

Chester Upland School District Financial Recovery Plan

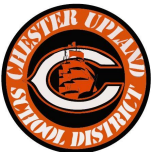
Areas Of Improvement

**Vision, Strategy and
Culture (VSC)**

**Initiatives to Focus
on Instruction and
Student-Centered
Supports (ISC)**

**Talent and
Professional Learning
/ Development (TAL)**

**Finance, Facilities,
and Operations (FFO)**



Chester Upland School District Financial Recovery Plan

Areas Of Improvement Dashboard



Vision, Strategy and Culture (VSC)

VSC01

Develop and reinforce District support for technical assistance

VSC02

Document processes and procedures across departments

VSC03

Ensure all data is submitted to the State and Federal Departments of Education in a timely manner

VSC04

Improve communication across departments

VSC05

Update or create the Recovery Plan monitoring dashboard or scorecard

VSC06

Develop an intranet

VSC07

Improve collaboration with the City of Chester

VSC08

Provide training to the School Board, the Recovery Plan advisory committee, and other stakeholder steering committees as needed

Instruction and Student-Centered Supports (ISC)

ISC01

Align the professional development plan with the District's needs

ISC02

Implement Professional Learning Communities and data-driven instruction

ISC03

Utilize the UVA Partnership for professional development of District leadership

ISC04

Improve teacher attendance

ISC05

Improve student attendance

ISC06

Increase investment in arts, sciences, and sports

ISC07

Conduct an audit of special education functions

ISC08

Fully implement MTSS and PBIS

Talent and Professional Learning / Development (TAL)

TAL01

Negotiate contracts with affordable salary increases

TAL02

Manage healthcare cost growth

TAL03

Undergo a healthcare eligibility audit

TAL04

Develop and implement a recruitment and retention plan to address the educator pipeline

TAL05

Right size staffing to match the student population

Finance, Facilities, and Operations (FFO)

FFO01

Use the projections to balance budget and establish a deficit reduction plan

FFO03

Adopt annual real estate tax increases to the Act 1 Index, if needed

FFO08

Update the capital plan annually and invest funds for facilities improvements

FFO04

Engage corporations, foundations, and other sources in philanthropic support

FFO05

Continue to collaborate with brick and mortar charter schools to ensure financial stability

FFO06

Create a Charter School Oversight Office

FFO07

Create and implement a plan to improve programs and attract students back from charter schools

FFO02

Align financial decisions to stated strategic priorities

FFO09

Create and implement an annual plan for building maintenance, replacement of IT, and other equipment

FFO10

Consolidate facilities and sell unused buildings

FFO11

Resolve outstanding audits and create processes and procedures to ensure future compliance

FFO12

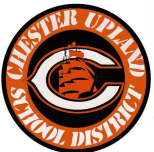
Resolve findings of the District's ESSER audit and maintain future compliance

FFO13

Hire an independent financial advisor and issue or restructure debt as needed

FFO14

Engage the Department to restructure the outstanding Financial Recovery Transition Loan as needed





Chester Upland School District Financial Recovery Plan Dashboard

Vision, Strategy and Culture (VSC)

Strategy:

Building trust and collective investment in the district's vision for change so every stakeholder sees their role in realizing the vision by implementing clearly aligned strategies.

Why does it matter?

Based on public feedback at board/receiver meetings and the Mass Insight report, there is not clear communication alignment and implementation of the Chester Upland Mission and Vision Statement which manifests as distrust and dysfunction in the school community. While there is an established Mission and Vision statement, it is not owned by all staff and therefore does not drive daily decision making.

1. Develop and reinforce District support for technical assistance. (VSC 01)
2. Document processes and procedures across departments. (VSC 02)
3. Ensure that data is submitted to the State and Federal Departments of Education in a timely manner. (VSC 03)
4. Improve communication across departments, (VSC 04)
5. Update or create the Recovery Plan monitoring dashboard or scorecard. (VSC 05)
6. Develop an intranet. (VSC 06)
7. Improve collaboration with the City of Chester. (VSC 07)
8. Provide training to the School Board, The Recovery Plan Advisory Committee, and other stakeholder steering committees as needed. (VSC 08)

Progress made in accomplishing our goal





Chester Upland School District Financial Recovery Plan Dashboard

Initiatives to Focus on Instructional Strategies and Student- Centered Supports (ISC)

Strategy:

Develop strong data driven practices to identify and meet students' academic and holistic needs to accelerate learning and ensure student centered supports.

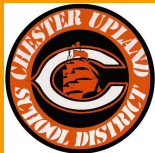
Why does it matter?

