

Framingham School Committee Goals: 2020-2021

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Approved by the School Committee: November 12, 2020

Draft Status Updates for School Committee Meeting Packet: December 10, 2021

Updates from the last review are highlighted below

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	<u>District Improvement Goal: <i>Leading through a Global Pandemic</i></u>	☑
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		
Action Item	Chronology	Deliverables/Comments/Notes
1. Intensive outreach and family support for technology, food, other resources	<ul style="list-style-type: none"> Ongoing 	<ul style="list-style-type: none"> 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 Weekly Friday newsletters with food, mental health, access to COVID-19 vaccines and testing, and financial assistance Onboarding of 4 Wrap Around Coordinators at Wilson, Brophy, McCarthy and Fuller Middle to support family engagement.
2. Support teachers so they have what they need during remote periods	<ul style="list-style-type: none"> Ongoing during school year 	<ul style="list-style-type: none"> Worked with the Office of Technology to provide technological support in terms of equipment, guidance, videos, help desk, etc. Coordinated ADA, EMFLA, FMLA, and other LOAs as needed with the Office of Human Resources Coordinated weekly meetings between OTL and different levels of educators to problem solve issues as they evolved Provided childcare option for employees at the Plymouth Church Hired classroom specialists and covid classroom supervisors for remote teachers
3. IT Support	<ul style="list-style-type: none"> Ongoing during school year 	<ul style="list-style-type: none"> FPS Technology reported sufficient staffing as of 10/7/20 and 3/3/21 during budget review. Review again as part of FY22 and FY23 planning.
4. FPS Public Relations Effort a. Mask-Up Campaign	<ul style="list-style-type: none"> September 30, 2020 	<ul style="list-style-type: none"> Picture taken and promoted in coordination with the city <ul style="list-style-type: none"> Picture placed on front page of School Committee website Social media #MaskUpFPS

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>
1. Get the annual city contribution to the FPS budget put on a sounder footing, based at a minimum on inflation and demographics	<ul style="list-style-type: none"> School Committee Budget Meetings in 2021 	<ul style="list-style-type: none"> Requests made by Finance & Operations Subcommittee Chair
2. Achieve consistent city management of the state's Chapter 70 contribution, so the schools get all of the intended funding	<ul style="list-style-type: none"> School Committee Budget Meetings 	<ul style="list-style-type: none"> Requests made in budget votes (August 5, 2020 & March 31, 2021)
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	<ul style="list-style-type: none"> School Committee Meetings 	<ul style="list-style-type: none"> Memo, public discussion, and vote June 23, 2021 New policy on SPED circuit breaker reserve fund recommended by Finance & Operations and the Policy Subcommittees, and adopted by the School Committee 11/17/21
4. Receive the budget early enough in the process so there is no rush before submission deadlines	<ul style="list-style-type: none"> Budget Meetings held on 2/3/21, 2/24/21, 3/3/21, 3/17/21, 3/31/21 FY23 Budget Planning Agenda Item 11/17/21 	<ul style="list-style-type: none"> FY22 School Department Budget Book Budget request approved by School Committee on March 31, 2021 FY23 Budget Development and Outlook Memo
5. Bring Food Services fully into the annual budget process and ongoing reporting	<ul style="list-style-type: none"> Food Services included in the budget book 	<ul style="list-style-type: none"> FY22 School Department Budget Book
6. Review staffing of all departments	<ul style="list-style-type: none"> Listed on agenda March 3, 2021 	<ul style="list-style-type: none"> FY22 School Department Budget Book
7. Collective Bargaining (renew contracts on time, member professional development from MASC)	<ul style="list-style-type: none"> MASC professional development session held on November 23, 2020 for School Committee members and FPS Unit A negotiations started on April 14, 2021 with 17 meetings held to date and still ongoing Unit S began 11/30/21 	<ul style="list-style-type: none"> Unit A posted agendas

