



Caledonia Strategic Plan Task Map
Strategic Plan (7/2019 - 6/2024)
BOE Status Update: February 15, 2021

I. Teaching and Learning	I. Whole Child, Whole Community	I. Fiscal Sustainability	I. Organizational Coherence
A. Student Achievement	A. Building Positive School Culture and Climate	A. Reinvestment in Students, Staff, Programs, and Supports	A. Student Information Software System Conversion
B. Academic Options and Opportunities	B. Comprehensive Student Supports and Services	B. Operations	B. District and Building Communications Process
C. Curriculum and Program Alignment	C. Student Health and Wellness	C. Needs-Based Budgeting Process	C. Improving Transportation Efficiency
	D. School/Community Partnerships and Engagement	D. Multi-year Operations and Capital Needs Planning	D. Program and Systems Alignment
		E. Improving Fiscal Accountability and Best Practices	

Overall Progress on Goals & Project Tasks Summary:

Total Projects: 116

Total Completed/Ongoing: 81 (69.8%) Initiated: 18 (15.5%)

Postponed 17 (14.7%) due to COVID or yet to be Initiated

85% of all Goals and Projects have been completed or initiated.

TCI, Ready Math (iReady), DBEI, Trauma informed practices

KF

I.A Teaching & Learning - Student Achievement

Goal Objective: C.C.S. will create the teaching and learning environment that will prepare all students with the necessary skills to successfully compete in a global economy.	Starting Date: Fall 2019	Target Finish: Summer 2024	I-A Overview Summary: Total Project Tasks: 18 Completed/Ongoing: 83% Initiated: 6% Postponed: 11%		
Current Implementation Status	Eliminated	Postponed	Initiated	Completed	Ongoing

	PROJECT TASK	Start Date	Target finish	Actual Finish	Notes
	ELA: All PreK and elementary teachers will receive training and materials for implementation of the CKLA curriculum	Fall 2018	March 2019	March 2019	
	ELA: All middle school teachers will receive training and materials for implementation of the myPerspectives curriculum	Fall 2019	Spring 2020	Spring 2020	
	All: Professional Development Plan	Spring 2018	Fall 2020	N/A	All: This is ongoing annually and will need to be submitted in July. Once submitted, the plan can only be changed by request to the Michigan Department of Education, a two-week time frame. [a] [b]
	Science: All elementary teachers will implement the Cereal City Science Curriculum including Life, Physical and Earth Sciences	Fall 2019	Fall 2019, ongoing	Fall 2020	Elem: Online resources have been made available. Building leads received training with the purpose of providing ongoing support to teachers in their building.
	Math: A new math curriculum will be selected and all PreK-8 teachers will receive training and materials for implementation in 2020-2021	Fall 2019	Spring 2020	May 2021	Elem/MS: Ready Math was selected, adopted and implemented during the 2020-21. Training has been and is currently being provided to teachers and administrators. The scheduled completion timeframe is Spring of 2021.
	ELA: Follow-up CKLA training and support for new teachers after initial implementation	Fall 2019	Fall 2020	Ongoing	More training is taking place (Spring 2021) with identified lead facilitators (general education teachers and Intervention Specialists) so that individual school-level capacity is further developed. Also, learning modules (Google Classroom) are in the initial stages of being developed for future training of incoming new teachers to further build sustainability with the district and individual buildings.
	ELA: Follow-up myPerspectives training and support for new teachers after initial implementation	Fall 2019	Ongoing		MS: Does more training need to be provided?
	ELA: Tier 2 and Tier 3 Support	Fall 2019	Ongoing		Multi-Tiered System of Supports (MTSS) learning modules (Google Classroom) have been developed for several components of the Tiered instructional process. More will be forthcoming. The long-term goal will be to use these learning modules for training existing and new staff.
	Math: Follow-up training and support for new teachers after initial implementation of selected curriculum	Fall 2020	Ongoing	Summer 2021	
	Math: All high school teachers will receive training in mathematics instruction	Fall 2019	Ongoing		HS: In the Spring of 2021, math teachers and the secondary math curriculum review team from March 2020, will identify the new instructional resources and help develop the training calendar to begin summer 2021 for fall 2021 implementation.
	Science: All middle school teachers will receive training and support for the implementation of the Mi-Star Curriculum (Michigan Tech)	Fall 2019	Spring 2021	Ongoing	New curriculum has been implemented; it is a rolling implementation long-term strategy. This is being adjusted based on COVID-19 and will be revised for the upcoming school year.
	Science: All high school teachers will be trained in NGSX.	Fall 2019	Ongoing for new staff		
	Social Studies: A PreK-12 social studies primary curriculum will be selected and implemented based	Fall 2020	Spring 2021		MS: TCI is currently being piloted at the 6-8 level. An adoption, followed by training, will be forthcoming (Spring 2021) for grades 5-8. [c]

