



Systemic Improvement Plan: Implementation Update

August 10, 2022

Monica Hogan, Assistant Superintendent of Data
Strategy and Implementation
J.J. Muñoz, Superintendent Resident



Systemic Improvement Plan

- Three year plan focused on system-wide improvement
- Accountability requirements:
 - Monthly meetings between DESE, BPS and City of Boston
 - Regular updates to the School Committee

Academics			Operations			Data	Kaleidoscope*	Performance Management Framework*
Special Education	English Learners	Transformation Schools	Student Safety	Transportation	Facilities			
<ul style="list-style-type: none">● Each focus area has a team lead and multiple team members to support the work.● Teams meet weekly for a status check-in.● Team leads will meet regularly as a collective group.								

[Link to the Systemic Improvement Plan](#)

**Kaleidoscope and Performance Management Framework are included in the SIP as DESE-led initiatives. They will require support from BPS but not the same level of deadlines and commitments as the seven main focus areas.*

Team Leads



Indira Alvarez

Chief of Operations



Apryl Clarkson

Interim Senior Executive Director,
Office of Data and Accountability



Farah Assiraj

Deputy Chief Academic Officer
Assistant Superintendent, OMME



Delavern Stanislaus

Director of Transportation



Lauren Viviani

Interim Assistant Superintendent
of Special Education



Denise Snyder

Acting Chief, Family and
Community Engagement



Brain Forde

Executive Director, Facilities
Management



Neva Coakley-Grice

Chief of Student Support



Mark Racine

Chief Information Officer

Team Members

Academics	
Special Education	<i>Lauren Viviani</i> , OSE Cassandra Clark-Crichlow, OSE Ethan d'Ablemont Burnes, OSE Kristen McCosh, City Hall Kiersten Sullivan, OSE Michelle Tran, OSE
English Learners	<i>Farah Assiraj</i> , OMME Ignacio Chaparro, OMME Ethan d'Ablemont Burnes, OSE Faye Karp, OMME Lauren Viviani, OSE
Transformation Schools	<i>Mike Sabin</i> , School Transformation (starting 8/15) Natalie Ake, School Superintendents Blair Dawkins, Budget Mary Driscoll, School Superintendents Christina Scarlatos, ODA

Data	<i>Apryl Clarkson</i> , ODA Mark Racine, OIIT Kevin Arias, OIIT Adriana Heady, OHC Elena Lanin, ODA Lauren Meissner, ODA Niamh O'Donoghue, OHC Kyle Paczkowski, ODA
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Operations	
Student Safety	<i>Neva Coakley-Grice</i> , Student Supports and Safety Services Denise Snyder, OFCA Sebastian Derian, OLA Mike Firestone, City Hall Rufus Faulk, City Hall Carolyn MacNeil, OFCA Lisa Maki, OLA Becky Shuster, Equity
Transportation	<i>Del Stanislaus</i> , DOT Jackie Hayes, DOT Teresa Neff-Webster, Operations Dan Rosengard, DOT Shanda Williams, DOT Emanuel Zanzerkia, DOT
Facilities	<i>Indy Alvarez</i> , Operations Brian Forde, Facilities Morgan McDaniel, City Hall Teresa Neff-Webster, Operations Tali Robbins, City Hall Amy Shan, Operations

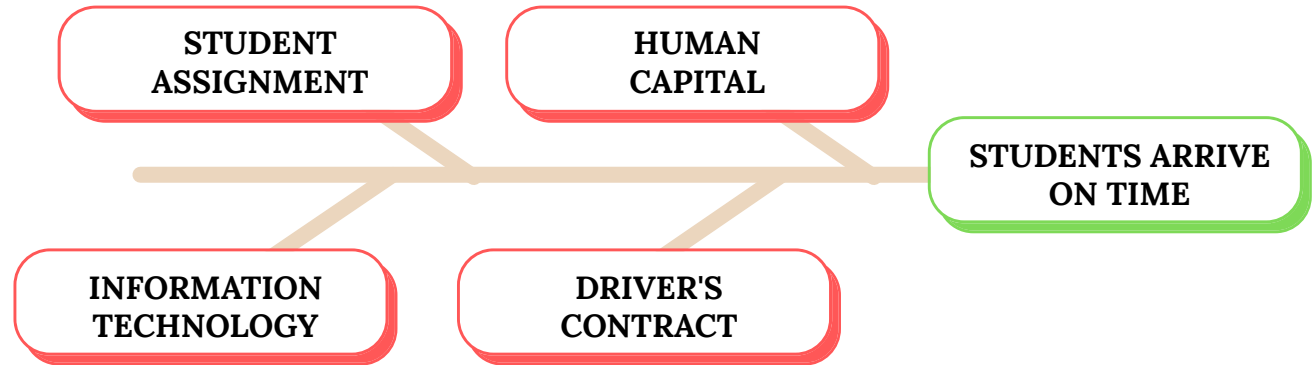
Italicized names indicate team leads.