	<ul style="list-style-type: none"> • FTA requested that Unit T be on hold until further along in Unit A negotiations • Collaborative negotiations began with Units B, C, and N. 	
8. Legal Services Review	<ul style="list-style-type: none"> • Policy updated 	<ul style="list-style-type: none"> • Policy BDG updated requiring this review every three years. The next review is scheduled as part of the FY23 Budget process.
9. Utility savings through expanding solar installations and municipal aggregation	<ul style="list-style-type: none"> • School Committee budget vote reduced operating costs for electricity by approximately \$16K in FY22 • Brophy Elementary and Fuller Middle School Solar Projects approved by the School Committee on May 19, 2021 • Brophy and Fuller Solar Projects approved by the City Council on June 29, 2021 	<ul style="list-style-type: none"> • July 21, 2021 agenda item reviewed next solar options. Awaiting results of Massachusetts Clean Energy Center study • Encouraging municipal aggregation exploration (May 19, 2021 School Committee meeting with Shawn Luz and Matt Torti) • Fuller clean energy project construction began - Winter 2021 • Brophy solar canopy construction scheduled - Spring 2022
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	<ul style="list-style-type: none"> • Capital Plan Request made to Mayor Spicer on 9/22/21 	<ul style="list-style-type: none"> • Capital Plan Submission to Mayor - 9/22/21 • Farley Roof FY22 Request - 9/1/21
11. Execute a new bus contract	<ul style="list-style-type: none"> • Bus Contract with NRT Bus, Inc. voted on and approved in the School Committee meeting of January 20, 2021 	<ul style="list-style-type: none"> • NRT Bus Contract • NRT Memo Requesting City Council Vote • Transportation Update on Every School Committee Meeting Agenda 8/25/21 to present

	<ul style="list-style-type: none">● Approved by City Council and enacted by Mayor's Administration● Ongoing discussions with NRT	
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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

<p>1. Fix Identified Gaps</p> <ul style="list-style-type: none"> a. Translations b. Climate Change 	<ul style="list-style-type: none"> a. Second Reading and Vote on Translation and Interpretation Policy completed on November 4, 2020 b. Climate Change & Sustainability Subcommittee met on January 27, 2021 to develop an outline of the Climate Change policy 	<ul style="list-style-type: none"> a. New Translation and Interpretation Policy added to the online policy manual b. Climate Change & Sustainability Subcommittee scheduled to meet 12/13/21 to finalize a draft policy in advance of the FHS Student Forum in partnership with the Environmental Club and Student Advisory Committee, before the Policy Subcommittee's review
<p>Complete MASC Review</p>	<ul style="list-style-type: none"> • Sections A, B, C, D, and E have been reviewed and voted on with updates in School Committee meetings, besides specific policies that were held for further review. 	<ul style="list-style-type: none"> • August 19, 2020 Policy Summary - Section A • November 4, 2020 Policy Summary - Section B and C • January 6, 2021 Policy Summary - Section D • March 3, 2021 Policy Summary - Section E • July 7, 2021 Policy Summary - Section E • September 1, 2021 Policy Summary - Section E • November 10, 2021 Policy Summary - Section E • December 8, 2021 Policy Summary - Section F

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
1. Better data analytics needed from FPS Administration to show specific, easy to understand results/analysis	<ul style="list-style-type: none"> School Committee meeting reviews COVID-19 testing data 	<ul style="list-style-type: none"> COVID-19 PCR and Pooled testing dashboard improvements
2. Creation of a Chief Information Officer position?	<ul style="list-style-type: none"> Reviewed during FY22 budget development process 	<ul style="list-style-type: none"> No position created in FY22. Finance & Operations Subcommittee reviewed as not a pressing need, but on the radar. No immediate action needed.
3. Student and Family Surveys a. Can influence School Improvement Plan development	<ul style="list-style-type: none"> During the School Year 	<ul style="list-style-type: none"> Return-to-School Survey Data and Student Engagement Data was collected at various points throughout the school year to inform physical plant adjustments for the return of students at scheduled benchmark intervals. Student engagement data was collected and reported to district leaders and School Committee members.
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	<ul style="list-style-type: none"> FY22 Budget Process 	<ul style="list-style-type: none"> Funding has been allocated to stipend an instructor to oversee the student led Alumni office instructor for school year 2021-2022 July Update: District realigned central office position, Director of Grants, to a Fund and Grant Manager that includes a cost savings to the district. The position is better aligned to support alumni development and will work out of the Office of Equity, Diversity and Community Development. The District has not filled a central office position, the Director of Grants, and is working with the Office of Equity, Diversity and Community Development to shape the position to best support the Grants Department and the Office of Equity, Diversity and Community Development. The position that will come from this collaborative work will most likely add to the cost savings the District has seen by not filling the previously held position.