	upon the newly adopted (2019) Michigan Social Studies Standards.				
	All: Assessment Alignment (See Curriculum and Program Alignment)	Fall 2019	Ongoing		All: An assessment audit/inventory is taking place (Winter 2021) with the intent of reducing repeated similar types of assessments and clarifying any training needs on use of data collected to help identify learning gaps and more intentionally improve our systems of support.
	All: MTSS - Data Use and Protocols for teachers and administrators	Fall 2019	Ongoing		MTSS learning modules (Google Classroom) have been developed for several components of the Tiered instructional process. More will be forthcoming.
	All: Reimagine, improve, and expand K-12 virtual programming.	Dec 2020	Aug 2021		Areas of Focus for Implementation: 1) Learning Management System; 2) Content & Curriculum; 3) Staffing & Support; 4) Technology Infrastructure; 5) Professional Development; 6) Communication; 7) School Structure; 8) Feedback
	ELA: All high school teachers will receive training in literacy instruction, including but not limited to Kelly Gallager, Penny Kittle, and the MAISA Literacy Essentials.	Fall 2019	Ongoing		HS: Currently being re-evaluated (Winter/Spring 2021).
	Math: Tier 2 and Tier 3 support Where we are, research resources, and funding sources		Ongoing		This will be postponed until the selection of math instructional materials this spring. d e f

KF / DM

I.B Teaching & Learning - Academic Options & Opportunities

Goal Objective: C.C.S. will create the teaching and learning environment that will prepare all students with the necessary skills to successfully compete in a global economy.	Starting Date: Fall 2019	Target Finish: Summer 2024	I-B Overview Summary: Total Project Tasks: 6 Completed/Ongoing: 67% Initiated: 33%		
Current Implementation Status	Eliminated	Postponed	Initiated	Completed	Ongoing

PROJECT TASK	Start Date	Target finish	Actual Finish	Notes
STEM: STEM Lab will be offered to all students in grades 6-8 using Tech Trep Curriculum. <ul style="list-style-type: none"> Course curriculum maps will be developed for all grades. 	Fall 2019	Spring 2021		Curriculum maps have been developed throughout the 20-21 SY and will be completed by spring 2021.
STEM: A STEM Community Impact Team will be established, including administrators, teachers, students, and community members to create a long term vision and action steps for STEM education in Caledonia including the following: <ul style="list-style-type: none"> STEM Town Launch- a hands on- community activity designed to promote STEM education and communicate the district vision. STEM Implementation Action Plan 	Fall 2019	Ongoing		A team of admin, teachers, and local business leaders has occurred. The team will be revisited as necessary. A Design Thinking approach will be implemented in grades 5-9 as a way of continuing the broader initiation of STEM related education during the 2021-22 school year. This approach will coincide with the structural transition of the 5/6 and 7/8 buildings.
PBL: CHS will implement one cohort of students in the PBL program for fall 2019 beginning with freshmen and add more grades/students each year to reach 9-12.	Fall 2019	K-12 DT Spring 2024		MS/HS: The K-12 Design Thinking (DT) approach will absorb much of the HS PBL processes previously established. DT will start in 5th-9th and expand into HS and Elem. grades as appropriate.

	PBL: CHS will articulate and implement a complete PBL program, including student application process, course sequences, project/curriculum maps, common assessments, parent engagement plan, community partnerships, program evaluation plan, ongoing professional development and PBL leadership development.	Fall 2019	K-12 DT Spring 2024		The K-12 Design Thinking (DT) approach will absorb much of the HS PBL processes previously established. DT will start in 5th-9th and expand into HS and Elem. grades as appropriate.
	Develop expanded STEM programming and an organized continuum including developed career pathways for 5th-12th grades.	October 2020	Spring 2023		Areas of Focus for Implementation: 1) Develop Secondary Course Pathways 2) Expand use of Naviance and TechTrep curriculum 3) Develop connection to Design Thinking (DT) 4) Provide PD based on DT approach 5) Continue and Expand Use of Impact Team 6) Partner with local colleges and universities for program expansion 7) Partner with local businesses re: internships
	Develop a homeschool partnership plan by seeking feedback from homeschool communities for specific programming to begin during the 2022-23 school year.	February 2021	July 2022		Areas of Focus for Implementation: 1) Virtual Advisory Committees; 2) Site Visits; 3) Networking; 4) Seeking Feedback; 5) Plan Co-Creation; 6) Communication