Teams are convened weekly by Monica Hogan and J.J. Muñoz.

Systemic Improvement

The systemic improvement plan is about more than simply meeting the milestones agreed to. It is about changing the way the system works and addressing root causes.

Example: Transportation



August 15 Deadlines (BPS)

Item from Agreement	Status
Student Safety	
Begin using an improved, robust system for managing, responding to and resolving complaints from parents and guardians.	On Track
Commission an independent student and staff safety audit	Complete
Special Education	
Engage an entity or team of individuals who have a proven track record of success working In urban school districts and who will work with a sense of urgency on improving special education services.	Complete
Form McKinley Working Group	Complete
BPS will provide DESE its plan for how the district will accomplish the work described in this section until the senior leadership positions are filled.	On Track
Develop an updated policy and procedure manual on special education.	On Track
Transportation	
Launch a diagnostic evaluation of the current BPS transportation system	Complete
Facilities	
Review all school bathroom facilities and implement a district-wide plan for necessary renovations.	On Track
English Learners	
Develop a system to ensure that all English learners, including English learners with disabilities, receive all appropriate instruction, access to grade level content instruction and a system for monitoring instruction.	On Track
Complete a BPS Strategic Plan for Multilingual Learners to include native language instruction	On Track

Complete	On Track	Slight Concern	Major Concern	To be discussed
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Upcoming Deadlines (BPS)

Item from Agreement	Deadline	Status
Student Safety		
Hire a Coordinator of Problem Resolution to address PRS complaints	September 8	On Track
Transportation		
Implement operational reforms negotiated between BPS and the school bus drivers' union	Ongoing	On Track
Data		
Publish revised student withdrawal procedures that outline specific controls	September 8	On Track
Transformation Schools		
Consolidate the number of plans required for Transformation Schools into one clearly articulated, robust, evidence-based Quality School Plan for Improvement at each school.	October 1	On Track

Complete	On Track	Slight Concern	Major Concern	To be discussed
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DESE Deadlines

Item from Agreement	Deadline
Data	
An independent auditor will be hired by DESE to analyze BPS data on a regular basis, will be provided office space in BPS and will receive full access to all BPS data across all academic and operational functions.	August 15
Complaint Resolution	
DESE will begin to provide periodic trainings for BPS central office and building leaders, tailored to the specific needs of BPS, with a focus on understanding guidance within DESE's PRS Complaint Procedures Guide.	August 15
Facilities	
DESE will identify a point-person who will inspect student bathroom facilities	September 8

Feedback Meetings with DESE

We are in regular communication with DESE staff regarding the items in the Systemic Improvement Plan. The table below outlines the meetings held this week, in advance of upcoming deadlines, to review deliverables and receive feedback from senior DESE staff.

Day	Meeting
Monday	DESE McKinley Working Group
Tuesday	DESE Special Education
Tuesday	DESE English Learners
Wednesday	DESE Student Safety
Wednesday	DESE Transformation Schools
Thursday	DESE + BPS + COB Monthly Meeting
Thursday	DESE Transportation + Facilities
Friday	DESE Data

Academics

- Multilingual Learners
- Special Education
- Transformation Schools



English Learners

Item from Agreement	Due Date	Status
Develop a system to ensure that all English learners, including English learners with disabilities, receive all appropriate instruction, access to grade level content instruction and a system for monitoring instruction.	August 15	On Track

- A new superintendent's circular has been created that outlines the district's instructional system and monitoring for multilingual learners, including:
 - **Instructional Expectations and Resources:**
 - Defining high-quality instructional expectations and materials for our Multilingual learners and those with disabilities;
 - Curating and outlining resources for schools, classroom staff and school leaders to improve current practices in classrooms serving Multilingual learners and those with disabilities.
 - **Monitoring of Multilingual Learners' Instruction:**
 - Monitoring Individualized Learning Plans (ILPs) for Multilingual Learners who have not met ACCESS progress benchmarks;
 - Conducting classroom observations by school leaders and district regional support teams for ESL and content instruction across programs serving Multilingual learners.