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	

Evidence of Progress Toward Goal: Building and Grounds

<i>Action Item</i>	<i>Chronology</i>	<i>Deliverables/Comments/Notes</i>
<p>1. Alleviate overcrowding at schools</p> <p>a. Establish recurring meetings between Building & Grounds Subcommittee, other relevant appointed or elected public bodies, and relevant city departments</p> <p>b. Develop protocols for working with other municipal departments and/or Boards and Commissions on matters that affect student enrollment</p>	<ul style="list-style-type: none"> • Planning Board meeting on May 20, 2021 regarding property near Wilson/Harmony Grove 	<ul style="list-style-type: none"> • School Committee Request to the Planning Board to coordinate with FPS on the impact of new residential construction • FPS memo on enrollment projections on property near Wilson/Harmony Grove (Irving Street Housing Development) • FPS leadership requested to be added to city-wide review team for any residential projects • Planning Board Approval of the Brophy Solar Project secured
<p>2. Ensure compliance with ADA regulations</p> <p>a. Include ADA compliance projects in capital plan for each fiscal year</p>	<ul style="list-style-type: none"> • ADA Projects in amount of \$300,000 requested in the School Committee approved FY22 Capital Plan on October 17, 2020 • ADA Projects in amount of \$300,000 requested in the School Committee approved FY23 capital Plan on September 22, 2021 	<ul style="list-style-type: none"> • FY22 Capital Budget Memo to City Council and Mayor • Mayor reduced ADA to \$0 in FY22 • School Committee vote on January 20, 2021 to utilize FY21 operating savings from federal reallocations to fund ADA shortfall. • Disability Commission grant of \$20K for FHS ADA project. • FY23 Capital Budget Memo to the Mayor • Mayor appropriated \$300,000 for ADA in FY23 Budget. Referred to City Council Finance Subcommittee 11/30/21.
<p>3. Make appropriate annual investments in building envelope maintenance</p> <p>a. Include Replacement of one roof per fiscal year in capital plan</p>	<ul style="list-style-type: none"> • \$2,156,095 in building envelope maintenance for Walsh Middle School requested in the School Committee approved Capital Plan on October 17, 2020 • \$1,161,705 in building envelope maintenance for Walsh Middle School to 	<ul style="list-style-type: none"> • FY22 Capital Budget Memo to City Council and Mayor • Mayor reduced envelope improvements at Walsh by \$1M in FY22 • Mayor reduced Farley Roof to \$0 in FY22. School Committee requested appropriation due to priority, not approved. • School Committee and Mayor requested Farley Roof in a FY22 off cycle process • MSBA Applications for Roof Projects at Dunning and McCarthy Elementary Schools were submitted at the end of May, 2021, yet declined by the MSBA due to statewide competition

	<p>completed the FY22 request was requested in the School Committee approved Capital Plan on September 22, 2021</p> <ul style="list-style-type: none"> ● \$1,826,975 for Roof Repairs at Farley Building requested in the School Committee approved FY22 Capital Plan on October 17, 2020 ● \$3,108,400 for Roof Repairs at the Farley Building requested in the School Committee approved FY22 off cycle request on September 1, 2021 ● \$5,643,437 for Roof Repairs at Dunning and McCarthy requested in the School Committee approved FY23 Capital Plan on September 22, 2021 ● Seek MSBA grants for eligible roof projects <ul style="list-style-type: none"> ○ City Council Vote May 18, 2021 ○ School Committee Vote May 19, 2021 	
<p>4. Promote Energy Efficiency/Environmental Actions (solar canopies, recycling, eliminate styrofoam trays, etc)</p>	<ul style="list-style-type: none"> ● Shawn Luz at May 19, 2021 School Committee Meeting. Follow up with 	<ul style="list-style-type: none"> ● July 21, 2021 agenda item reviewed next solar options. Awaiting results of Massachusetts Clean Energy Center study

<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>Buildings & Grounds at July 21 and September 22 School Committee Meetings</p> <ul style="list-style-type: none"> ● Fuller School Building Committee has ongoing review and planning for solar and battery. 	<ul style="list-style-type: none"> ● Fuller solar construction began in the winter of 2021 ● Brophy solar construction is scheduled in the spring of 2022
<p>6. 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>	<ul style="list-style-type: none"> ● Massachusetts School Building Authority (MSBA) Feasibility Study for a Future Elementary School - \$600,000 requested in the School Committee approved Capital Plan on October 17, 2020 ● MSBA forms and application approved by City Council and signed by Mayor 	<ul style="list-style-type: none"> ● FY22 Capital Budget Memo to City Council and Mayor ● Superintendent's Memo ● Mayor filed appropriation request December 2020 ● City Council approval for the \$600,000 study secured June 15, 2021 ● MSBA Statement of Interest Submission <ul style="list-style-type: none"> ○ Authorized by the School Committee January 20, 2021 ○ Authorized by the City Council February 2, 2021 ○ Documents finalized, minutes approved, and submitted to the MSBA in May, 2021 ○ Awaiting MSBA reply on the request.