Based on classroom observations and student achievement data, inadequate implementation of Tier 1 data driven practices has resulted in students not advancing towards or beyond grade level proficiency in Reading and Math.

1. Align the professional development plan with District's needs. (ISC 01)
2. Implement Professional Learning Communities and data-driven instruction. (ISC 02)
3. Utilize the UVA partnership for professional development of District leadership. (ISC 03)
4. Improve teacher attendance. (ISC 04)
5. Improve student attendance. (ISC 05)
6. Increase investment in arts, sciences, and athletics. (ISC 06)
7. Conduct and audit of special education functions. (ISC 07)
8. Fully implement MTSS and PBIS. (ISC 08)

Progress made in accomplishing our goal





Chester Upland School District Financial Recovery Plan Dashboard

Talent and Professional Learning / Development (TAL)

Strategy:

Develop aligned systems to attract, grow, and retain talent at all levels.

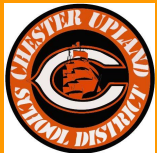
1. Negotiate contracts with affordable salary increases. (TAL 01)
2. Undergo a healthcare eligibility audit. (TAL 02)
3. Manage healthcare cost growth. (TAL 03)
4. Develop and implement a recruitment retention plan to address the education pipeline (TAL 04)
5. Right size staffing to match the student population. (TAL 05)

Why does it matter?

Based on the percentage of uncertified teachers, staff Mass Insight interviews, staff exit interviews, and staff initiated contacts to Human Resources, Central Office and School-Level, Support to staff is lacking. As a result staff turnover is high. While there are supports provided to staff, it is not coordinated or aligned to the needs of staff at all levels.

Progress made in accomplishing our goal





Chester Upland School District Financial Recovery Plan Dashboard

Finance, Facilities, and Operations Initiatives (FFO)

Strategy:

Define and implement clear, proactive, and data-driven systems for managing finances, facilities, operations, and resources that would lead to every school having what they need to support their students.

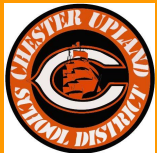
Why does it matter?

Based on Mass Insight data and anecdotal feedback from district and school leadership, the district currently lacks clear, consistent, and effective communication of all operational processes and systems, and lacks leadership in budgeting practices and financial operations.

1. Use the projections to balance budget and establish a deficit reduction plan. (FFO 01)
2. Align financial decisions to stated strategic priorities. (FFO 02)
3. Adopt annual real estate increases to the Act 1 Index, if needed. (FFO 03)
4. Engage corporations, foundations and other sources for philanthropic support. (FFO 04)
5. Continue to collaborate with brick-and-mortar charter schools to ensure financial stability. (FFO 05)
6. Create a Charter School Oversight Office. (FFO 06)
7. Create and implement a plan to improve programs and attract students back from cyber charter schools. (FFO 07)

Progress made in accomplishing our goal





Cont..

Chester Upland School District Financial Recovery Plan Dashboard

Finance, Facilities, and Operations Initiatives (FFO)

Strategy:

Define and implement clear, proactive, and data-driven systems for managing finances, facilities, operations, and resources that would lead to every school having what they need to support their students.

Why does it matter?

Based on Mass Insight data and anecdotal feedback from district and school leadership, the district currently lacks clear, consistent, and effective communication of all operational processes and systems. And lacks leadership in budgeting practices and financial operations.

8. Update the capital plan annually and invest funds for facility improvements (FFO 08)
9. Create and implement an annual plan for building maintenance, replacement of IT, and other equipment. (FFO 09)
10. Consolidate facilities and sell unused buildings. (FFO 10)
11. Resolve outstanding audits and create processes and procedures to ensure future compliance. (FFO 11)
12. Resolve the findings of the District's ESSER audit and maintain future compliance. (FFO 12)
13. Hire an independent financial advisor and issue or restructure debt as needed. (FFO 13)
14. Engage the Department of Education to restructure the outstanding financial Recovery Transition Loans as needed. (FFO 14)

Progress made in accomplishing our goal





PARTIAL
COMPLETION



LIMITED
COMPLETION



COMPLETED



PARTIAL
COMPLETION



LIMITED
COMPLETION



COMPLETED



Amended Recovery Plan Action Plan - Chester Upland School District

Finance, Facilities, and Operations (FFO)

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FFO02

Align financial decisions to stated strategic priorities

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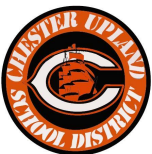
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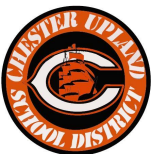
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