




BALTIMORE CITY PUBLIC SCHOOLS

Presentation to the Baltimore City Council

Reconnect. Restore. Reimagine.
Update on the Recovery Plan for City Schools

February 17, 2022



Dr. Sonja Brookins Santelises
Chief Executive Officer, Baltimore City Public Schools

Presentation Overview



FRAMING



STAKEHOLDER
ENGAGEMENT

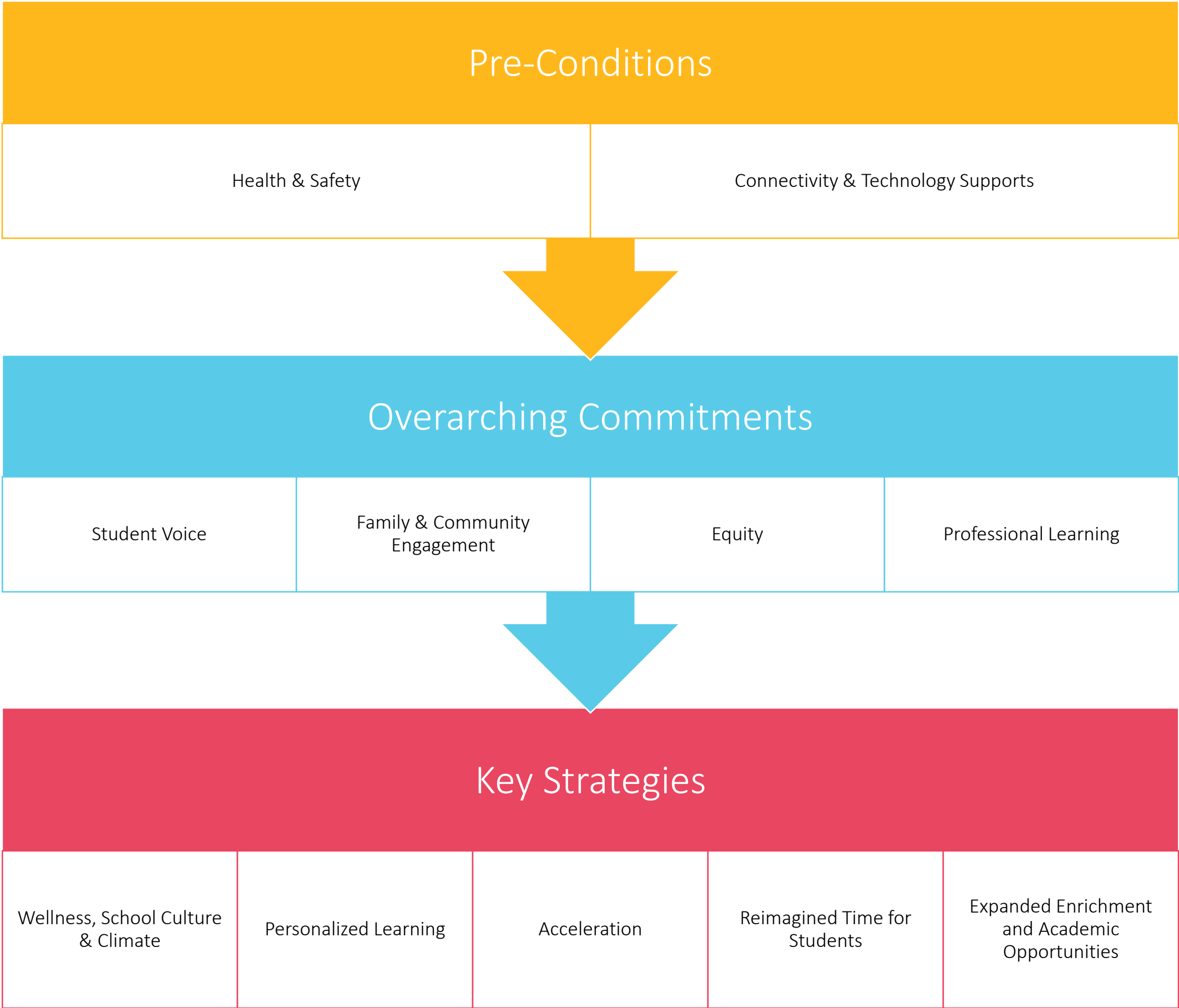


PLAN UPDATES



FRAMING

Reconnect.
Restore.
Reimagine.