English Learners

Item from Agreement	Due Date	Status
Complete a BPS Strategic Plan for Multilingual Learners to include native language instruction	August 15	On Track

- The BPS Strategic Plan for Multilingual Learners outlines five priorities:
 1. Expand bilingual programs that support students and enable their achievement of the Seal of Biliteracy.
 2. Ensure that all Multilingual Learners with Disabilities (MLWD) receive appropriate services and support including native language.
 3. Improve instruction and outcomes across multilingual learner programming.
 4. Develop student-centered systems with an equity lens that ensures Multilingual Learners have required services and access to opportunities.
 5. Partner with youth, families, communities, CBOs, and education partners to increase opportunities for program options towards college and career readiness
- We will be conducting a community engagement process around the draft strategic plan, prior to finalizing the plan and presenting it to the School Committee on October 12.

Special Education

Item from Agreement	Due Date	Status
Engage an entity or team of individuals who have a proven track record of success working in urban school districts and who will work with a sense of urgency on improving special education services.	August 15	Complete

- The Council of Great City Schools has been commissioned to conduct the review of special education. The audit will include:
 - Detailed analysis of district data, including demographics, educational settings, disproportionality, achievement, disciplinary removals, etc.
 - A 2-3 day on-site visit to interview stakeholders.
 - Assessment of information from district responses and focus groups regarding BPS practices
 - A report outlining recommendations to urgently improve special education services.

Item from Agreement	Due Date	Status
Form McKinley Working Group	August 15	Complete

- DESE and BPS have collaboratively worked to identify a working group structure and membership. The working group will begin meeting later this month and will meet monthly to discuss implementing the recommendations of the McKinley Schools Intervention team and guiding the Needs Assessment phase of the building renovations proposed in the city's FY 23-27 Capital Plan.

Special Education

Item from Agreement	Due Date	Status
BPS will provide DESE its plan for how the district will accomplish the work described in this section until the senior leadership positions are filled.	August 15	On Track

- BPS has identified staff internally to take on key leadership responsibilities during this transition, and is receiving support from external contractors in key areas, including compliance. The leadership structure will be determined as part of the superintendent transition.

Item from Agreement	Due Date	Status
Develop an updated policy and procedure manual on special education.	August 15	On Track

- The special education policy and procedure manual has been drafted and reviewed by outside counsel.
- Training will be available to school personnel as part of the district's Management and Operations Institute in August, with additional training sessions available throughout the year.

Transformation Schools

Item from Agreement	Due Date	Status
Consolidate the number of plans required for Transformation Schools into one clearly articulated, robust, evidence-based Quality School Plan for Improvement at each school.	October 1	On Track

- The Quality School Plan (QSP) template has been revised:
 - Uses a logic model to articulate the school's theory of action in connection to their instructional focus
 - Identifies common metrics to allow for progress monitoring across the system.
 - Includes section to outline an arc of objectives for Instructional Leadership Team (ILT), Common Planning Time (CPT) and Professional Development (PD)
- District prioritization document for DESE outlines the following priorities:
 - Equitable Literacy
 - MassCore
 - Social-Emotional Learning

Operations

- Facilities
- Student Safety
- Transportation



Facilities

Item from Agreement	Due Date	Status
Review all school bathroom facilities and implement a district-wide plan for necessary renovations.	August 15	On Track

- The district conducted an initial review of all bathroom facilities and identified facilities in need of full updates, cosmetic updates, or minor repairs.
- Following this review, 16 facilities were identified using the Racial Equity Planning Tool (REPT) for renovations this year.
- Renovations will occur in three phases*, with each phase including:
 - Phase 1: 5 schools (July 2022 - July 2023)
 - Phase 2: 6 schools (November 2022 - August 2023)
 - Phase 3: 5 schools (January 2023 - December 2023)
- The Facilities Condition Assessment will include a comprehensive review of all facilities to inform future renovations and is scheduled to be complete by winter 2023.

