

## **Maryland Leads: Grant Opportunity**

### **Transforming Maryland Schools for the Future**

### **Cecil County Public Schools Plan**

Cecil County Public Schools plans to participate in the Maryland Leads Grant Opportunity. The MD Leads grant will provide CCPS the opportunity to focus on important strategies to support students and staff that we would not be able to implement without the funds from the grant. These funds will serve as a great starting point to implement strategies that align to the CCPS strategic plan. Cecil County Public Schools has decided on three of the seven MD Leads strategies. Cecil County Public Schools has decided to participate in the MSDE match incentive for \$400,000.

#### **MD Leads Grant: Strategies and Purpose for Cecil County Public Schools**

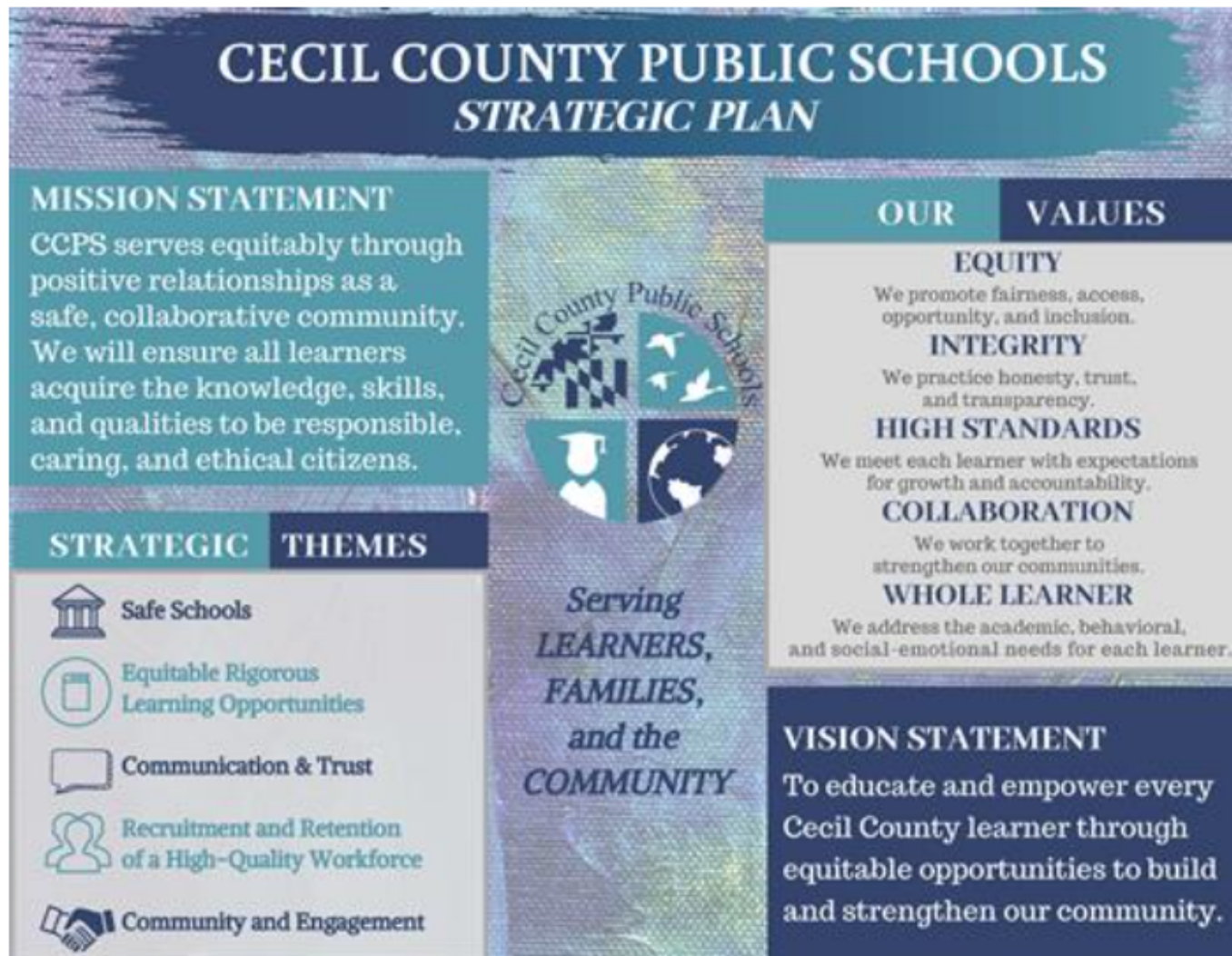
1. **The Science of Reading: The Science of Reading:** Cecil County Public Schools prioritizes the development of language and literacy skills for all students. As part of this prioritized focus, CCPS intentionally and explicitly strives to impact deficits in the areas of reading and literacy skill development. As such, CCPS implemented the Bookworms reading program 6 years ago as a Tier 1 English Language Arts curriculum. This research-based program is built around whole texts and evidence-based routines enabling teachers and students to focus on building foundational skills, fluency, comprehension, and knowledge. CCPS will use the MD Leads grant to expand our current program by updating the curriculum/resources along with the Bookworms Enhancements and Intensive Program that will provide additional curriculum based Tier II and III support for our struggling readers. CCPS will also provide additional decodable text options as a supplement to assist students in applying decodable strategies instructed during differentiated reading instruction. CCPS will use an integrated platform to analyze student performance data to identify unfinished learning and accelerate learning gains for all students. This will include the use of data to evaluate our Tier 1, 2, and 3 programs and recommendations. In addition, CCPS will implement the Early LETRS and LETRS program to train teachers to be literacy and language experts in the science of reading. To sustain the knowledge building and implementation of high-quality, content-rich instructional materials, instructional coaches and teachers will become certified to train in Early LETRS and LETRS and to train in

