

Framingham School Committee Goals: 2020-2021

Adam Freudberg, Chair • Tiffanie Maskell, Vice Chair • Priscila Sousa, Clerk
Jessica Barnhill • Karen Dempsey • Geoffrey Epstein
Beverly Hugo • William LaBarge • Scott Wadland

November 12, 2020

COVID-19 Pandemic

Specific Action Steps	Timeline	Expected/Measurable Outcomes	FPS Strategic Plan Reference	Superintendent Goals Reference	Chapter 70 Increase Funding (FY21) and/or SOA Reference
1. Intensive outreach and family support for technology, food, other resources	Fall-Winter 2020-2021	<ul style="list-style-type: none"> ● Personal contact with families with chronic absences ● Monthly reports to School Committee with data on HelpDesk, food distribution, attendance, and other remote learning data 	Strategic Objective 2.3 Strategic Objective 4.1 Strategic Objective 4.3	District Improvement Goal: <i>Leading through a Global Pandemic</i>	✓
2. Support teachers so they have what they need during remote periods	Fall-Winter 2020-2021	<ul style="list-style-type: none"> ● Monthly Check-Ins by the Chair, and FPS Staff at Labor/Management Meeting ● Marked survey improvements over time ● Secure P-Card to assist with lengthy reimbursement processes 	Strategic Objective 1.4 Strategic Objective 3.1	District Improvement Goal: <i>Leading through a Global Pandemic</i>	✓
3. IT Support	Fall 2020	<ul style="list-style-type: none"> ● Review staffing levels for HelpDesk and the technology department 	Strategic Objective 1.4 Strategic Objective 5.1	District Improvement Goal: <i>Leading through a Global Pandemic</i>	✓
4. FPS Public Relations Effort	Fall-Winter 2020-2021	<ul style="list-style-type: none"> ● Focus on Back-to-School Plan Date of November 5th (if Framingham is red, that date must be pushed back) ● SC Members and Superintendent to take group photo wearing FHS Flyers Masks 	Strategic Objective 4.2 Strategic Objective 4.3	District Improvement Goal: <i>Leading through a Global Pandemic</i>	

Evidence of Progress Toward Goal: COVID-19 Pandemic		
<i>Action Item</i>	<i>Chronology</i>	<i>Deliverables/Comments/Notes</i>
Intensive outreach and family support for technology, food, other resources		Increases in student attendance on a school by school basis, with a focus on populations showing the needs for improvements such as English Language Learners (as of 10/7/20)
FPS Public Relations Effort <i>Mask-Up Campaign</i>	September 30, 2020	Picture taken and promoted in coordination with the city
IT Support	October 7, 2020	FPS Technology reported sufficient staffing as of 10/7/20. Review again quarterly

Fiscal Planning and Operations

Specific Action Steps	Timeline	Expected/Measurable Outcomes	FPS Strategic Plan Reference	Superintendent Goals Reference	Chapter 70 Increase Funding (FY21) and/or SOA Reference
1. Get the annual city contribution to the FPS budget put on a sounder footing, based at a minimum on inflation and demographics	By 2020 year end	<ul style="list-style-type: none"> • Relevant section added to the FY22 budget book. • City adopts formulaic approach to determining the local contribution, including inflation and demographics 	Strategic Objective 5.2 Strategic Objective 5.4	Standard II: Management & Operations	
2. Achieve consistent city management of the state's Chapter 70 contribution, so the schools get all of the intended funding	Within FY22 budget cycle	<ul style="list-style-type: none"> • Council and Mayor agree to pass through to FPS all Chapter 70 funds each year 	Strategic Objective 5.2 Strategic Objective 5.4	Standard II: Management & Operations	
3. Clarify the management of the SPED circuit breaker reserve fund, so that the city and community are aware of the best practice recommended by DESE and add this to the FY22 budget book	By completion of the FY22 budget book	<ul style="list-style-type: none"> • Council and Mayor understand the DESE recommended best practice and support it 	Strategic Objective 5.2 Strategic Objective 5.4	Standard II: Management & Operations	
4. Receive the budget early enough in the process so there is no rush before submission deadlines	By end of FY22 FPS budget process	<ul style="list-style-type: none"> • Budget process not rushed 		Standard II: Management & Operations	
5. Bring Food Services fully into the annual budget process and ongoing reporting	By completion of the FY22 budget book.	<ul style="list-style-type: none"> • Appropriate section of budget book dedicated to a full coverage of Food Service 			