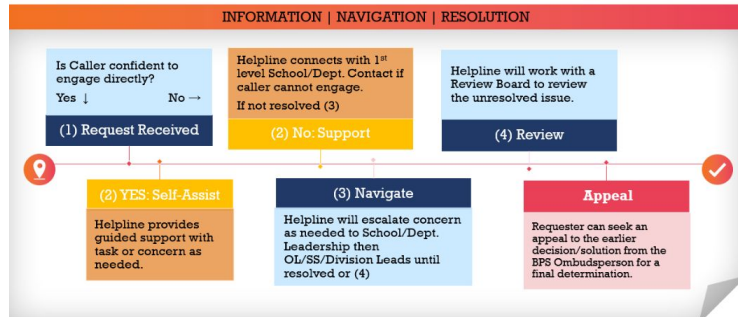
**The timelines are extended to account for risk factors, due to supply chain challenges and contract availability. The district is focused on accelerating these timelines whenever possible.*

Student Safety

Item from Agreement	Due Date	Status
Begin using an improved, robust system for managing, responding to and resolving complaints from parents and guardians.	August 15	On Track

- **Creation of BPS Helpline:**
 - Soft launch was May 11; more formal launch on August 5
- **Volume:**
 - Between May 11-August 2: **1,132 incoming calls**
- Calls, emails and visits are logged into FreshDesk, a ticketing system that allows staff to track and document follow-up to each ticket

BPS SUPPORTED SOLUTIONS ROADMAP



BOSTON Public Schools

GOT QUESTIONS? THE BPS HELPLINE IS HERE!

1 WHERE DO I GO?

2 HELP I NEED HELP!

3 I HAVE A PROBLEM.

4 EMERGENCY & MORE

When You have Questions... We Will Help You Find Answers!

BPS HELPLINE
Call or Email Us @

📞 **617.635.8873**

✉️ helpline@bostonpublicschools.org

Don't Forget Our Other Helping Hands!

TRANSPORTATION
Phone: 617-635-9520
schoolbus@bostonpublicschools.org

WELCOME SERVICES/ENROLLMENT
Phone: 617-635-9010
www.bostonpublicschools.org/register

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Student Safety

Item from Agreement	Due Date	Status
Commission an independent student and staff safety audit	August 15	Complete

- The Council of Great City Schools has been commissioned to conduct an audit of student and staff safety, later this fall. The audit will include:
 - A review of information and data related to the district's student and staff safety.
 - A four-day on-site visit to interview district and department staff and review additional information as required.
 - A report outlining a roadmap to improve and enhance the effectiveness of student and staff safety.

Item from Agreement	Due Date	Status
Hire a Coordinator of Problem Resolution who will be dedicated to addressing PRS complaints and complaints BPS receives.	September 8	On Track

- The district will be hiring a team of 3 to oversee PRS complaints: a Director, Coordinator and Paralegal.
- We are moving through the hiring process and anticipate being able to minimally fill the PRS Coordinator position by September 8.

Transportation

Item from Agreement	Due Date	Status
Launch a diagnostic evaluation of the current BPS transportation system	August 15	Complete

- The Council of Great City Schools will conduct the diagnostic evaluation of the transportation system, later this fall. The evaluation will include:
 - A review of information and data related to the district's transportation operations.
 - A four-day on-site visit to interview district and department staff and review additional information as required.
 - A report outlining a roadmap to improve and enhance the effectiveness of student transportation operations.



Transportation

Item from Agreement	Due Date	Status
Implement operational reforms negotiated between BPS and the school bus drivers' union	Ongoing	On Track

The team is actively implementing the following operational reforms, in accordance with the contract:

Require in-person post bid “dry-runs”	Implemented, focusing on accountability
Increase penalties for late arrival to work	Implemented, focusing on accountability
Eliminate retroactive use of PTO to cover “No Call, No Show” absences”	Implemented, focusing on accountability
Reduce barriers to CDL training program implementation by amending probationary period	Implemented
Limit “emergency” leave to 15 days + 15 days, with approval	Implemented
Clarify limit of seniority accumulation while on leave	Implemented



Data



Data

Item from Agreement	Due Date	Status
Publish revised student withdrawal procedures that outline specific controls	September 8	On Track

- Ernst and Young completed an external audit and review of withdrawal procedures between March and June 2022. This included an in-depth review of 100 student records and interviews with school and district staff, as well as recommendations around process improvements and possible internal controls to implement.
- We are in the process of finalizing revised student withdrawal procedures and outlining internal controls to implement.
- School staff will receive training at the district's Management and Operations Institute in August on the revised procedures and an overview of internal controls that will be implemented.

Moving Forward

- We will finalize and submit to DESE all August 15 deliverables on Monday.
- Deliverables will also be posted on the BPS website at www.bostonpublicschools.org/strategicprogress
- We will continue providing updates in the Superintendent's Report at School Committee meetings and additional presentations throughout the fall.