Bookworms Intensives. Finally, research has shown that when students receive writing instruction, their reading fluency and comprehension improve. To expand our core ELA program, teachers will receive PD on practices focused on the three core recommendations from the *Writing to Read: Evidence for How Writing Can Improve Reading*, a report from Carnegie Corporation of New York by Steve Graham and Michale Hebert. The three recommendations include having students write about the texts they read, teaching students the writing skills and processes that go into creating texts, and increasing how much students write.

2. **Staff Support and Retention:** Cecil County Public Schools, like many other school systems in Maryland, experiences a high number of non tenured teachers in the classroom. Normally CCPS hires 80-100 certified staff each year and coupled with our year two (2) and three (3) non tenured teachers it is difficult to provide a high quality induction program to support the needs of all non tenured staff. CCPS intends to use MD Leads Grant funds to support a new teacher induction program to better support the non tenured teachers with the goal of retaining these teachers along with reducing the high percentage of non tenured teachers in our schools with the highest turnover. CCPS plans to partner with a vendor to provide critical coaching and training for teacher leaders and administrators to enhance a high level of PD and feedback to all instructional staff. Also, maintaining a high quality workforce is imperative in providing a high quality education. CCPS will focus on providing incentives to our staff to support and celebrate their work. In line with the MD Blueprint, CCPS will increase the number of National Board Certification teachers.
3. **Grow Your Own:** In addition to supporting our current staff, CCPS plans to use MD Leads Grant funds to support a Grow Your Own Strategy. Cecil County Public Schools is experiencing the same issues as all school systems across the state and nation with the availability of finding qualified certified staff to fill positions in our school system. Colleges are producing less teachers and young adults are choosing different career fields. In addition, CCPS has a high percentage of paraprofessionals with only a high school diploma (66%) who are supporting our neediest students. CCPS plans to partner with a higher education system to provide a program to support our current non-certified staff, TAM students and other students who are interested in an education career. Also, providing our current paraprofessionals an opportunity for growth in training through a CDA certification program or with college courses in education to better prepare them to support our students. CCPS plans on partnering with a

recruitment consultant to facilitate the talent pipeline of our current staff along with supporting the recruitment of new teachers.

The Cecil County Public School's Strategic Plan serves as our vision for developing activities in the MD Leads Grant to align with our developed themes.



Strategy: The Science of Reading

CCPS Strategic Plan: Equitable Rigorous Learning Opportunities

**Focus Areas:** 1. Contract with a service provider to provide training directly to all K-3 teachers, including special education teachers, principals, and other relevant staff or to a cadre of LEA staff who can provide training to other staff through a trainer-of-trainer model.

2. Identify and implement high-quality, content-rich, instructional materials and assessments tools aligned to The Science of Reading

3. Create Systems for progress monitoring to ensure all students are reading by the end of third grade and have the appropriate support if still struggling with reading beyond third grade. This included the use of universal screeners as required by Maryland's Ready to Read Act.

**Success Criteria:**

Student Outcome:

- The number of students in Tier 2 and Tier 3 programs will decrease by 10% as measured by the Acadience grade level progress monitoring and benchmark proficiency levels in 2 years
- The percentage of students meeting their projected growth on the MAP reading assessment from Fall to Spring will increase by 10% annually.

Professional Development:

- 100% of current K - 3 teachers will receive rigorous professional development aligned to the science of reading by September 2024.

Implementation:

- 75% of teachers expressed increased confidence in their ability to utilize instructional practices aligned to the science of reading throughout the implementation period.