KF

I.C Teaching & Learning - Curriculum & Program Alignment

Goal Objective: CCS will have an articulated guaranteed and viable curriculum to support teaching and learning for all.	Starting Date: Fall 2019	Target Finish: Summer 2024	I-C Overview Summary: Total Project Tasks: 10 Completed/Ongoing: 90% Postponed: 10%		
Current Implementation Status	Eliminated	Postponed	Initiated	Completed	Ongoing

PROJECT TASK	Start Date	Target finish	Actual Finish	Notes
ELA: CKLA Curriculum Maps	Fall 2019	Spring 2021	Spring 2021	Teams of teachers completed these documents throughout the 20-21 SY. More training is taking place (Spring 2021) with identified lead facilitators (general education teachers and Intervention Specialists) so that individual school-level capacity is further developed. Also, learning modules (Google Classroom) are in the initial stages of being developed for future training of incoming new teachers to further build sustainability with the district and individual buildings.
Math: PreK-8 Primary Resource Selection and Adoption	Fall 2019	Spring 2020	June 2020	Ready Math was selected, adopted and implemented during the 2020-21. Training has been and is currently being provided to teachers and administrators. The scheduled completion timeframe is Spring of 2021.
Science: CHS NGSX	2018	2019		HS & MS PLC
Semester Conversion: Study the academic, financial and organizational impact of converting from a trimester schedule to semesters.	Summer 2020		Fall 2020	This was implemented during the summer of 2020 and implemented for fall 2020. Semesters are the current schedule across K-12.
Science: Cereal City Assessments/CKLA Integration	Fall 2019	Spring 2023		This process is in development.
Science: MiStar Implementation and Curriculum Mapping	Fall 2019	Spring 2023		This has been implemented and will continue.

All: Instructional Coaching <ul style="list-style-type: none"> Development of CCS Instructional Coaching Model Increase professional learning opportunities for teachers through coaching. 	Fall 2019	Spring 2020/ Ongoing		Need further clarification and fiscal support; we will be discussing and planning to improve the Instructional Coaching Model.
Assessment System: The district assessment system will be revised and updated including, but not limited to: <ul style="list-style-type: none"> Unit Assessments (ex. CKLA, My Perspectives, Ready Math, etc.) District Common Assessments (ex. 6th grade science) Standardized Assessments (ex. NWEA MAPS) State Assessments (ex. M-STEP, PSAT/SAT, WIDA, MI-Access) Screening, Diagnostic, and Intensive Assessments (ex. Acadience, SRSS) System Assessments (ex. EWI, TFI, DCA) 	Fall 2019	Ongoing		An assessment audit/inventory is currently in place. Curriculum Based Measures (Unit and Curriculum Benchmark) have been added over the course of the year (20-21). Assessments such as the NWEA and Acadience have ties to State Legislation (e.g., 3rd Grade Reading Law).
Math: CHS Maps	Fall 2019	Spring 2021		Teams of teachers completed these documents throughout the 20-21 school year.
ELA: CHS 180 Days: Kittle and Gallager Curriculum Maps	Fall 2019	Spring 2021		Currently being re-evaluated (Winter/Spring 2021)

WD / DM

II.A Whole Child/Community - Building Positive School Culture & Climate

Goal Objective: CCS will develop a Positive School Culture to foster high levels of academic achievement and social engagement from early childhood through graduation.	Starting Date: Fall 2019	Target Finish: Summer 2024	II-A Overview Summary: Total Project Tasks: 12 Completed/Ongoing: 50% Initiated: 42% Not Started: 8%		
Current Implementation Status	Eliminated	Postponed	Initiated	Completed	Ongoing

PROJECT TASK	Start Date	Target finish	Actual Finish	Notes
SEL Tier 1 Curriculum (Social Thinking/Sanford Harmony, be nice.) implemented with fidelity in all buildings	Fall 2018	ongoing	ongoing	Student Support Team developing system checks for fidelity to be implemented Spring 2021, annually thereafter.
SEL Tier 2 and Tier 3 Interventions identified and implemented in all buildings.	Fall 2018	ongoing	ongoing	Student Support Team reviewing tiered interventions currently implemented in each building Winter-Spring 2021.
Universal Screening Tool (SRSS) implemented K-8	Fall 2019	ongoing	ongoing	All: *Additional mental health survey implemented K-5 (parent input) and 6-8 (student input) during SY 2020-21 [g] [h] [i]
PBIS/PSC building expectations will be identified, taught, practiced/reviewed with high levels of fidelity in all buildings	ongoing	ongoing	ongoing	K-5 expectations revised 2019-20 to include social-emotional components.
Targeted Fidelity Inventory (TFI) will be conducted by building teams with a group of trained neutral participants every three years beginning Spring 2020; TFI will be completed annually/analyzed by building team, completed/	Spring 2020	ongoing	ongoing	TFI not conducted Spring 2020 due to mandatory closure resulting from COVID-19; TFI conducted SY 2020-21, teams include trained non-building staff from the district

