |

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| Chief Human Resource Officer ,Director of Educator Recruitment and Retention,<br>Director of Human Resources, Human Resource Manager                               |                                      | No Cost   |
| <b>Status:</b> In Progress   |                                      |   |
| <b>Critical Initiative 5.5.2:</b> Improve selection by providing training for administrators, supervisors, and directors on screening and interviewing applicants. |                                      |   |
| <b>Activity 5.5.2a:</b> Continue to refine and expand recognition and awards programs for all employees at the district, department and school levels.             |                                      | <b>Key Measures/Targets:</b> <ul style="list-style-type: none"><li>• 5 Essential Survey</li><li>• Staff Survey</li><li>• Culture and Climate Survey</li><li>• Onboarding Survey</li><li>• Exit Interview Data</li><li>• Research on surrounding area districts incentives</li></ul> |
| <b>Launch Date:</b> July 2021  | <b>Estimated End Date:</b> June 2026 |   |
| <b>Responsible Personnel:</b> Chief Human Resource, Director of Educator Recruitment and Retention Director of Human Resources, Human Resource Manager             |                                      | <b>Resources Needed:</b><br>No Cost   |
| <b>Status:</b> In Progress   |                                      |   |
| <b>Activity 5.5.2b:</b> Develop an incentive program to attract and retain the best employees.   |                                      | <b>Key Measures/Targets:</b> <ul style="list-style-type: none"><li>• 5 Essential Survey</li><li>• Staff Survey</li><li>• Culture and Climate Survey</li><li>• Onboarding Survey</li><li>• Exit Interview Data</li><li>• Research on surrounding area district incentives</li></ul>  |
| <b>Launch Date:</b> July 2022  | <b>Estimated End Date:</b> June 2026 |   |
| <b>Responsible Personnel:</b> Chief Human Resource Officer, Director of Educator Recruitment and Retention, Director of Human Resources, Human Resource Manager    |                                      | <b>Resources Needed:</b><br>No Cost   |
| <b>Status:</b> In Progress   |                                      |   |
| <b>Activity 5.5.2c:</b> Explore career pathways that provide multiple growth opportunities for all employees.  |                                      | <b>Key Measures/Targets:</b> <ul style="list-style-type: none"><li>• 5 Essential Survey</li></ul>   |

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|   |                                      | <ul style="list-style-type: none"><li>● Staff Survey</li><li>● Culture and Climate Survey</li><li>● Onboarding Survey</li><li>● Exit Interview Data</li><li>● Evaluation Performance Ratings</li></ul>   |
| <b>Launch Date:</b> July 2021   | <b>Estimated End Date:</b> June 2026 | <b>Resources Needed:</b><br>No Cost  |
| <b>Responsible Personnel:</b> Chief Human Resource Officer, Director of Educator Recruitment and Retention, Director of Human Resources, Human Resource Manager   |                                      |  |
| <b>Status:</b> Pending  |                                      |  |
| <b>Critical Initiative 5.5.3</b> Create an annual human resources plan for employee engagement and support  |                                      |  |
| <b>Activity 5.5.3a:</b> Develop and implement an annual recruitment plan to improve timing, candidate sourcing, the diversity of the workplace, the hiring and interview process, and new-hire orientation, mentoring, and support. |                                      | <b>Key Measures/Targets:</b> <ul style="list-style-type: none"><li>● 5 Essential Survey</li><li>● Staff Survey</li><li>● Administrator Survey</li><li>● Onboarding Survey</li><li>● Exit Interview Data</li><li>● Evaluation Performance Ratings</li></ul> |
|   |                                      |  |
| <b>Launch Date:</b> July 2021   | <b>Estimated End Date:</b> June 2026 | <b>Resources Needed:</b><br>No Cost  |
| <b>Responsible Personnel:</b> Chief Human Resource Officer, Director of Educator Recruitment and Retention, Director of Human Resources, Human Resource Manager   |                                      |  |
| <b>Status:</b> In Progress  |                                      |  |
| <b>Activity 5.5.3b:</b> Review and redefine human resources processes, concepts and procedures based on best practices for recruiting, hiring and retaining high quality, effective staff members.                                  |                                      | <b>Key Measures/Targets:</b> <ul style="list-style-type: none"><li>● 5 Essential Survey</li><li>● Staff Survey</li><li>● Administrator Survey</li><li>● Onboarding Survey</li><li>● Exit Interview Data</li></ul>  |
|   |                                      |  |
| <b>Launch Date:</b> July 2021   | <b>Estimated End Date:</b> June 2026 | <b>Resources Needed:</b><br>No Cost  |
| <b>Responsible Personnel:</b> Chief Human Resource Officer, Director of Educator Recruitment and Retention Director of Human Resources, Human Resource Manager  |                                      |  |
| <b>Status:</b> In Progress  |                                      |  |