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 • Survey principals to find out if there are any gaps in communication & how their 	Strategic Objective 4.1 Strategic Objective 4.2 Strategic Objective 4.3	Standard III: Family & Community Engagement	

		<p>communities best receive information</p> <ul style="list-style-type: none"> • 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>
1. Anti-Racist Practices a. Staff Anti-Racist Training b. Collaborate with FTA to discuss Teacher training to interrupt micro aggressions	<ul style="list-style-type: none"> • Provide over 30 hours of mandated anti-racist training to district staff. 	<ul style="list-style-type: none"> • Part of collective bargaining process
2. Examine policies through an equity lens	<ul style="list-style-type: none"> • Assistant Superintendent of Equity, Diversity and 	<ul style="list-style-type: none"> • Ongoing through MASC process with the Policy Subcommittee

	Community Development was appointed to provide staff support for the Policy Subcommittee. He reviews all policies recommended to the school committee to ensure an equity lens.	
3. School Committee Member Professional Development on Equity Training (i.e. cultural competency, how to make us better allies, creating better channels for feedback)	<ul style="list-style-type: none"> The Office of Equity will work with the school committee to coordinate a time for DEI training. 	<ul style="list-style-type: none"> MASC Equity Summit on July 17th, no cost for members and staff to attend.
4. Use alternative means to communicate: Religious institutions, radio, etc.	<ul style="list-style-type: none"> The district secured a weekly column in the local Brazilian Times Newspaper to promote increased communication with Brazilian families. COVID-19 Call Center established to provide extended outreach to families. District piloting Whats App as an initial communication tool for immigrant families with the expressed intention of assisting families with transitioning to the Remind app. 	<ul style="list-style-type: none"> Under review by Media & Communications Office
5. Scholarships for students in partnership with the Disability Commission		<ul style="list-style-type: none"> Outreach to Disability Commission occurred on June 10, 2021
6. High Speed Internet Access	<ul style="list-style-type: none"> Worked with community partners to provide awareness on discounted 	<ul style="list-style-type: none"> FPS exploring state and federal grant opportunities. DESE providing assistance on a new option.

	<p>internet services for low income families.</p> <ul style="list-style-type: none"> • District provided Chromebook and Hot Spot distribution throughout the community throughout the course of the year including home deliveries to families with no transportation. 	
<p>7. Commitment to hire staff and leadership who reflect the community</p>	<ul style="list-style-type: none"> • In partnership with Framingham State University, the Office of Equity helped secure a \$76,000 planning grant to establish the Framingham Teacher Residency program to establish a career pipeline for future educators and attract diverse talent. 	<ul style="list-style-type: none"> • Increased attendance at recruitment forums dedicated to diverse employees • Continued coordination of work among Office of HR, Office of Equity, and FHS to establish pipeline opportunities for student • Advanced professional development opportunities to encourage staff of color to seek promotional opportunities

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>
1. Improving Kindergarten Readiness a. Increase BLOCKS Scholarships	<ul style="list-style-type: none"> • 2021-2022 School Year 	<ul style="list-style-type: none"> • From the BLOCKS Director: "This past year with the pandemic, we reduced the number of students from 18 to 10 in our general education classes and from 15 to 10 in our inclusion classes to meet state regulations on preschool class size. Families were not charged any tuition from March 2020 through mid-February 2021. Many families withdrew their children due to COVID-19 health concerns, working responsibilities, child care needs and preferring to opt out of the remote learning for their young child. Given all these circumstances and no transportation, no scholarships were provided. • In the 21-22 school year, we will coordinate with the preschool expansion initiative and use their scholarship assistance rates to provide financial assistance to families based on income and family size. This scholarship assistance will be for half day classes only with the hope of increasing the number of "typical" peers in our inclusion classes." • Pre-Kindergarten Expansion Pilot Program to begin in 2022 in partnership with the Metrowest YMCA and Framingham State University with a goal to start with 75-80 students free of charge.
2. Anti-Racist Practices a. Staff Anti-Racist Training	<ul style="list-style-type: none"> • Spring/Summer 2021 	<ul style="list-style-type: none"> • Part of collective bargaining