	analyzed with a group of trained neutral participants every three years				
	SWIS Data Training: Data entry, Data analysis	ongoing	ongoing	ongoing	
	Universal Screening Tool (TBD) implemented 9-12	Fall 2020	ongoing	ongoing	Mental health survey implemented 9-12 (student input) during SY 2020-21.
	Effective Functional Behavior Assessments (FBA) conducted by trained team; Positive Behavior Support Plan (PBSP) developed based on FBA and implemented with fidelity	SY 2019-20	ongoing	ongoing	Training continuing SY 2020-21
	Professional Development topics will be identified to support PBIS/PSC and positive school culture, i.e. Alternatives to Suspension, Restorative Practices, Diversity Awareness, Effects of Poverty, Impacts of Trauma	SY 2019-20	ongoing	ongoing	Sample Presentations/Trainings: Restorative Practices (Admin, 2019), Trauma Informed Practices (All Staff, 2020), Diversity, Bias, Equity, and Inclusion (All Staff, 2021) [k]
	Leadership opportunities for growing and supporting positive building culture among adults	Fall 2019	ongoing	ongoing	
	Establish/Maintain routine Early Warning System data reviews by building PBIS/PSC team and SST	TBD	ongoing	ongoing	Initial work has begun at the high school; Recent guidance expands EWS to middle school
	Establish district-wide Culture & Climate Committee	Fall 2020	Ongoing		Initial work has begun within the district; committee efforts will also encompass Diversity, Bias, Equity and Inclusion.

WD

II.B Whole Child/Community - Comprehensive Student Supports & Services

Goal Objective: CCS will develop a Positive School Culture to foster high levels of academic achievement and social engagement from early childhood through graduation.		Starting Date: Fall 2019	Target Finish: Summer 2024	II-B Overview Summary: Total Project Tasks: 7 Completed/Ongoing: 100%	
*Note: Continuum of academic support is addressed under Teaching & Learning.					
Current Implementation Status	Eliminated	Postponed	Initiated	Completed	Ongoing

PROJECT TASK	Start Date	Target finish	Actual Finish	Notes
Student Supports Coach/Coordinator to support SEL	Summer 2019	Summer 2019	SY 2020-21	Restored Fall 2020
Effective implementation of Tier 1 SEL instruction	Fall 2019	ongoing	ongoing	Student Support Team developing system checks for fidelity to be implemented Spring 2021, annually thereafter.
Identification/Implementation of effective Tier 2 and Tier 3 interventions, including Student Support Services staff	Fall 2020	ongoing	ongoing	Student Support Team reviewing tiered interventions currently implemented in each building Winter-Spring 2021.
Data collection and review to identify students needing Tier 2, Tier 3 interventions	Fall 2018	ongoing	ongoing	

Research resources and potential partnerships to enhance/establish opportunities for student access to community mental health supports on campus and in the surrounding area	Summer 2019	ongoing	ongoing	
Student Support Team (SST) collaboration to increase understanding of and enhance implementation of district-wide MTSS for behavior and social-emotional learning	Fall 2018	ongoing	ongoing	
Training for staff: Trauma, Poverty, Non-Violent Crisis Response (cpi), Diversity, Suicide and Mental Health Awareness	Fall 2019	ongoing	ongoing	Sample Presentations/Trainings: CPI (identified staff, annually), Mental Health First Aid (Secondary staff, 2019-20), Trauma Informed Practices (All Staff, 2020), Diversity, Bias, Equity, and Inclusion (All Staff, 2021)

WD / DM

II.C Whole Child/Community - Student Health & Wellness

Goal Objective: CCS will promote student and community health and wellness.	Starting Date: Fall 2019	Target Finish: Summer 2024	II-C Overview Summary: Total Project Tasks: 5 Completed/Ongoing: 40% Postponed: 40% Not Started: 20%		
Current Implementation Status	Eliminated	Postponed	Initiated	Completed	Ongoing

PROJECT TASK	Start Date	Target finish	Actual Finish	Notes
Development of Comprehensive 5-year Athletic Plan (addressing culture, proper training, facilities, and partnerships)	Spring 2020	Spring 2020	Spring 2020	
Establish School Nurses / Safety Paraprofessionals	August 2020	SY 2021-22	January 2021	
Establish baseline data: healthy choices, extra-curricular activity participation	Spring 2020	Fall 2020		Delayed due to mandatory closure resulting from COVID-19 and ongoing impact of pandemic
Establish district Wellness Committee	Fall 2019	Ongoing		Paused during mandatory closure resulting from COVID-19; re-initiated Winter 2021
Establish Sex Education Advisory Committee	Spring 2021	Spring 2022		