Alignment with Board Strategic Priorities

Pre-Conditions	Health & Safety	Priority V
	Connectivity & Technology	Priorities III & V
Overarching Commitments	Elevating Student Voice	Priority IV
	Equity	Priorities V & VII
	Family & Community Engagement	Priority IV
	Professional Learning	Priorities I & II
Key Strategies	Wellness, School Culture & Climate	Priorities I, IV, & VII
	Expanded Enrichment and Academic Opportunities	Priorities I & VI
	Personalized Learning	Priorities I, IV, & VII
	Acceleration	Priorities I & VI
	Reimagined Time for Students	Priorities I & VI

Board Strategic Priorities

- PRIORITY I:** City Schools will ensure effective, relevant, and rigorous instruction is designed to engage and prepare students to be independent, creative, and compassionate leaders.
- PRIORITY II:** City Schools will actively recruit, retain, and support qualified educators, administrators, and staff who are prepared to accelerate the personal growth and academic excellence of each student.
- PRIORITY III:** City Schools will have high-quality, modernized facilities and resources that support the success of students, educators, administrators, and staff.
- PRIORITY IV:** City Schools will effectively engage all stakeholders which include parents, families, and caregivers in their child’s education and community partners who can contribute to the student’s success.
- PRIORITY V:** City Schools will provide equal access to district services, resources, and facilities to ensure the success of students, staff, and the surrounding community.
- PRIORITY VI:** City Schools will increase the number of educational programming of all types and levels throughout the city, while ensuring that all schools, including charters, guarantee a high-quality educational experience.
- PRIORITY VII:** City Schools will continuously work toward equity at all levels by implementing policies, practices, and procedures that create a welcoming and inclusive academic and professional environment.

STAKEHOLDER ENGAGEMENT



Stakeholder Engagement: SY2021-22 BOY Engagement

Public Updates: Board of School Commissioners Meetings

September 28, 2021: Public Meeting; R3 Update

October 5, 2021: Teaching & Learning Committee; Secondary Innovation Update

November 2, 2021: Teaching & Learning Committee; Wholeness Update

December 7, 2021: Teaching & Learning Committee; R3 ELA and Math Updates

January 4, 2022: Teaching & Learning Committee; R3 Virtual Learning Update

In addition to surveys, additional stakeholder engagement included:

Students

CEO Conversation with students, CEO Youth Leadership Advisory Council, Youth Board Forum, student feedback sessions on several district policies, Youth Budget Engagement Session

Teachers and School-based Educators

Professional development sessions, teacher advisory, CEO Teacher Advisory, Educator Consultancy Group

School Leaders

Weekly academic stat and operational stat meetings

Families

Family festivals, parent cafe, school family community council meetings, regular district office town halls for information sharing on current policies and practices

District Office Staff

Monthly district office staff meetings, townhall meetings for all staff for updates to district policies and practices

Surveys	BOY SY20-21	BOY SY21-22	DIFFERENCE
STUDENTS	668	14,025	+13,357
TEACHERS/SCHOOL-BASED EDUCATORS	867	2,121	+1,254
SCHOOL LEADERS	128	143	+15
FAMILIES	3,975	11,996	+8,021
DISTRICT OFFICE STAFF	-	820	-
SCHOOL-BASED SUPPORT STAFF (New for SY2021-22)	-	426	-
TOTAL	5,638	29,531	+23,893