Focus Area	Activity	Milestone	Approx Budget	Timeline
1	Hire 3 EC/Elementary Reading Instructional Coaches	All coaches would be hired prior to July 1, 2022	Approx. \$84,000 per year x 3 coaches x 2 years = \$504,000  Benefits/Fixed charges approx. \$33,000 x 3 coaches x 2 years = \$198,000	August 2022 - June 2024
1	Train all early childhood classroom teachers (Pre-School - Grade 1) in	Document all PS - Grade 1 teachers are	\$1,500 per training (4 virtual sessions with a	Cohort 1: Summer 2022

	<p>foundational literacy skills including connections between science of reading coursework and curricular program: Lexia Learning - Early Childhood LETRS.</p> <p><b>Vendor: Lexia</b></p>	trained by April 2023	<p>facilitator) x 3 cohorts = \$4,500 (Facilitator led training sessions) contracted service</p> <p>Material Bundles: \$69 per person x 40 people x 3 cohorts = \$8,280</p> <p>LETRS online course: \$140 per person x 40 people x 3 cohorts = \$16,800</p> <p>Teacher workshop salaries:</p> <p>Cohort 1: \$30/hr x 15 hours x 10 teachers = \$4500</p> <p>Cohorts 2, 3, 4: \$30/hr x 30 hours x 40 teachers x 3 cohorts = \$108,000</p>	<p>Cohorts 2, 3: October 2022 - April 2023</p> <p>Cohort 4: October 2023 - April 2024</p>
1	<p>Regional trainer-of-trainer for six classroom teachers (e.g., Pre-K, K, 1) to sustain science of reading professional learning for classroom teachers (Pre-School - Grade 1): Lexia Learning - Trainer of Training Early Childhood LETRS.</p>	100% of six teachers completed the trainer of trainer	<p>\$900 per person facilitator training fee x 6 people = \$5,400</p> <p>\$299 facilitator training kit x 6 people = \$1,794</p> <p>\$99 fee for the Literacy Symposium</p>	Summer of 2023

	<b>Vendor: Lexia</b>		<p>subscription x 6 = \$594</p> <p>2 day training x \$210/day x 6 teachers = \$2,520</p>	
1	<p>Train Principals, Assistant Principal, Title I Resource teacher, special education and classroom teachers in foundational literacy skills including connections between science of reading coursework and curricular program: LETRS Professional Development for Volume 1 &amp; 2 training.</p> <p><b>Vendor: Lexia</b></p>	100% of identified staff will complete the training	<p>Volume 1 &amp; 2 \$3,000 facilitator x 2 volumes = \$6,000</p> <p>\$349 per resource bundle x 3 teachers x 2 volumes = \$2,094</p> <p>Workshop pay: 3 staff x 50 hours x \$30/hr = \$4,500</p>	June 2022-June 2024
1	<p>Trainer of training for two Elementary Instructional Coaches (22-23 SY) and 2 classroom teachers/AP/TRTs (23-24 SY) in order to provide and sustain science of reading professional learning for classroom teachers (Grade 2 - Grade 5): Lexia Learning - Trainer of Training LETRS for Volume 1 &amp; Volume 2.</p> <p><b>Vendor: Lexia</b></p>	100% of identified staff will complete the training	<p>\$1800 per Volume x 2 volumes x 4 staff = \$14,400</p> <p>Facilitator materials \$399 per volume x 2 volumes x 4 staff = \$3,192</p> <p>\$99 fee for the Literacy Symposium subscription x 4 staff = \$396</p> <p>\$210/day x 8 days x 2 teachers = \$3,360</p>	<p>Coaches: September through May of 2022 - 2023 School Year</p> <p>Teachers: June 2023-June 2024</p>

1	Create a Science of Reading Community of Practice for teacher leaders who completed the science of reading training, special educators implementing literacy programs, and Title I teachers. This group of teacher leaders will develop County PD to deliver on Coordinator PD Wednesday afternoons focused on evidenced based literacy practices. This group will build a high impact literacy practice tool.	100% of participants will attend all of the Community of Practice meetings, develop and/or make recommendations for the Literacy practice tool in Shared drive and Schoology, and facilitate county PD on coordinator Wednesdays.	2 hour sessions x 16 sessions x 20 staff x \$30 per hour = \$19,200	September 2022 - June 2024
1	<p>Maryland Writing Project Professional Learning, a teacher-driven professional development organization, where the area's best educators gather to research, teach and practice the most effective methods of teaching writing and using writing as a learning tool. Invite a cohort of administrators, 1 primary and 1 intermediate teacher from each of our 17 elementary schools to receive PL through this project.</p> <p>Teachers from Pre-K, K to receive PL on Kid Writing.</p> <p><b>Vendor: Towson University</b></p>	<p>100% of participants will complete the Summer PD course, collaborate across grade levels to make recommendations for August County PD for both 2022, 2023, and 2024 for Pre-K - Grade 5.</p> <p>100% of Prekindergarten and Kindergarten teachers will participate in the August Back to School professional learning session on the Kid Writing.</p>	<p>Contracted service through IHE partner: \$3,130 x 3 cohorts = \$9,390</p> <p>Salaries: 34 teachers x \$30 per hour x 20 hours x 3 cohorts = \$61,200</p> <p>Contracted Service through IHE partner: \$3,130 x 3 sessions = \$9390</p>	<p>Cohort 1: Summer 2022</p> <p>Cohort 2: Summer 2023</p> <p>Cohort 3: Summer 2024</p> <p>August 2022 - June 2024</p>