WD / KF/ DM

II.D Whole Child/Community - School/Community Partnership & Engagement

Goal Objective: CCS will identify and establish school/community partnerships that directly support district academic and non-academic goals.	Starting Date: Fall 2019	Target Finish: Summer 2024	II-D Overview Summary: Total Project Tasks: 6 Completed/Ongoing: 17% Initiated: 33% Not Started: 50%		
Current Implementation Status	Eliminated	Postponed	Initiated	Completed	Ongoing

	PROJECT TASK	Start Date	Target finish	Actual Finish	Notes
	Identify existing formal and informal school/community partnerships.	Fall 2019	Summer 2020		Delayed due to reprioritization of needs and mandatory closure resulting from COVID-19
	Improve common area mixed use school community space as appropriate	Spring 2019	October 2020		This work was completed as part of the multi-year grounds and maintenance plan.
	STEM: A STEM Community Impact Team will be established, including administrators, teachers, students, and community members to create a long term vision and action steps for STEM education in Caledonia including the following: <ul style="list-style-type: none"> STEM Town Launch- a hands on- community activity designed to promote STEM education and communicate the district vision. STEM Implementation Action Plan 	SY 2019-20	Ongoing		STEM Town Launch (Winter 2020); Meeting of teachers, admin, and local business leaders (Fall 2020). A Design Thinking approach will be implemented in grades 5-9 as a way of continuing the broader initiation of STEM related education. This approach will coincide with the structural transition of the 5/6 and 7/8 buildings.
	Evaluate alignment/effectiveness (benefit) of existing school/community partnerships	Summer 2020	Winter 2021		Delayed due to reprioritization of needs and mandatory closure resulting from COVID-19
	Evaluate the alignment/effectiveness of existing DLECC programming	January 2020	Spring 2020		Delayed due to reprioritization of needs and mandatory closure resulting from COVID-19
	Maintain and establish local higher education opportunities (i.e. Davenport, GVSU, GRCC)	TBD			In the future we would like to explore more opportunities for academic options.

SD / DM

III.A Fiscal Sustainability - Reinvestment in Students/Staff Programs & Supports

Goal Objective: Align fiscal resources to serve as an accurate reflection of District-wide Goals and Priorities established by the Board of Education to meet the curricular and non-curricular needs for students and staff.	Starting Date: Fall 2019	Target Finish: Summer 2024	III-A Overview Summary: Total Project Tasks: 9 Completed/Ongoing: 100%		
Current Implementation Status	Eliminated	Postponed	Initiated	Completed	Ongoing

	PROJECT TASK	Start Date	Target finish	Actual Finish	Notes
	Athletics (reduce pay to play-including club sports) Mechanism to track and ensure this is happening.	June 2019	Ongoing	NA	Pay to play fees are now tracked and managed digitally using Final Forms.
	Athletics (.50 FTE trainer to provide strength and conditioning instruction)	June 2019	Ongoing	NA	Using a third party contract for this specialized service and can easily be budgeted and tracked.
	Athletics (provide financial support for game management help each season) (re-evaluate for 20/21) Mechanism to track and ensure this stays within budget.	August 2019	Ongoing	NA	In 19/20 we paid for additional time to help with game management support. For 20/21 we split one teacher's schedule (teaches 4 classes/morning, game management afternoon) to provide this support.
	Fine Arts (re-evaluate for 20/21) <ul style="list-style-type: none"> 19/20 Band Uniforms/Equipment 19/20 addition of 1.0 FTE MS Band Teacher 	June 2019	Ongoing	NA	The band program was unable to process this purchase during 19/20 and looks unlikely for 20/21 due to Covid restrictions, however, currently in the budget. The MS Band teacher was reduced to start 20/21 due to budget uncertainty. We are analyzing staffing needs for 21/22 as we transition to 5/8 and 7/8 configuration.
	Curriculum and Instruction	June 2019	Ongoing	NA	Due to budget uncertainties some of these areas were reduced to start 20/21. All have been reinstated except the ELA Coach. This is currently being evaluated for 21/22.

	<ul style="list-style-type: none"> 19/20 Textbooks (transition funds from Enhancement to GF) 19/20 addition of 1.0 FTE ELA Coach (thru Title II/31a) 19/20 addition of .50 FTE SST Coach/MV Liaison (thru Title I/31a) 19/20 addition of buildings' instructional supply discretionary budget 19/20 addition of STEM programming for the MS 				
	Technology Replacements	June 2019	Ongoing	NA	The tech dept has built a replacement cycle and budget for the next 5 years. For 20/21 we were able to utilize federal funds for the purchase of additional devices.
	Bus Replacements	June 2019	Ongoing	NA	In 19/20 we reduced the expected purchase of 1 new bus due to budget uncertainty. For 20/21 we have reinstated that bus purchase.
	Administrative Support <ul style="list-style-type: none"> 19/20 addition of 1.0 MS Dean of Students 19/20 addition of .20 FTE Shared Time Coordinator 19/20 addition of .20 FTE Business Office (payroll support) 19/20 addition of HS Std Support Sec from part time to full time 	June 2019	Ongoing	NA	Due to budget uncertainties the planned MS Asst. Principal and addition of a second MS Asst. Principal was postponed due to budget uncertainty. These were reinstated mid-year in 20/21. The other positions are still in place.
	Redistribute grant funds to optimize effectiveness and appropriately budget for essential programming within the general fund	June 2019	Ongoing	NA	This will be an annual evaluation.