Compared to the Beginning-of-Year (BOY) survey effort from the 2020-21 school year, all stakeholder groups experienced increases in participation to their BOY survey for the 2021-22 school year



Stakeholder Engagement: Highlights

STUDENTS

- Students desire greater opportunities to learn more world languages (grades 5-8: 40%; grades 9-12: 29%), CTE (grades 9-12: 29%) and athletics (grades 5-8: 36%; grades 9-12: 28%)
- Despite the high rate of trusting relationships (77% with adults; 84% with a friend), students' feelings of belonging (64%), safety (64%), and connection (55%) are lower indicating that the strategies in support of student wholeness need to be prioritized throughout the year.

TEACHERS/SCHOOL-BASED EDUCATORS

- Staff need more time built into their day to plan, collaborate, and support their recovery efforts.
"More time for teachers to plan and prepare lessons. Time to think and reflect on how to improve our teaching for our students. Less data collecting and paperwork."
- Staff need additional, ongoing professional development to support accelerated learning and personalized learning approaches.
"Something that gives actual classroom examples with a similar student population, ways to do this without creating 30 different lesson plans for the different levels of students in my classroom, a clear definition with examples for high school ELA of the difference between "acceleration" and other pedagogical terms like "differentiation" and "scaffolding."

SCHOOL LEADERS

- School leaders want to spend less time on mandated district plans (71%) and low-impact activities (administrative tasks/meetings 64%; supervising lunch periods 48%) and more time planning and teacher support (61%)
"Limit the number of plans to be submitted. Consider merging plans and due dates."
- Professional development has been timely and beneficial (73%)



Stakeholder Engagement: Highlights

FAMILIES

- The academic supports provided by schools was rated as extremely or mostly helpful by most families (73%); families also said that the communication they received from the school about their child's academic progress was helpful (73%)
- Most families agree that their school offers opportunities for decision-making and advocacy (69%) and Parent Teacher Organizations were identified as the most common opportunity for decision-making and advocacy by families (5,999 or 53% of responding families)

DISTRICT OFFICE STAFF

- Health and safety protocols (81%), Supervisor Support (77%), and achieving work goals (76%) were all areas that received the most positive responses in the survey.
- Questions pertaining to staff wellness, access to information and communication, and workload and capacity were all areas that received the least positive responses in the survey.

"Always keep the lines of communication open and transparent. Let us know what we are up against and what we need to do to make this a better place for the kids of Baltimore City."

SCHOOL-BASED SUPPORT STAFF

- Questions regarding health and safety protocols related to COVID-19 (81% to 90%) received the highest positive response rates across the survey.
- The staff wellness (52%) and access to information and communications (54%) sections of the survey received the lowest positive response rates across the survey.

***Additional survey analysis will be shared at the
February 22 public Board meeting.***

Plan Update

Reconnect. Restore. Reimagine.



Pre-Conditions

City Schools' Health and Safety Protocols: Core Components



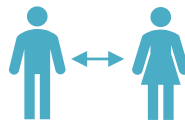
Face Coverings



Hand Hygiene



Symptom Monitoring



Physical Distancing to the Extent Possible



Ventilation and Filtration



Cleaning and Disinfecting



Vaccinations



Asymptomatic Testing



COVID-19 Response (Contact Tracing and Quarantining)

Health & Safety: COVID Response

COVID Response Department

This new department is dedicated to COVID response and will focus on contact tracing, COVID testing, health and safety related policy development, and support to schools around safe in-person learning.