		<p>Up to 40 teachers across Prekindergarten and Kindergarten will engage in a year long Kid Writing professional development cohort. 100% of these participants will engage in the cohort professional learning modules, coaching support and classroom embedded practice. This Kid Writing professional learning cohort opportunity will be offered in the 2022-2023 and 2023-2024 school year.</p> <p>Up to 5 teachers will be trained by IHE to become a county based Kid Writing trainer/coach. These identified teachers will complete 1005 of the training requirements including learning modules and practice activities.</p>		
1	Consulting Services to help integrate and align supports and services with content standards (ESOL)	Consultant will be selected to help with this work by September 1, 2022	Estimated \$20,000	September 2022 - September 2023

1/2	<p>Training of curriculum-based Tier 1 enhancements, Tier 2 and Tier 3 intervention for classroom teachers (Grade K–Grade 5): Bookworms Reading &amp; Writing Enhancements and Intensives.</p> <p><b>Vendor: University of Delaware</b></p>	<p>100% completion of summer institute and monthly PLC and 10% decrease of the number of students in Tier 2 and Tier 3 in the participating schools each year for 2 years.</p>	<p><math>\\$1,000 \times 20 \text{ teachers} \times 2 \text{ cohorts} = \\$40,000</math> (Summer Institute + once a month PLC x 9 months per teacher)</p> <p>Salaries:  <math>\\$210 \text{ per day} \times 3 \text{ days} \times 20 \text{ teachers} \times 2 \text{ cohorts} = \\$25,200</math></p> <p>4 substitutes x 9 days x \$14 x 2 cohorts = \$10,080</p>	<p>Cohort 1: June 2022–May 2023</p> <p>Cohort 2: June 2023–May 2024</p>
1/2	<p>Trainer of trainer model of two instructional coaches and content coordinator to sustain curriculum-based coaching and support of Tier 1, 2, &amp; 3. Expand trainer of trainer model to include additional stakeholder groups (e.g., Assistant Principal, Title I Resource Teacher, classroom teacher).</p> <p><b>Vendor: University of Delaware</b></p>	<p>100% completion of summer institute and monthly PLC and 10% decrease of the number of students in Tier 2 and Tier 3 each year for 2 years.</p>	<p>3 days for 3 instructional coaches  <math>\\$210 \times 3 \text{ days} \times 3 \text{ coaches} = \\$1,890</math></p> <p><math>\\$1,000 \times 3 \text{ teachers} = \\$3,000</math> (Summer Institute + once a month PLC x 9 months per teacher)</p>	<p>September 2022–September 2024</p>
1/2	<p>Bookworms 2022 (BW22)</p> <p>Virtual Training: Provide training to one school in the first year, and an additional school in the second year through the University of Delaware; includes monthly PLC support for teachers</p>		<p>Year 1/2: 3 trainers x 3 days x \$2000/day x 2 years = \$36,000</p> <p>1 Year subscription: training and material Access: \$100 x 25 teachers x 2 schools =</p>	<p>July 2022 - June 2024</p>

	and literacy coaches		<p>\$5,000</p> <p>Training for BWI22 DI block: 2 trainers x 1 day x \$2000/day x 2 schools = \$8,000</p> <p>Training support for BW22 monthly PLC: \$850 x 3 days x 9 months x 2 schools = \$45,900</p> <p>Substitute coverage for monthly PLC: 3 says x 9 months x 5 substitutes x \$141/day x 2 schools = \$38,070</p>	
1/2	<p>Bookworms Intensive (BWI)</p> <p>Training of curriculum-based Tier 1 enhancements, Tier 2 and Tier 3 intervention for classroom teachers (Grade K - Grade 5): Bookworms Reading &amp; Writing Enhancements and Intensives for one school; includes monthly PLCs for teachers and a "Train the Trainer" monthly PLC</p>		<p>Training for BWI: 1 trainer x 3 days x \$2000/day = \$6,000</p> <p>Training support for BWI monthly PLC: \$850 x 9 days = \$7,650</p> <p>Substitute coverage for monthly PLC: 9 sessions x 5 substitutes x \$141/day = \$2,500</p> <p>BWI Train the Trainer monthly PLC: \$850 x 3 days x 9 months = 22,950</p>	June 2022 - August 2024

2	Provide each grade level teacher/interventionist a binder with the manual and durable cut cards for implementation of Bookworms Core Enhancements and Intensives K—5. The materials package includes the enhanced core slide decks, response cards, and student resources.	Both schools participating teachers and instructional coaches will receive Tier 2 and 3 materials aligned to the Tier 1 curriculum.	Bookworms (Supplies for Tier 1, Tier 2 and 3) Enhancements and Intensive materials pricing \$1,000 x each grade level K, 1, 2, 3, 4, and 5 x 2 schools = \$12,000.	June 2022—September 2024
2	Provide Bookworms K-5 Curriculum Revisions and Enhancements to classroom teachers and special educators K-5. The curriculum has been restructured into a Module/Unit/Lesson Format and includes curriculum guidance for each grade level, including: curriculum map, scope and sequence, module overviews, unit overviews, teaching notes for each lesson, and revised book list.	100% of teachers K - Grade 5 will receive the revised curricular resource.	Bookworms Reading and Writing Grades K - 5 2022: 17 schools x \$17,834 per school = \$303,178.	August 2023 - September 2024
2,3	Year long study, instructional model development, targeted implementation, data collection and monitoring to lead to recommendation and development of a Tier 2 foundational literacy instructional support and Tier 1 enhancements: <i>Letter Lessons and First Words Phonics Foundations</i> .		<del>\$210 x 3 days x 10 teachers x 2 cohorts = \$12,600</del>  4 substitutes x 9 days x \$140 x 2 cohorts = \$10,080  \$35 per book x 10 teachers x 2 cohorts = \$700	
2,3	Expand the Cecil County Public	Participant attendance	<del>\$70 per ½ day sub x 10</del>	May 2022—September