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| <b>Activity 5.5.3c:</b> Create continuous onboarding plan that will measure the support given to all new employees in an effort to minimize turnover and maximize effectiveness. |                                      | <b>Key Measures/Targets:</b> <ul style="list-style-type: none"><li>● 5 Essential Survey</li><li>● Staff Survey</li><li>● Administrator Survey</li><li>● Onboarding Survey</li><li>● Exit Interview Data</li><li>● Evaluation Performance Ratings</li></ul> |
| <b>Launch Date:</b> July 2021  | <b>Estimated End Date:</b> June 2026 |  |
| <b>Responsible Personnel:</b> Chief Human Resource Officer, Director of Educator Recruitment and Retention, Director of Human Resources, Human Resource Manager                  |                                      | <b>Resources Needed:</b><br>No Cost  |
| <b>Status:</b> Pending   |                                      |  |

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| <b>Objective 5.6: Develop initiatives and invest in our greatest resource: employee wellness which includes physical, emotional, social, spiritual, environmental intellectual, career, and financial health.</b>  |                                      |  |
| <i><b>Impact on Student Achievement Goal:</b> School-based employee wellness programs and policies may improve both attendance and performance of employees who work with students directly or indirectly contributes to greater productivity in schools, which leads to improved student learning and behavior.</i> |                                      |  |
| <b>Critical Initiative 5.6.1:</b> Ensure that each employee is healthy, safe, engaged, supported and challenged to promote long-term, sustainable development of a balanced lifestyle, ultimately promoting success and retention within the East St. Louis School District 189 community.                           |                                      |  |
| <b>Activity 5.6.1a:</b> Develop, communicate, and expand employee wellness options.  |                                      | <b>Key Measures/Targets:</b> <ul style="list-style-type: none"> <li>• 5 Essential Survey</li> <li>• Staff Survey</li> <li>• Administrator Survey</li> <li>• Climate and Culture Survey</li> <li>• Exit Survey</li> </ul> |
| <b>Launch Date:</b> July 2021  | <b>Estimated End Date:</b> June 2026 |  |
| <b>Responsible Personnel:</b><br>Chief Human Resource Officer, Director of Educator Recruitment and Retention, Director of Human Resources, Human Resource Manager   |                                      | <b>Resources Needed:</b><br>No Cost  |

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| <b>Status:</b> Pending   |                                      |  |
| <b>Activity 5.6.1b:</b> Enhance employee experience through a culture of employee engagement, wellness, diversity and inclusion that leads to the overall employee well being, productivity and retention.               |                                      | <b>Key Measures/Targets:</b> <ul style="list-style-type: none"><li>● 5 Essential Survey</li><li>● Staff Survey</li><li>● Administrator Survey</li><li>● Climate and Culture Survey</li><li>● Exit Survey</li><li>● PD Agenda</li><li>● Sign In Sheet</li><li>● Meeting Notes</li></ul> |
|  |                                      |  |
| <b>Launch Date:</b> July 2021  | <b>Estimated End Date:</b> June 2026 |  |
| <b>Responsible Personnel:</b> Chief Human Resource Officer, Director of Educator Recruitment and Retention, Director of Human Resources, Human Resource Manager  |                                      | <b>Resources Needed:</b><br>No Cost  |
| <b>Status:</b> Pending   |                                      |  |
| <b>Activity 5.6.1c:</b> Maximize resources in benefits and wellness programs through focused communication and the use of technology such as the online wellness portal.   |                                      | <b>Key Measures/Targets:</b> <ul style="list-style-type: none"><li>● 5 Essential Survey</li><li>● Staff Survey</li><li>● Administrator Survey</li><li>● Climate and Culture Survey</li><li>● Exit Survey</li></ul>   |
|  |                                      |  |
| <b>Launch Date:</b> July 2021  | <b>Estimated End Date:</b> June 2026 |  |
| <b>Responsible Personnel:</b> Chief Human Resource Officer, Director of Educator Recruitment and Retention, Director of Human Resources, Human Resource Manager  |                                      | <b>Resources Needed:</b><br>No Cost  |
| <b>Status:</b> Pending   |                                      |  |
| <b>Critical Initiative 5.6.2:</b> Improving employee well-being can directly affect the health of students, not just through improved job performance, but also through the positive role-modeling of healthy behaviors. |                                      |  |
| <b>Activity 5.6.2a:</b> Coordinate a district health fair to promote employee wellness activities with student health promotion activities.  |                                      | <b>Key Measures/Targets:</b> <ul style="list-style-type: none"><li>● 5 Essential Survey</li><li>● Staff Survey</li><li>● Administrator Survey</li><li>● Climate and Culture Survey</li></ul>   |
| <b>Launch Date:</b> July 2021  | <b>Estimated End Date:</b> June 2026 |  |