- Testing
 - City Schools has created a comprehensive COVID-19 testing program that includes:
 - Diagnostic or Symptomatic Testing
 - Asymptomatic Weekly Screening Testing
 - “Test to Stay” rapid testing for close contacts
 - City Schools testing program has been nationally recognized as a model for K-12 testing. Over 900,000 thousand tests have been completed to date
- Contact Tracing
 - City Schools has created a contact tracing team to support schools



FACILITY IMPROVEMENTS & SUPPORTS

Operations' Work in Support of Health and Safety



INDOOR AIR QUALITY

- All City Schools managed building have received either higher-efficiency **MERV 13 filter upgrades or portable HEPA air purifiers***
- All City Schools managed buildings have **air scrubbers installed in cafeterias and gymnasiums**



FACILITY UPGRADES

- **21** Schools receiving health suite upgrades
- **27** Schools in design for bathroom renovations (anticipate an additional 25 schools)
- **\$2M** for critical HVAC repairs
- **\$28.8M** for HVAC capital projects with window and door replacement
- **Phase II of Building Automation** for monitoring HVAC systems remotely (Phase I was the installation of temperature sensors)



PPE LOGISTICS

- **\$2.5 million in PPE purchases** since July 2021 including over 2 million masks and 13,000 bottles of sanitizer

*MERV 13 filter are changed approximately every 3 months and portable HEPA air purifiers filters are changed approximately every 6 months

Connectivity & Technology Supports

Devices

- **More than 70,000 Student Chromebooks purchased and ~65,000 distributed** to both schools and students

Technology Support

- **Changed to centralized device distribution** reducing administrative work of schools
- **For the 12x increase in devices**, we are adding extra staff to handle the high-volume "school start" (i.e., early Aug thru mid-Oct) and "school shutdown" (i.e., May-Jun) periods, plus ~20 additional full-time IT support technicians for daily needs

Connectivity

- **More than 21,300 hotspot + Broadband Connections** supporting connectivity for families, plus initiated an evaluation project to ensure these are being used and if not, these units will be redistributed
- **Increased internet speed** from 1gbps to 10gbps (10x the speed per site)
- **Expanded High Speed Connections Between Schools**, with 152 of 175 sites connected (83%); 23 Sites remaining (17%)
- **Reduced Annual Cost** of providing connectivity between all schools & HQ from \$2.8M to \$1.6M (a 43% reduction)
- **Increasing the Total Network “Access Points” from 6,000 to over 10,000**, (roughly a 67% increase) by May 2022





Overarching Commitments

Updates: Elevating Student Voice

Youth Board Forum – October 27, 2021

- Approx. 50 participants
- Topics: navigating mental health through the pandemic, bullying and harassment, gender fluidity and identity

CEO's Youth Leadership Advisory Council

- Active with 11 youth leaders ranging from middle school to recent alumni
- Meet 1-2 times/month
- Participated in CEO Community Conversation focused on students – Dec. 2021
- Provided student input on district policies JBA – reporting discrimination & harassment and JBB – sex-based discrimination

Youth Ambassador Program

- January 2022 launch
- 10 high schools offering two tracks (Social-Emotional Learning and Advocacy)
- Impact project topics will correspond to tracks
- Showcase May 2022

Upcoming Opportunities

- District Budget Forum for Students – January 12, 2022
- FACE Advisory Group: School Family Community Council/Student Workgroup – ongoing monthly meetings
- Youth Up Next pop-ups and listening sessions – launch February 2022
- Spring Youth Board Forum – March 2022
- EOY Survey – May/June 2022



Key Focus Areas for Education Recovery

Strengthening
Decision Making and
Advocacy

High-Quality
Professional Learning
and Training for
Stakeholders and Staff

Building and
Sustaining Authentic
Family-School
Partnerships

Parent-Led Support
Groups

Linking Family
Engagement to
Student Learning and
School Improvement

Parent Cafes

- **Parent-led** safe and welcoming spaces for families to **build community, access resources** and **provide input/feedback**
- **60 school-based staff** and **parent leaders** trained
- Programming available in **Spanish, Swahili and Arabic**