	Schools Literacy Now Committee by creating a focus group (i.e., ESOL, special education, ECE/ELA Coordinator, administrators, primary/intermediate teachers) that evaluates our current MTSS process and recommendations for Tier 1, 2 and 3 literacy supports. Part of this work will include a study of our current Tier 2 and 3 programs as well as the expansion of Bookworms Enhancements and Intensives.	for each meeting and survey recommendations. Survey recommendations will inform revisions to the ELA MTSS guidance document.	meetings x 7 teachers = \$4,900	2024
2	Purchase Heggerty and Toucan Series decodable texts for Grades 1-4 to complement the Tier 1 decodable passages in the Differentiated Reading Instruction block to bridge the gap between phonetic decoding and fluent independent reading. (connection to EC LETRS/LETRS)	100% teachers in Grades 1-4 will receive a class set. Teachers will receive PD and ELA guidance describing how to use the texts to complement small group differentiated reading instruction during the 2022-2023 school year. Literacy Now subcommittee will collect and analyze student data through PM in classrooms where this resource is used.	The Frog Series is for Grade 1: \$39.99 per set x 4 sets x 50 classrooms = \$7,998  The Toucan Series is for Grade 2-4. \$29.99 per set x 4 sets x 150 classrooms = \$17,994	June 2022
2	Text to build classroom libraries for K-Grade 5. The library sets will be used during Differentiated Reading Instruction as trade books to compliment the Tier 1 instruction.	Survey teachers whose classrooms access their library during the Differentiated Reading Instructional block.	233 Total classrooms (K-Gr 5) x approx. \$1114 per classroom = \$259,660	June 2022 - August 2024

	The Common Core Standards grade and current lexile band as well as the texts written by the same authors of the core ELA trade books were used to inform the classroom library selections.	100% of teachers in K - Grade 5 will each receive a classroom library set.	<b>\$941.51 per classroom = \$219,371</b>	
3	Provide Performance Matters training, refreshers and office hours to teachers, assistant principals, Instructional Coaches and coordinators to use progress monitoring to ensure all students are reading by the end of third grade.	100% of identified staff will complete training	Teachers, APs, ICs, coordinators; no cost; internal training	
3	Training on student progress monitoring assessments for teachers, assistant principals, instructional coaches and coordinators to progress monitor student growth and identify needs.	100% of identified staff will complete the training	\$3000 per day x 2 days	
3	To expand the use and interpretation of universal screeners, train teacher, administrator, and instructional coordinator on the foundations, guidelines, administration, and scoring for a K–6 universal screener to inform instruction and improve reading outcomes.	100% of participants will complete each module/session. Content and resources will be used to develop data interpretation and analysis PD modules in Schoology for teachers and administrators.	\$129 per training x 2 sessions = \$258  Salaries: \$30/hr x 12 hrs x 3 staff = \$1,080	June 2022 - August 2022
3	Expand and include the use of a universal screener in pre-kindergarten.	100% of participants will complete each module/session. Content and resources	Teachers, APs, ICs, coordinators  \$129 per training x 2	June 2022 - August 2022

		will be used to develop data interpretation and analysis PD modules in Schoology for teachers and administrators.	sessions = \$258  Salaries: \$30/hr x 12 hrs x 3 staff = \$1,080	
1,2,3	Fixed charges on all hourly pay and stipends (non FTE)	n/a	salaries/stipends x 8.262% = \$21,254	

<b>Strategy: Staff Support and Retention</b>				
<b>CCPS Strategic Plan: Recruitment and Retention of a High Quality Workforce</b>				
<b>Focus Areas:</b> 1. Redesign induction experiences for early career teachers 2. Pay retention incentives for key groups of staff 3. Launch a cohort model to support teachers in obtaining National Board Certification 4. Launch initiatives to support and promote positive organizational climate and culture 5. Redesign professional development models to increase job-embedded coaching and implementation				
<b>Success Criteria:</b> <ul style="list-style-type: none"> <li>• Non-tenured teacher retention rates increase by 50% in 3 years.</li> <li>• 90% of nontenured teachers favorably assess the quality of their mentors and the support provided.</li> <li>• Increase employee retention rate by 5% in 2 years.</li> <li>• 90% of NBC cohort participants will successfully earn National Board Certification within 4 years.</li> </ul>				
<b>Focus Area</b>	<b>Activity</b>	<b>Milestone</b>	<b>Approx Budget</b>	<b>Timeline</b>
1	Increase the number of nontenured teacher coaches	5 nontenured teacher coaches will be hired by July 1, 2022	5 coaches x approx \$84,000/year x 2 years = \$840,000  Fixed charges on coach salaries: 5 coaches x approx. \$33,000 ea x 2 years = \$330,000	July 1, 2022 - Sept 30, 2024
1	Summer Coach per diem days to plan and implement new teacher days prior to the start of school year.	Completed new teacher PD for start of school year	5 coaches x \$400/day x 2 days x 3 years = \$12,000	July 1, 2022 - Sept 30, 2024