6. Review staffing of all departments	By end of the FY22 budget process	<ul style="list-style-type: none"> • Appropriate section on staffing review in FY22 budget book 	Strategic Objective 5.5		
7. Collective Bargaining (renew contracts on time, member professional development from MASC)	By start of school 2021 for contract renewal; by end of 2020 for MASC professional development	<ul style="list-style-type: none"> • New contracts in place; MASC professional development complete 			
8. Legal Services Review	By end of March 2021	<ul style="list-style-type: none"> • Review complete and documented 			
9. Utility savings through expanding solar installations and municipal aggregation	Ongoing	<ul style="list-style-type: none"> • Solar installations expanded and municipal aggregation in place for Framingham 			
10. Improve short and long-term Capital Budget planning by expanding the current spreadsheet approach to a full planning document with an appropriate narrative and full fiscal implications explained	Plan complete by end of 2020	<ul style="list-style-type: none"> • Plan complete and approved by School Committee 	Strategic Objective 5.3		
11. Execute a new bus contract	Spring 2021	<ul style="list-style-type: none"> • New contract in place 			

Evidence of Progress Toward Goal: Fiscal Planning and Operations		
<i>Action Item</i>	<i>Chronology</i>	<i>Deliverables/Comments/Notes</i>

Policy

Specific Action Steps	Timeline	Expected/Measurable Outcomes	FPS Strategic Plan Reference	Superintendent Goals Reference	Chapter 70 Increase Funding (FY21) and/or SOA Reference
1. Fix Identified Gaps a. Translations b. Climate Change	1A. Second reading on 11/4/20 1B. Jan/Feb 2021	<ul style="list-style-type: none"> ● 1A. Second reading and adoption on 11/4/20 ● 1B. Climate Change sub-committee to hold 2 meetings, gather findings, present to the policy sub-committee by the end of the year. ● 1st and 2nd readings in Jan/Feb 	Strategic Objective 2.1	Standard II: Management & Operations Standard III: Family & Community Engagement	
1. Complete MASC Review a. Define when the next reviews will be	Fall-Winter 2021	<ul style="list-style-type: none"> ● Review of current policies will take place each month with one section at a time until complete. ● After section reviews 1st and 2nd readings will take place at the next full school committee meetings. ● Include discussion on how often it should take place. 	Strategic Objective 2.1	Standard I: Instructional Leadership Standard II: Management & Operations Standard III: Family & Community Engagement Standard IV: Professional Culture	

Evidence of Progress Toward Goal: Policy		
Action Item	Chronology	Deliverables/Comments/Notes

Fix Identified Gaps Translations	Second Reading and Vote completed on November 4, 2020	New policies added to the Framingham Policy Manual
Complete MASC Review		Sections A, B, and C have been reviewed and voted on with updates in School Committee meetings, besides specific policies that were held for further review.

Data

Specific Action Steps	Timeline	Expected/Measurable Outcomes	FPS Strategic Plan Reference	Superintendent Goals Reference	Chapter 70 Increase Funding (FY21) and/or SOA Reference
1. Better data analytics needed from FPS Administration to show specific, easy to understand results/analysis	By end of March 2021	<ul style="list-style-type: none"> Enhanced analytics in FY22 budget book and improved reporting analytics in School Committee meetings 	Strategic Objective 1.4 Strategic Objective 1.5 Strategic Objective 5.5	Standard I: Instructional Leadership	
2. Creation of a Chief Information Officer position?	By end of FY22 budget cycle	<ul style="list-style-type: none"> CIO decision - yes/no 			
3. Student and Family Surveys a. Can influence School Improvement Plan development	By end of FY22 budget cycle	<ul style="list-style-type: none"> Plan for surveys complete 	Strategic Objective 2.3 Strategic Objective 2.5	Standard I: Instructional Leadership	
4. Track Alumni a. Know outcomes b. Exit interviews c. Establish Alumni Association to build community, continuity, access to funding, and improvements to school spirit	By end of FY22 budget cycle	<ul style="list-style-type: none"> Plan for alumni management complete 	Strategic Objective 3.1 Strategic Objective 3.4		