DM / DK

III.B Fiscal Sustainability - Operations

Goal Objective: CCS will develop and establish a proactive preventative maintenance and infrastructure plan designed to provide safe, clean and efficient facilities for students and staff.	Starting Date: Fall 2019	Target Finish: Summer 2024	III-B Overview Summary: Total Project Tasks: 5 Completed/Ongoing: 80% Initiated: 20%		
Current Implementation Status	Eliminated	Postponed	Initiated	Completed	Ongoing

PROJECT TASK	Start Date	Target finish	Actual Finish	Notes
Operations (re-evaluate for 20/21) <ul style="list-style-type: none"> 19/20 provide additional funds for grounds with mowing/fertilization/weed control 19/20 provide additional funds to adequately staff the department 19/20 addition to PIF from GF for additional projects 	June 2019	Ongoing	NA	-We have added an additional grounds worker as well as contracting with a third party for additional services. -Improvements to the group's contract in wages and benefits will hopefully help reduce turnover and enable us to keep open positions filled. -Due to budget uncertainties we did not transfer funds to the PIF in 19/20. -For 20/21 we plan to transfer funds according to our Fund Balance policy for both 19/20 and 20/21.
Develop and implement RFP for seasonal grounds services.	Fall 2019	Spring 2021	Ongoing	To supplement the lack of staffing and equipment needed to maintain all of our grounds appropriately.
Continue implementation of work order system and data tracking systems for management of work and reporting, in alignment with industry standards, to monitor the effectiveness and efficiency for closure of maintenance work orders.	Fall 2019	Ongoing	Sept. 2019	

Develop and implement a consistent RFP process for purchasing equipment, supplies and services for maintenance and facilities operations.	Fall 2019	Ongoing		District templates are in place that includes each of the required elements necessary for a RFP.
Develop Custodians, Grounds & Maintenance Staff Plan	Fall 2019	Nov 2020	Ongoing	Extend to Nov. 21.

SD / DM

III.C Fiscal Sustainability - Needs-Based Budgeting Process

Goal Objective: Transition to a modified needs based budget where fiscal resources are strategically aligned to support district goals.	Starting Date: Fall 2019	Target Finish: Summer 2024	III-C Overview Summary: Total Project Tasks: 4 Completed/Ongoing: 50% Not Started: 50%		
Current Implementation Status	Eliminated	Postponed	Initiated	Completed	Ongoing

PROJECT TASK	Start Date	Target finish	Actual Finish	Notes
Move to a per pupil allocation for building discretionary budgets	July 2019	ongoing	NA	
Clearly identify district responsibilities and building responsibilities with regards to curricular needs, etc.	June 2019	ongoing	NA	
Investigate the best process/model for transitioning to a needs based budgeting process.	Sept 2019	Oct 2020		Postponed due to other priorities with response to the pandemic. Planning to investigate the best process/model yet this 20/21 fiscal year.
Develop the process and timeline for transition to the new budgeting process.	Nov 2020	Dec 2020		Planning to have this completed by summer 2021 for implementation during 21/22 fiscal year (for 22/23 budget planning).

DM / DK

III.D Fiscal Sustainability - Multi-Year Operations & Capital Needs Planning

Goal Objective: CCS will develop and implement forward thinking plans to address district growth, capital needs, facilities, and major departmental purchases for the safe, orderly and efficient operations of the district.	Starting Date: Fall 2019	Target Finish: Summer 2024	III-D Overview Summary: Total Project Tasks: 4 Completed/Ongoing: 100%		
Current Implementation Status	Eliminated	Postponed	Initiated	Completed	Ongoing

PROJECT TASK - Elem. & M.S. Reorganization	Start Date	Target finish	Actual Finish	Notes
Create and organize Community Impact Team	Fall 2019	Nov. 2019 & Nov. 2020.		Completed: bond proposal was successful.
Create & organize Academic Advisory Impact Team	Fall 2019	Feb. 14, 2020		Completed: bond proposal was successful.
Create & organize Operations Logistics Teams as a sub committee to Academic Advisory Impact Committee	Fall 2019	Feb. 14, 2020		Completed: bond proposal was successful.
Development and implementation of a 5 Year Facilities Operations Plan	Fall 2019	Oct 2020		Planning is ongoing and new facilities will be incorporated as they come online.