1	New teacher orientation workshop pay	90% of new teachers will participate in voluntary new teacher orientation	6 hours x \$30/hr (workshop pay) = \$180  80 teachers x \$180 x3 days x 3 years = \$129,600	August 2022, August 2023 and August 2024
1	Non Tenured teachers will participate in individual/small group professional development and/or mentor days. Substitute release time will be provided: Year 1: 5 days Year 2: 4 days Year 3: 2 days	90% of nontenured teachers will earn "Effective" or "Highly Effective" evaluations	Year 1: 80 teachers x 5 days x 2 years x \$140/day = \$112,000  Year 2: 80 teachers x 4 days x 2 years x \$140 per day = \$89,600  Year 3: 60 teachers x 2 days x 2 years x \$140 per day = \$33,600	September 2022 - June 30, 2024
1	First year teachers paid per diem outside duty day for specific PD, collaborative planning, etc. (Opt-in)	85% of first year teachers participate in extended day PD	50 new teachers x approx. \$40 x 40 days (10 per marking period) x 2 years = \$160,000	September 2022 - June 30, 2024
2	Staff Incentive: Benefit Holiday - Pay benefit premium for all employees groups as an incentive to work for CCPS	90% of employees respond favorably to incentive through satisfaction survey	2 pay periods x \$200,000 per pay = \$400,000	September 2022 - June 2023
2	Substitute Incentive Pay (15 days or more per month)	Increase the teacher absence substitute fill rate by 10%	50 subs x \$500 per month x 8 months x 2 years = \$400,000	September 2022 - June 2024
3	NBPTS Component Fees -use funds to pay for component fees associated with certification	100% of component fees paid	Year 1 Cohort: 20 teachers x \$600 MD Incentive component fees = \$12,000	September 2022 - September 2024

			Year 2 Cohort: 20 teachers x \$300 MD Incentive component fees = \$6,000	
3	<p>NBPTS Cohort Support</p> <ul style="list-style-type: none"> <li>-pay stipend to current NBC teachers to lead sessions and mentor candidates</li> <li>-Professional leave for cohort participants to complete activities related to certification</li> </ul> <p>Year 1 Cohort of 20</p> <p>Year 2 Cohort of 20</p>	<p>YR 1 Cohort: 90% of teachers earn NBCT Certification in 2 yrs</p> <p>Yr 2 Cohort: 90% of teachers will complete at least 2 components in 1 yr</p>	<p>8 support sessions x 3 hours per session x 2 years x 2 facilitators x \$33 per hour = \$3168</p> <p><b>Year 1 Cohort:</b></p> <ul style="list-style-type: none"> <li>• 10 NBC mentors x 12 hours per semester x 4 semesters x \$30 per hour = \$14,400</li> <li>• Sub salaries for Professional Leave to complete NBC Activities: \$140 per sub x 3 days x 2 years x 20 teachers = \$16,800</li> </ul> <p><b>Year 2 Cohort</b></p> <ul style="list-style-type: none"> <li>• 10 NBC mentors x 12 hours per semester x 2 semesters x \$30 per hour = \$7,200</li> <li>• Sub salaries for Professional Leave to complete NBC activities: \$140/sub x 3 days x 20</li> </ul>	September 2022 - September 2024

			teachers = \$8,400	
1, 3	Hire part-time position to support National Board Certification and Portfolio-based assessment for teachers in need of requirement for certification	Position will be filled by September 1, 2022	\$45,000 per year x 2 years	September 2022 - August 2024
4	End of Year Celebration for all staff	90% of staff will respond favorably to satisfaction survey that end of year celebration increases CCPS climate and culture	\$20,000 per celebration x 3 years = \$60,000	June 2022 - June 2024
5	<p>Partnership with vendor to provide coaching to CCPS school administrators, coordinators, New Teacher Coaches and Instructional Coaches</p> <p>Partnership with vendor to provide coaching to Title I Resource Teachers and identified Teacher Leaders</p> <p><b>Vendor: TBD</b></p>	85% of identified staff will participate in instructional coaching training.	<p>Admin Cohort: \$5300 per Workshop x 2 workshops = \$10,600</p> <p>\$47.95 per resource bundle x 114 participants = \$5466.30</p> <p>Coach salaries: 15 coaches x \$210 per day x 2 days = \$6300</p> <p>Teacher Cohort: \$5300 per Workshop x 2 workshops = \$10,600</p> <p>\$47.95 per resource bundle x 170 teachers = \$8151.50</p> <p>Teacher salaries: 170</p>	June 2022 - August 2024

			teachers x \$210 per day x 2 days = \$71,400	
1, 2, 3, 5	Fixed charges on all hourly pay and stipends (non FTEs)	n/a	salaries/stipends x 8.262% = \$95,382	May 1, 2022 - June 30, 2024