Evidence of Progress Toward Goal: Data		
Action Item	Chronology	Deliverables/Comments/Notes

Buildings and Grounds

Specific Action Steps	Timeline	Expected/Measurable Outcomes	FPS Strategic Plan Reference	Superintendent Goals Reference	Chapter 70 Increase Funding (FY21) and/or SOA Reference
1. Alleviate overcrowding at schools a. Establish recurring meetings between Building & Grounds Subcommittee, other relevant appointed or elected public bodies, and relevant city departments b. Develop protocols for working with other municipal departments and/or Boards and Commissions on matters that affect student enrollment	1a. Winter 2021 1b. Spring 2021	<ul style="list-style-type: none"> • Meeting series established • Protocols drafted and reviewed with stakeholders 	Strategic Objective 5.3	Standard II: Management & Operations	
2. Ensure compliance with ADA regulations a. Include ADA compliance projects in capital plan for each fiscal year	Fall 2020, Fall 2021	<ul style="list-style-type: none"> • Consistent yearly investments in ADA compliance projects 	Strategic Objective 5.3	Standard II: Management & Operations	
3. Make appropriate annual investments in building envelope maintenance a. Include Replacement of one roof per fiscal year in capital plan	Fall 2020, Fall 2021	<ul style="list-style-type: none"> • Consistent yearly investments in building envelope maintenance 	Strategic Objective 5.3	Standard II: Management & Operations	

<p>4. Promote Energy Efficiency/Environmental Actions (solar canopies, recycling, eliminate styrofoam trays, etc)</p> <p>a. Establish periodic touchpoints with city Sustainability Coordinator, Climate Change, Environment & Sustainability subcommittee, and community stakeholders</p> <p>b. Identify potential future capital projects</p>	<p>4a. Winter 2021</p> <p>4b. Summer 2021</p>	<ul style="list-style-type: none"> ● Close monitoring of in-flight efforts ● Identification of future capital projects 	<p>Strategic Objective 5.3</p>	<p>Standard II: Management & Operations</p>	
<p>5. Develop new Southside Elementary School</p> <p>a. Include funding for Feasibility Study in FY21 Capital Request from FPS</p> <p>b. Advocate for mayoral and City Council approval of funding for Feasibility Study</p> <p>c. Ensure submission of Statement of Interest to Massachusetts School Building Authority by FPS leadership</p>	<p>5a. Fall 2020</p> <p>5b. Winter/Spring 2021</p> <p>5c. Winter 2021</p>	<ul style="list-style-type: none"> ● Submitted capital request for Feasibility Study ● Approved funding for Feasibility Study ● SOI submitted to MSBA 	<p>Strategic Objective 5.3</p>	<p>Standard II: Management & Operations</p>	

Evidence of Progress Toward Goal: Building and Grounds

<i>Action Item</i>	<i>Chronology</i>	<i>Deliverables/Comments/Notes</i>

Equity, Inclusion and Diversity

Specific Action Steps	Timeline	Expected/Measurable Outcomes	FPS Strategic Plan Reference	Superintendent Goals Reference	Chapter 70 Increase Funding (FY21) and/or SOA Reference
1. Anti-Racist Practices <ul style="list-style-type: none"> a. Staff Anti-Racist Training b. Collaborate with FTA to discuss Teacher training to interrupt micro aggressions 	Fall-Winter 2020-21	<ul style="list-style-type: none"> • Work with Equity Diversity & Community Development Dept to review facilitator recommendations • Gather input from teachers on past trainings to avoid repetitive trainings and more substantive training focused on microaggressions 	Strategic Objective 2.1 Strategic Objective 3.1 Strategic Objective 3.2 Strategic Objective 3.3	Professional Practice Goal: AntiRacism Standard I: Instructional Leadership Standard IV: Professional Culture	
2. Examine policies through an equity lens	Ongoing beginning in Fall 2020	<ul style="list-style-type: none"> • Ask the question “Does this promote equity? Does this create inequity?” with every vote 	Strategic Objective 2.1 Strategic Objective 4.1	Standard II: Management & Operations	
3. School Committee Member Professional Development on Equity Training (i.e. cultural competency, how to make us better allies, creating better channels for feedback)	Winter 2021	<ul style="list-style-type: none"> • Vote on a facilitator to recommend to the full School Committee • Schedule competency training 		Standard IV: Professional Culture	
4. Use alternative means to communicate: Religious institutions, radio, etc.	Ongoing beginning in Fall 2020	<ul style="list-style-type: none"> • Create a spreadsheet with input from Media & Communications Department of where our communications typically go 	Strategic Objective 4.1 Strategic Objective 4.2 Strategic Objective 4.3	Standard III: Family & Community Engagement	