III.E Fiscal Sustainability - Improving Fiscal Accountability/Best Practices

Goal Objective: CCS will develop and maintain processes to ensure financial best practices and fiscal accountability.

Starting Date:
Fall 2019

Target Finish:
Summer 2024

III-E Overview Summary:
Total Project Tasks: 5
Initiated: 20%
Postponed: 80%

Current Implementation Status **Eliminated** **Postponed** **Initiated** **Completed** **Ongoing**

	PROJECT TASK	Start Date	Target finish	Actual Finish	Notes
	Provide best practices support to both our outside supporting organizations and staff. <ul style="list-style-type: none"> Set up date for outside groups training (PTO's, Boosters, EnrichED, Education Foundation) Set up date for secretary training (work with tech/curr on PD dates) 	Sept 2019	Ongoing		Secretary trainings in 19/20 and one so far in 20/21. We will continue to offer training during PD days as appropriate moving forward. Training for our support organizations is planned for this month. This will continue on a rotation every other year.
	Develop a process for Facility Use reservations, billings, payments, receipts, record keeping, and tracking.	Jan 2020	Ongoing		This was postponed due to Covid and other priorities. Date TBD
	Review and recommend board policy language and procedural structural updates to the facility rental & use program.	Mar 2020			This was postponed due to Covid and other priorities. Date TBD
	Identify other areas in buildings/departments in need of written financial processes.	Sept 2019	Ongoing		This was postponed due to Covid and other priorities. Date TBD
	Perform annual random audits of buildings/departments to ensure district processes are being followed with fidelity. <ul style="list-style-type: none"> Develop a schedule and timeline for audits. Identify audit team and process for audits to include follow up on identified corrective action items. 	Nov 2019	Jan 2020	Ongoing	This was postponed due to Covid and other priorities. Date TBD

IV.A Organizational Coherence & Systemic Improvement - Student Information Software Systems Conversion

Goal Objective: Implement a conducive and structured information exchange environment for integrating students, parents, teachers and the administration.

Starting Date:
Fall 2019

Target Finish:
Summer 2024

IV-A Overview Summary:
Total Project Tasks: 7
Completed/Ongoing: 100%

Current Implementation Status **Eliminated** **Postponed** **Initiated** **Completed** **Ongoing**

	PROJECT TASK	Start Date	Target finish	Actual Finish	Notes
	Lead software platform conversion from Infinite Campus to PowerSchool	March 2019	Spring 20	Spring 20	Complete
	PowerSchool Migration	June 19	Aug. 19	8/19	Complete
	Provide ongoing training as needed for current and new staff.	Aug. 19	Ongoing	Ongoing	

Implement and support School Messenger communication system	Aug. 19	Sep. 19	Ongoing	Used as the district's primary communication tool. Parents can receive email and text notifications.
PowerSchool Parent Portal	Aug. 19	Ongoing	Ongoing	All parents have access.
Implement Online Enrollment	Fall 2019	Summer 20	Ongoing	Primary enrollment is now electronic
Implementation of Trip Manager Reservation System	Aug. 19	Spring 20		Limited use due to COVID-19.

DK / DM

IV.B Organizational Coherence & Systemic Improvement - District/Building Communications Process

Goal Objective: CCS will improve internal and external communication with the goal of creating open, two way communication between the district and staff, parents and the community.	Starting Date: Fall 2019	Target Finish: Summer 2024	IV-B Overview Summary: Total Project Tasks: 7 Completed/Ongoing: 57% Initiated: 14% Postponed: 29%		
Current Implementation Status	Eliminated	Postponed	Initiated	Completed	Ongoing

PROJECT TASK	Start Date	Target finish	Actual Finish	Notes
Redesign of School Website Design	7/19	Oct. 2019	Dec. 2019	Completed with ongoing maintenance
Shared Time Service Coordinator	8/19	Ongoing	9/19	Position has been filled and the individual serves as the liaison between our Non-Public partners and the district.
Emergency Operations Communications	9/8	Ongoing	12/19	Continually redefine processes and equipment used.
Increase Social Media Presence by utilizing the district's Facebook in a proactive and productive means.	9/19	Ongoing		With the addition of our Communications Coordinator our processes will become more organized and consistent.
Explore possibility of Communication Director Position	9/19	12/19	1/21	Position has just been filled as of Feb. Postponed originally due to COVID and budget concerns
Provide ongoing training and support for administrators in effective communication with staff, parents and the community.	9/19	Ongoing		Postponed will be addressed in the future.
District Phone App	Fall 21			Postponed will be addressed in the future.