<b>Strategy: Grow Your Own Staff</b>				
<b>CCPS Strategic Plan: Recruitment and Retention of a High Quality Workforce</b>				
<b>Focus Areas:</b> 1. Enable Teaching assistants to become teachers. 2. Create programs for high school students to pursue careers in education. 3. Design opportunities to build pipelines for hard-to-fill areas 4. Develop programs to diversify the teaching corps				
<b>Success Criteria:</b> <ul style="list-style-type: none"> <li>• 85 % of paraprofessional cohort will hold an AA degree or CDA certification in education after 2 years</li> <li>• 90% of cohort participants favorably assess the quality of their mentors and the support provided.</li> <li>• 85% of TAM students earn an AA degree in education after 2 years</li> <li>• 15 hard-to-fill positions are filled by current teachers recertifying or by CCPS graduates completing 4 year degree in 4 years</li> <li>• 90% of successfully recruited teachers favorably assess the recruitment process</li> </ul>				
<b>Focus Area</b>	<b>Activity</b>	<b>Milestone</b>	<b>Approx Budget</b>	<b>Timeline</b>
1	Establish a cohort of paraprofessionals or other staff to earn AA degree in education; provide tuition assistance for identified participants  <b>Vendor: Cecil College</b>	Advertise opportunity and recruit participants by June 1, 2022  Establish cohort of 20 through selection criteria by August 1, 2022	IHE tuition and fees (Community College)  County Res \$125/cr hr MD Res \$235/cr hr Out of State \$283/cr hr Fees: Reg \$75/sem Cohort 20 x 61 credits x \$125 = \$152,500	July 2022 - Sept 2024
1	Technology reimbursement for paraprofessionals	Purchase and provide laptops to cohort participants by September 1, 2022	\$500 reimbursement to support laptop purchase 20 paras x \$500 = \$10,000	July 2022 - September 2024

1	Mentor salaries to support paraprofessionals with course work. Teachers would receive a stipend per semester to mentor the paraprofessional	85% cohort participants will earn course credit	\$36.67/hr x 6 hours x 4 semesters x 20 mentors = \$17,602	September 2022 - September 2024
1	Teacher degree program assistance for paras and other support staff who have an AA or Bachelor's degree	85% of selected participants will earn teacher certification within 2 years	\$5000 x 10 staff x 2 years = \$100,000	May 2022 - September 2024
1	CDA Certification for paras to help meet ECE requirement of MD Blueprint. Fund CDA training certification exam (coursework, application fee, assessment)	85% percent of participating paraprofessionals will achieve CDA certification within two years	\$1000 per para x 25 paras x 2 years = \$50,000	September 2022 - June 2024
1	Salary support for non-certified staff completing student teaching requirement for 1 semester  Benefits support for non-certified staff completing student teaching requirement for 1 semester  Para substitute pay while para completes student teaching requirement for one semester	100% of participants will earn their teaching certification by the end of the semester	Average \$10,000 x 5 staff = \$50,000  Average \$3500 x 5 staff = \$17,500  \$119 per day x 90 days x 5 staff = \$53,550	September 2022 - June 2024
2	Tuition funding for TAM students to pursue AA degree in education  <b>Vendor: Cecil College</b>	85% of cohort will earn AA degree in two years	IHE tuition and fees (Community College) Cohort 1: County Res \$125/cr hr 10 students x 61 cr x \$125/cr = \$76,250	July 2022 - Sept 2024

			Cohort 2: 10 students x 30 credits x \$125/cr = \$37,500	July 2023-June 2024
2	Tuition funding for TAM students to earn Community College credits toward AA degree (dual enrollment)prior to graduation from high school  <b>Vendor: Cecil College</b>	85% of participants will earn dual enrollment credits.	Community College tuition and fees: County Res \$125/cr hr \$125/cr x 30 students x 12 cr = \$45,000	September 2022 - June 2024
3	Praxis fee reimbursement for current teachers to earn additional certification in hard-to-fill areas	25 teachers will earn additional certification in hard-to-fill areas	Average \$200 per test x 25 staff over 2 years = \$5,000	June 2022 - August 2024
3	Teacher Incentive for completing additional certification requirements and teaching in hard-to-fill positions	50% of Praxis certification participants transfer to hard-to-fill positions	25 staff x \$1000 = \$25,000	
3	College Scholarship for CCPS graduates enrolled in an education program in hard-to-fill areas at a 4 year school	5 recipients will sign contracts to teach for CCPS in hard-to-fill areas over 2 years	\$150,000 in scholarships awarded over 2 years	June 2022 - August 2024
3	CNA CCST 2022 graduates - tuition towards RN degree at Cecil college  <b>Vendor: Cecil College</b>	100% of identified students will earn RN degree and sign contract to work for CCPS	Community College tuition and fees County Res \$125/cr hr \$125/cr x 3 students x 61 credits = \$22,500	June 2022 - August 2024
3,4	Talent Development/Recruitment Consultant	Establish partnership with consultant by 9/1/22	\$100,000 x 2 years = \$200,000	June 2022 - August 2024