School Family and Community Councils

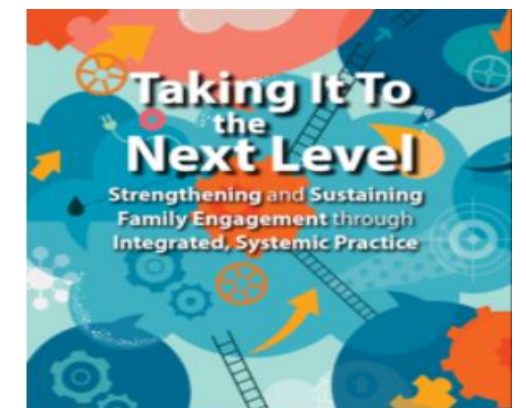
- Relaunching and rebranding SFC Councils
- **Trained 125 SFC Council Chairs** and **Principals** in requirements and best practices
- Identifying **FTE lead strategy** and implementation
- Providing ongoing coaching and guidance to school teams and stakeholders

Citywide FACE Advisory

- Led by—**parents, youth, staff, neighborhood leaders, teachers, partners**
- Co-creating of guidance and implementation plan for revised FCE-KCA Policy
- Focus areas: two-way communication, youth engagement, language access, capacity building, **partnerships** and **volunteers, neighborhood engagement, evaluation** and **assessment** (*e.g. policy rubric, family survey development, etc.*)

FACE Fellowship

- **Intensive coaching, strategy guidance** and planning on **building trusting relationships** and **academic partnerships with families**
- **24 school teams**—parents, leaders, staff, SFC Council Chairs, and community school coordinators/site specialist have been trained in **high-impact strategies for family engagement linked to student learning** as a part of the first cohort
- 2nd cohort launches in February 2022





Professional Learning for Teachers & Leaders

Systemic Professional Development

- August 23rd – 27th – Focused on recovery
- September 24th - Student Learning Plans
- November 5th – Focus on accelerated learning, small group instruction, personalized learning platforms
- February 18th – Upcoming
- May 13th - Upcoming

School Leader STAT Meetings

- October 13th, 20th, 27th – Student Learning Plans
- November 10th – Accelerated & Personalized learning
- December 8th – Personalized learning platforms
- January 12th – Virtual Instruction, Assessment and Curriculum Shifts

Opportunity Culture Initiative

Overview

- Opportunity Culture (OC), currently in 20 City Schools, provides tailored development and support for excellent teachers to lead from their seats by: **Impacting** more students; **Supporting** their teacher colleagues through instructional coaching; **Partnering** with Instructional Leadership Teams to promote equity and excellence for all

Impact

- The mean DIBELS score of students taught by OC teachers increased by at least **100** points
- **62%** of team teachers improved their Teach Key Actions over one year
- **92%** of stakeholders agree / strongly agree that Opportunity Culture supports translate into improvements in instructional practice by teachers

On the Horizon

- Expansion to 8 new schools in SY 2022 – 2023
- Selection of outstanding educators to move into Opportunity Culture roles next school year