DK / MH / DM

IV.C Organizational Coherence & Systemic Improvement - Improving Transportation Efficiency

Goal Objective: Provide safe and efficiently operated bus transportation to ensure the success of our students by increasing on-time performance, reducing student ride time, and lowering fuel costs.	Starting Date: Fall 2019	Target Finish: Summer 2024	IV-C Overview Summary: Total Project Tasks: 4 Completed/Ongoing: 75% Initiated: 25%		
Current Implementation Status	Eliminated	Postponed	Initiated	Completed	Ongoing

	PROJECT TASK	Start Date	Target finish	Actual Finish	Notes
	Purchase Fuel Management System	July 2019		Jan 2020	Purchased, installed and in use.
	Trip Manager (Request Software)	Aug 2019	Dec 2019	March 2020	Purchased, installed and in use.
	Billing departments for travel costs	July 2019	Ongoing	July 2020	Purchased, installed and in use.
	Geographic Transportation Zones for elementary schools <ul style="list-style-type: none"> • Create an advisory team consisting of Trans. Director, Scheduler, Assist Supt and Superintendent. • Use student population data to recommend boundaries for elementary schools. • Create model runs to ensure viability of newly created runs and associated cost structures. 	Oct 2019	Feb 2021		Transportation Zones have been created. Full implementation will begin August 2021

DK / DM

IV.D Organizational Coherence & Systemic Improvement - Program & Systems Alignment					
Goal Objective: CCS will systematically align programs, systems and resources to support safe and efficient district operations.		Starting Date: Fall 2019	Target Finish: Summer 2024	IV-D Overview Summary: Total Project Tasks: 7 Completed/Ongoing: 57% Initiated: 29% Not Started: 14%	
Current Implementation Status	Eliminated	Postponed	Initiated	Completed	Ongoing

	PROJECT TASK	Start Date	Target finish	Actual Finish	Notes
	Administrative Compensation Analysis	9/19	12/19	1/21	Completed and implemented in the latest CBA. (Jan. 21) Implementation of new salary schedule postponed due to uncertainty for finances due to COVID.
	Unification of School Calendars	Fall 19	Fall 20	Fall 20	Completed with established boundaries.
	Fully implement Frontline Central <ul style="list-style-type: none"> • Training for Staff/Passwords • Electronic document collection • Frontline Professional Development Module 	01/18	Fall 2020	Ongoing	Training is ongoing. Creating videos to assist in using the tool. More documents are being added on a regular basis. PD module has been implemented and will be used on a continuing basis.
	Emergency Operations Plan <ol style="list-style-type: none"> 1. Administrator Training <ol style="list-style-type: none"> a. Identify Cardiac/Medical Teams b. CPR/AED Training c. Student Support Team Integration 2. Teacher/Student Training 3. Exercise the plan 4. Review and Update plan yearly 	9/18	10/19	Ongoing	Revised and moved from a paper pencil plan to a comprehensive digital document. Routine maintenance and dissemination of the plan.
	Staff Planning Guide	7/19	7/21		Initiated and work is ongoing.
	K-8 Reorganization	Fall 19	Fall 21		5th - 8th Grade Staff have been notified on initial

				placement. Next step in the process is determining elective staff placements.
	I-Observation-ensuring training process for new teachers/administrators/move away from the consortium.	9/19	6/20	Contacting LSI to identify training that can be conducted virtually.

Developed 2019/2020 School Year

[a] Would love to see district wide professional development around trauma informed practices and classrooms. Dr. Stephanie Grant, specifically, does great work with schools and could include follow up from our amazing student support team with continuous PD around this (DBEI embedded w/in as well)

[b] I would second this. Dr. Grant provides a powerful trauma-informed PD experience that aligns well with the tenets of Capturing Kids' Hearts.

[c] @traughberj@calschools.org
We need this to move forward as a department
Assigned to Joshua Traughber

[d] ReadyMath PD to support the development and implementation of tier 2/3 interventions within the ReadyMath suite.

[e] @traughberj@calschools.org ,
I can come close to this at DLMS
Assigned to Joshua Traughber

[f] This would be an interesting piece as we have not looked at this!

[g] Would love to bring in capturing kids' hearts....set the culture of a new building.

[h] Agree for elementary too!

[i] @traughberj@calschools.org
My understanding is that we are not using the SRSS tool
Assigned to Joshua Traughber

[j] The elem. schools were going to implement it in Nov. and March. This, in part, was the case because of the information gleaned (or not) from students via other surveys, etc. That said, I'm not sure what the secondary status is currently. There was talk of other survey going out at the HS. Was that the case with MS as well?

[k] District wide trauma informed practices w/DBEI focus (Dr. Stephanie Grant)