		<ul style="list-style-type: none"> • Survey principals to find out if there are any gaps in communication & how their communities best receive information • Make a list of community leaders that can be consulted regularly regarding changes to how immigrant communities receive information (radio station changes, Facebook group migrations, etc) 			
5. Scholarships for students in partnership with the Disability Commission	Spring 2021	<ul style="list-style-type: none"> • Joint meeting with Disability Commission to establish vision & specifics 	Strategic Objective 4.3	Standard III: Family & Community Engagement	
6. High Speed Internet Access	Fall 2020	<ul style="list-style-type: none"> • Regular check-ins with technology department to monitor inequity in technology access 	Strategic Objective 5.1 Strategic Objective 5.4	Standard I: Instructional Leadership Standard II: Management & Operations	✓
7. Commitment to hire staff and leadership who reflect the community	Ongoing beginning in Fall 2020	<ul style="list-style-type: none"> • Continuous discussions with Equity Diversity & Community Development Department and HR Department to discuss hiring/recruiting practices 	Strategic Objective 3.2 Strategic Objective 3.4	Standard IV: Professional Culture	

Evidence of Progress Toward Goal: Equity, Inclusion and Diversity		
<i>Action Item</i>	<i>Chronology</i>	<i>Deliverables/Comments/Notes</i>

Teaching and Learning

Specific Action Steps	Timeline	Expected/Measurable Outcomes	FPS Strategic Plan Reference	Superintendent Goals Reference	Chapter 70 Increase Funding (FY21) and/or SOA Reference
1. Improving Kindergarten Readiness a. Increase BLOCKS Scholarships	Winter/Spring	<ul style="list-style-type: none"> ● Increase the FY22 budget for Blocks Pre-School to allow for 10% more scholarships. ● Expand the number of seats for Blocks PreSchool by 10%. 		Standard I: Instructional Leadership Standard II: Management & Operations	✓
2. Anti-Racist Practices a. Staff Anti-Racist Training b. Teacher training to interrupt micro aggressions	On-going	<ul style="list-style-type: none"> ● Mandatory Anti-Racism training built into professional development ● Embed anti-racism into the curriculum. ● Ensure that required curriculum readings include literature from diverse authors. ● Review the curriculum to ensure that a broad spectrum of global ideologies are represented. 	Strategic Objective 2.1	Professional Practice Goal: AntiRacism Standard I: Instructional Leadership Standard IV: Professional Culture	
3. Code of Conduct (anti-bullying, supporting protected classes)	On-going	<ul style="list-style-type: none"> ● Student and family surveys will show an increased satisfaction rate of 10% once the Code of Conduct is implemented. 	Strategic Objective 2.5 Strategic Objective 3.1 Strategic Objective 4.2	Standard IV: Professional Culture	
4. Mentorship Program for Students at FHS to model good behaviors	2020-2021	<ul style="list-style-type: none"> ● Increase mentoring programs by 10%. ● Increase Dual Enrollment slots by 10% in collaboration with the Department of Higher Education 	Strategic Objective 2.2 Strategic Objective 2.5	Standard IV: Professional Culture	