<p>b. Teacher training to interrupt micro aggressions</p>		<ul style="list-style-type: none"> • Three Professional Development days have already been held with consultants which included Equity Professional Development to unpack anti racist training and microaggressions, among other topics. Consultants will be presenting at the March Professional Development Day and in select schools across the district as well.
<p>3. Code of Conduct (anti-bullying, supporting protected classes)</p>	<ul style="list-style-type: none"> • July 21, 2021 	<ul style="list-style-type: none"> • District Newsletters/Family outreach sent regarding Code of Conduct <ul style="list-style-type: none"> ◦ Example Newsletter • School Committee unanimously approved the Code of Character, Conduct and Support on July 21, 2021 • Began an 18 month rollout this school year. Three PD days dedicated to unpacking the Code of Character, Conduct and Support at these at schools and there are PBIS teams at each school
<p>4. Mentorship Program for Students at FHS to model good behaviors</p>	<ul style="list-style-type: none"> • Fall 2019-Summer 2021 	<ul style="list-style-type: none"> • FHS Mentorship Programs <ul style="list-style-type: none"> ◦ Updates listed in the link above to include additional programs this year
<p>5. Curriculum Reviews</p>	<ul style="list-style-type: none"> • Teaching and Learning Subcommittee held on May 17, 2021 had a review of the high school curriculum with an equity lens 	<ul style="list-style-type: none"> • FHS Curriculum Review with Equity Lens • History Curriculum review was started in the summer and finishing up now • Math Curriculum review at the High School has begun in Algebra I, Geometry and Statistics
<p>6. Employee engagements through FTA to have better back and forth dialogues and support educators</p>	<ul style="list-style-type: none"> • Summer 2021 	<ul style="list-style-type: none"> • Part of collective bargaining • The Office of Teaching and Learning met weekly during the pandemic with members of the FTA and will continue to meet monthly with each level (elementary, middle and high school) to problem solve in a proactive way.
<p>7. Study late start time for FHS, earlier start time for elementary schools, and school choice process</p>	<ul style="list-style-type: none"> • 2021-2022 	<ul style="list-style-type: none"> • Part of collective bargaining
<p>8. Special Education Reviews</p>	<ul style="list-style-type: none"> • F-SEPAC attended School Committee meetings on 	<ul style="list-style-type: none"> • F-SEPAC election held and new E-Board established October 13, 2020 • F-SEPAC May 5, 2021 Presentation

<p>a. More data needed on results/outcomes, out of district practices, and facilities needs</p> <p>b. Re-Launching and Partnering with the Framingham Special Education Parents Advisory Council (F-SEPAC)</p>	<p>November 4, 2020 and May 5, 2021</p>	<ul style="list-style-type: none">• DESE 3 Year Tiered Focus Monitored Review to begin. Press release sent on 12/8/21
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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		
Action Item	Chronology	Deliverables/Comments/Notes
1. Review food services offerings to ensure meals have quality nutritional value.	<ul style="list-style-type: none"> Food Services Department reviewed at Health and Wellness Subcommittee on April 12, 2021 Update given at School Committee meeting on April 28, 2021. 	<ul style="list-style-type: none"> Health and Wellness Subcommittee Meeting Food Services Snap Shot Presentation April 28, 2021 School Committee Minutes FPS reached out to the John Stalker Institute of Nutrition at Framingham State University about coming in to evaluate/study the food service department's food offerings which includes but is not limited to the nutritional value of meals (June 4, 2021 Update) Lincoln Lynch is working to follow up on the status of the FSU evaluation/study

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. August 2021 meeting shall review budget and determine allocation based on anticipated 	Strategic Objective 3.1	Standard IV: Professional Culture	

		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		
Action Item	Chronology	Deliverables/Comments/Notes
1. Welcome guide to be delivered to Member-Elects on November 3, 2021	<ul style="list-style-type: none"> Scheduled August 4, 2021 	<ul style="list-style-type: none"> Example letter from 2019 transition New Member Transition Letter Sent 11/2/21 Mayor-Elect Transition Letter Sent 11/2/21
2. Member Orientation	<ul style="list-style-type: none"> Scheduled MASC Trainings November 3-6, 2021 School Committee Meetings for Member-Elects November 10 & 17 and December 8 & 15, 2021 Professional Development Workshop/Training for the 2022-23 School Committee with MASC in December, 2021 	<ul style="list-style-type: none"> MASC Training for newly elected members offered November 3-6, 2021 New members invited to sit with the School Committee as Member-Elects during November and December 2021 meetings Professional Development Workshop for the 2022-23 School Committee with MASC occurred December 9, 2021 Inauguration on January 1, 2022
3. Mentorship Program	<ul style="list-style-type: none"> TBD 	<ul style="list-style-type: none"> Can be discussed in December/January