|  |                                      |   |
|--|--------------------------------------|---|
|  |                                      | <ul style="list-style-type: none"><li>● Exit Survey</li><li>● Health Fair Evaluation Survey</li></ul>   |
| <b>Responsible Personnel:</b> Chief Human Resource Officer, Director of Educator Recruitment and Retention, Director of Human Resources,Human Resource Manager             |                                      | <b>Resources Needed:</b><br>No Cost   |
| <b>Status:</b> Pending   |                                      |   |
| <b>Activity 5.6.2b:</b> Ensure that employees receive support and resources regarding social and emotional wellness as part of the school-based employee wellness program. |                                      | <b>Key Measures/Targets:</b> <ul style="list-style-type: none"><li>● 5 Essential Survey</li><li>● Staff Survey</li><li>● Administrator Survey</li><li>● Climate and Culture Survey</li><li>● Exit Survey</li></ul>  |
| <b>Launch Date:</b> July 2021  | <b>Estimated End Date:</b> June 2026 |   |
| <b>Responsible Personnel:</b> Chief Human Resource Officer, Director of Recruitment and Retention, Director of Human Resources, Human Resource Manager                     |                                      | <b>Resources Needed:</b><br>No Cost   |
| <b>Status:</b> Pending   |                                      |   |
| <b>Activity 5.6.2c:</b> Meet regularly to plan, develop, review, and evaluate activities.  |                                      | <b>Key Measures/Targets:</b> <ul style="list-style-type: none"><li>● Meeting Agenda</li><li>● Meeting Notes</li><li>● Sign In Sheet</li><li>● 5 Essential Survey</li><li>● Staff Survey</li><li>● Administrator Survey</li><li>● Climate and Culture Survey</li><li>● Exit Survey</li></ul> |
| <b>Launch Date:</b> July 2022  | <b>Estimated End Date:</b> June 2026 |   |
| <b>Responsible Personnel:</b> Director of Educator Recruitment and Retention, Chief Human Resource Officer, Director of Human Resources, Human Resource Manager            |                                      | <b>Resources Needed:</b><br>No Cost   |
| <b>Status:</b> In Progress   |                                      |   |
| <b>Critical Initiative 5.6.3:</b> Develop a team of people to implement wellness activities to ensure long-term success.   |                                      |   |
| <b>Activity 5.6.3a:</b> Inform district employees about program plans and obtain feedback.   |                                      | <b>Key Measures/Targets:</b> <ul style="list-style-type: none"><li>● 5 Essential Survey</li><li>● Staff Survey</li></ul>  |
| <b>Launch Date:</b> July 2021  | <b>Estimated End Date:</b> June 2026 |   |

|   |                                      |  |
|---|--------------------------------------|--|
|   |                                      | <ul style="list-style-type: none"><li>● Administrator Survey</li><li>● Climate and Culture Survey</li><li>● Exit Survey</li></ul>  |
| <b>Responsible Personnel:</b> Chief Human Resource Officer, Director of Educator Recruitment and Retention, Director of Human Resources, Human Resource Manager                       |                                      | <b>Resources Needed:</b><br>No Cost  |
| <b>Status:</b> Developing   |                                      |  |
| <b>Activity 5.6.3b:</b> Discuss feedback from new teacher building level discussions with administrators and provide positive and negative feedback received from district employees. |                                      | <b>Key Measures/Targets:</b> <ul style="list-style-type: none"><li>● 5 Essential Survey</li><li>● Staff Survey</li><li>● Administrator Survey</li><li>● Climate and Culture Survey</li><li>● Exit Survey</li></ul> |
| <b>Launch Date:</b> July 2021   | <b>Estimated End Date:</b> June 2026 |  |
| <b>Responsible Personnel:</b> Chief Human Resource Officer, Director of Recruitment and Retention, Director of Human Resources, Human Resource Manager                                |                                      | <b>Resources Needed:</b><br>No Cost  |
| <b>Status:</b> Ongoing  |                                      |  |
| <b>Activity 5.6.3c:</b> Ensure that recruitment and retention activities are aligned with the district's policies.  |                                      | <b>Key Measures/Targets:</b> <ul style="list-style-type: none"><li>● 5 Essential Survey</li><li>● Staff/Administrator Surveys</li><li>● Climate and Culture Survey</li><li>● Exit Survey</li></ul>                 |
| <b>Launch Date:</b> July 2021   | <b>Estimated End Date:</b> June 2026 |  |
| <b>Responsible Personnel:</b> Chief Human Resource Officer, Director of Educator Recruitment and Retention, Director of Human Resources, Human Resource Manager                       |                                      | <b>Resources Needed:</b><br>No Cost  |
| <b>Status:</b> In Progress  |                                      |  |

Unknown conditions, such as changes in funding or other factors, may impact the ability for the School District to perform all outlined activities as planned in this Strategic Plan. If modifications are made for activities and/or staffing, key targets may also be adjusted. The activities, timelines for execution and key targets are all subject to revisions based on changes in existing conditions. The continuous improvement process will be used to make adjustments as needed.