		(DHE) as the partnership and funding mechanisms allow.			
5. Curriculum Reviews	On-going monthly.	<ul style="list-style-type: none"> • Study the rigor and relevance of the curriculum. Check for biases and ensure that students are receiving a 21st century education. • Study the scope and progression of math courses in the FPS and make adjustments, if needed for the 2021-2022 school year. 	<p>Strategic Objective 1.1 Strategic Objective 1.2 Strategic Objective 1.3 Strategic Objective 1.4 Strategic Objective 1.5</p>	<p>Student Learning Goal Standard I: Instructional Leadership</p>	
6. Employee engagements through FTA to have better back and forth dialogues and support educators	Fall/Early Winter	<ul style="list-style-type: none"> • Fewer grievances and more teacher satisfaction. 	<p>Strategic Objective 4.2 Strategic Objective 4.3</p>	<p>Standard IV: Professional Culture</p>	
7. Study late start time for FHS, earlier start time for elementary schools, and school choice process	Fall/Winter	<ul style="list-style-type: none"> • Survey families, students and teachers to gauge the impact on student health, behavior and academic achievement. 	<p>Strategic Objective 2.3 Strategic Objective 2.5</p>	<p>Standard I: Instructional Leadership Standard II: Management & Operations</p>	
8. Special Education Reviews a. More data needed on results/outcomes, out of district practices, and facilities needs	Ongoing	<ul style="list-style-type: none"> • 100% of students will enroll in a more challenging course and will attend at least one extracurricular activity. 	<p>Strategic Objective 5.3 Strategic Objective 5.4</p>	<p>Standard I: Instructional Leadership</p>	

b. Re-Launching and Partnering with the Framingham Special Education Parents Advisory Council (F-SEPAC)		<ul style="list-style-type: none"> • School Committee members will have representation at 100% of F-SEPAC meetings • Increase the number of English Learners, students with disabilities, and students of color in the SAGE program by at least 25% over next two school years (2020-2022). 		Standard II: Management & Operations Standard III: Family & Community Engagement	
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Evidence of Progress Toward Goal: Teaching and Learning		
<i>Action Item</i>	<i>Chronology</i>	<i>Deliverables/Comments/Notes</i>

Health and Wellness

Specific Action Steps	Timeline	Expected/Measurable Outcomes	FPS Strategic Plan Reference	Superintendent Goals Reference	Chapter 70 Increase Funding (FY21) and/or SOA Reference
1. Review food services offerings to ensure meals have quality nutritional value.		<ul style="list-style-type: none"> • The Health and Wellness Subcommittee and FPS will report back to the full School Committee 		Standard II: Management & Operations	

Evidence of Progress Toward Goal: Health and Wellness		
<i>Action Item</i>	<i>Chronology</i>	<i>Deliverables/Comments/Notes</i>

Transition to New School Committee Members

Specific Action Steps	Timeline	Expected/Measurable Outcomes	FPS Strategic Plan Reference	Superintendent Goals Reference	Chapter 70 Increase Funding (FY21) and/or SOA Reference
1. Welcome guide to be delivered to Member-Elects in November 2021	August 2021 Meeting Agenda on Preparation for the Transition	<ul style="list-style-type: none"> Review member letter and welcome packet of materials from 2019 Transition and update as necessary. 	Strategic Objective 3.1	Standard IV: Professional Culture	
2. Member orientation	November and December 2021	<ul style="list-style-type: none"> Newly Elected Members join current members for November and December meetings as non-voting meeting participants. New members begin to have first hand experience participating in meetings as preparation for their official roles to begin in January 2022. Newly Elected Members shall be offered the chance to attend MASC events and Conferences in order to begin formal training before taking office versus after taking office. 	Strategic Objective 3.1	Standard IV: Professional Culture	

		<ul style="list-style-type: none"> • August 2021 meeting shall review budget and determine allocation based on anticipated MASC conference fees (if applicable as many are at no additional cost) 			
3. Mentorship program	November and December 2021	<ul style="list-style-type: none"> • Newly Elected Members are paired with current and/or past Framingham School Committee Members willing to volunteer their time to be mentors to Member-Elects. 	Strategic Objective 3.1	Standard IV: Professional Culture	

Evidence of Progress Toward Goal: Transition to New School Committee Members		
<i>Action Item</i>	<i>Chronology</i>	<i>Deliverables/Comments/Notes</i>