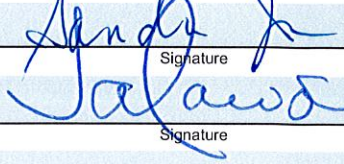
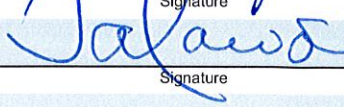
	<b>Vendor: TBD</b>			
4	Recruitment Supplies	Increase interest at recruiting fairs by 20%	\$20,000 x 2 years = \$40,000	June 2022 - August 2024
1,2,3,4	Fixed charges on all hourly pay and stipends (non FTEs)	n/a	salaries/stipends x 8.262% = \$3,387	May 1, 2022 - June 30, 2024



**MARYLAND STATE DEPARTMENT OF EDUCATION  
GRANT BUDGET C-1-25**

ORIGINAL GRANT BUDGET	\$ 6,968,087.00	AMENDED BUDGET #		REQUEST DATE	9/22/2022
GRANT NAME	Maryland Leads	GRANT RECIPIENT NAME	Cecil County Public Schools		
MSDE GRANT #	221860	RECIPIENT GRANT #	34023		
REVENUE SOURCE	ESSER/ARP	RECIPIENT AGENCY NAME	Cecil County Public Schools		
FUND SOURCE CODE	0545 (F)	GRANT PERIOD	6/1/2022	9/30/2024	
		FROM	TO		

CATEGORY/PROGRAM	BUDGET OBJECT						
	01- SALARIES & WAGES	02 - CONTRACT SERVICES	03- SUPPLIES & MATERIALS	04 - OTHER CHARGES	05 - EQUIPMENT	08 - TRANSFERS	BUDGET BY CAT./PROG.
<b>201 Administration</b>							
Prog. 21 General Support			1,100,000.00	60,000.00			1,160,000.00
Prog. 22 Business Support						119,276.00	119,276.00
Prog. 23 Centralized Support		200,000.00	40,000.00				240,000.00
<b>202 Mid-Level Administration</b>							
Prog. 15 Office of the Principal							0.00
Prog. 16 Inst. Admin. & Supv.							0.00
<b>203-205 Instruction Categories</b>							
Prog. 01 Regular Prog.	425,000.00	158,750.00	610,830.00	172,500.00			1,367,080.00
Prog. 02 Special Prog.							0.00
Prog. 03 Career & Tech Prog.							0.00
Prog. 04 Gifted & Talented Prog.							0.00
Prog. 07 Non Public Programs							0.00
Prog. 08 School Library Media							0.00
Prog. 09 Instructional Staff Dev.	2,497,207.00	206,596.00	30,272.00	18,396.00			2,752,471.00
Prog. 10 Guidance Services							0.00
Prog. 11 Psychological Services							0.00
Prog. 12 Adult Education							0.00
<b>206 Special Education</b>							
Prog. 04 Public Sch Instr. Prog.							0.00
Prog. 06 Educ. Prog. In State Institution							0.00
Prog. 07 Non Public Programs							0.00
Prog. 09 Instructional Staff Dev.							0.00
Prog. 15 Office of the Principal							0.00
Prog. 16 Inst. Admin & Superv.							0.00
<b>207 Student Personnel Serv.</b>							0.00
<b>208 Student Health Services</b>							0.00
<b>209 Student Transportation</b>							0.00
<b>210 Operation of Plant</b>							
Prog. 30 Warehousing & Distr.							0.00
Prog. 31 Operating Services							0.00
<b>211 Maintenance of Plant</b>							0.00
<b>212 Fixed Charges</b>				1,329,260.00			1,329,260.00
<b>213 Food Services</b>							0.00
<b>214 Community Services</b>							0.00
<b>215 Capital Outlay</b>							
Prog. 34 Land & Improvements							0.00
Prog. 35 Buildings & Additions							0.00
Prog. 36 Remodeling							0.00
<b>Total Expenditures By Object</b>	2,922,207.00	565,346.00	1,781,102.00	1,580,156.00	0.00	119,276.00	6,968,087.00

Finance Official Approval	Sandra Jack		9.23.22	410-996-5497
	Name	Signature	Date	Telephone #
Supt./Agency Head Approval	Jeffrey A. Lawson, Ed. D		9.23.22	410-996-5499
	Name	Signature	Date	Telephone #
MSDE Grant Manager Approval				
	Name	Signature	Date	Telephone #