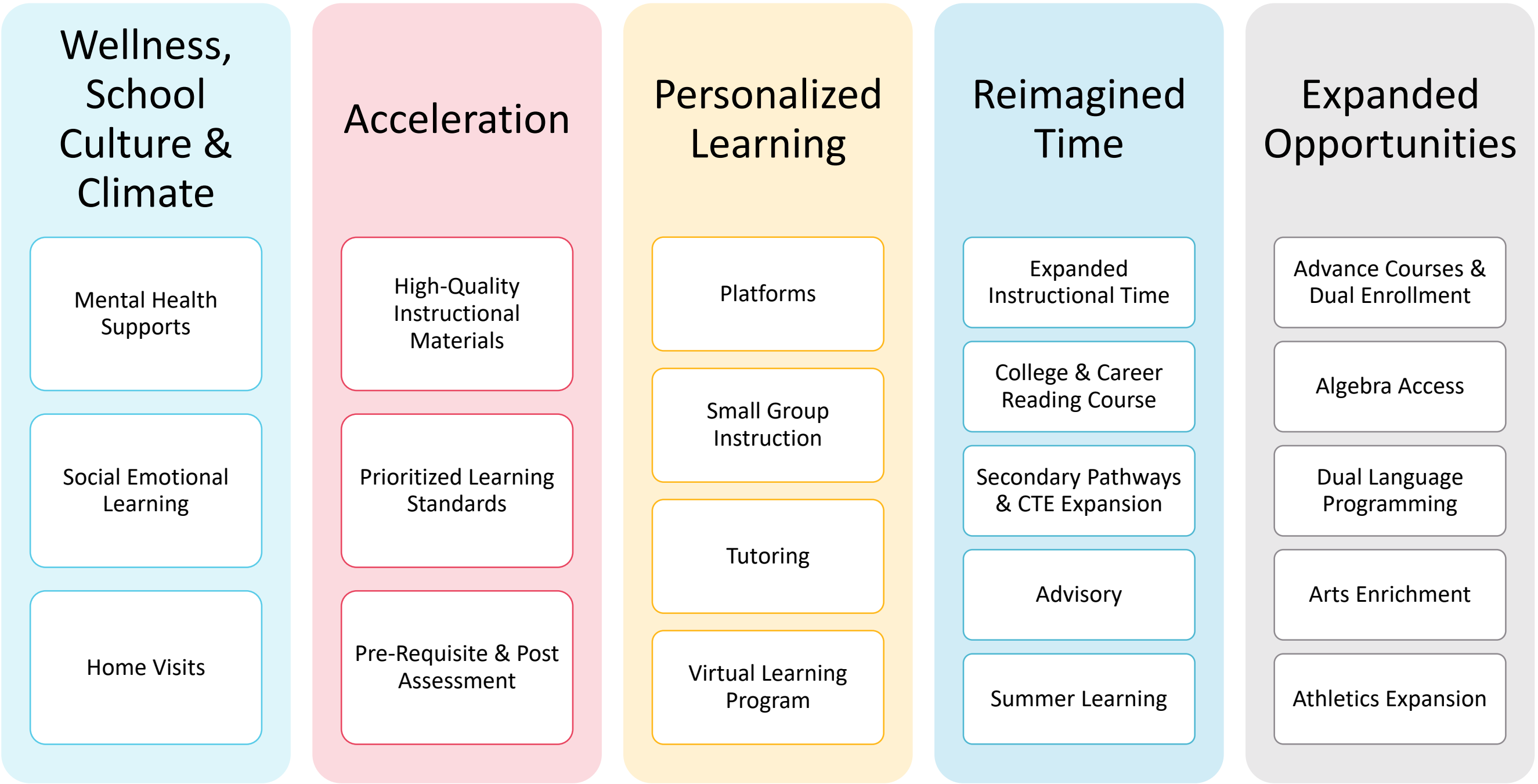




Key Strategies



Unpacking the R3 Key Strategies



In service of & with alignment to...

SLP





Wellness, School Culture & Climate

Reminder - Culture & Climate Domains

Collaborative Leadership

High-Quality Stakeholder Experience

Nurturing Relationships and Well-Being

Schoolwide and Classroom Norms & Routines

Supportive Behavior Approaches

Supportive & Stimulating Learning Environment

School Connectedness & Engagement

Physical & Emotional Safety

Appealing Physical Environment

School Culture & Climate Update

- School culture and climate
 - All schools created plans with 2-5 focus areas
 - Individual school level support for culture and climate
 - 300+ school-based staff (mostly teachers) attended Culture & Climate 101 PD
 - Next: mid-year review within networks, adjustments & development in additional domains
 - Also: 28 schools used the district wide mediations services for 337 students



Focus on Mental and Emotional Health

- Advisory and morning meetings
 - Throughout the district at all schools
 - 45mins/week minimum – Secondary
 - 20 mins/day - PK-5
 - Focus areas have included relationship & community building, bullying prevention (October) and student voice and self-advocacy.
 - Held three trainings for advisory champions with very positive feedback
 - Next: continued resource creation and professional development



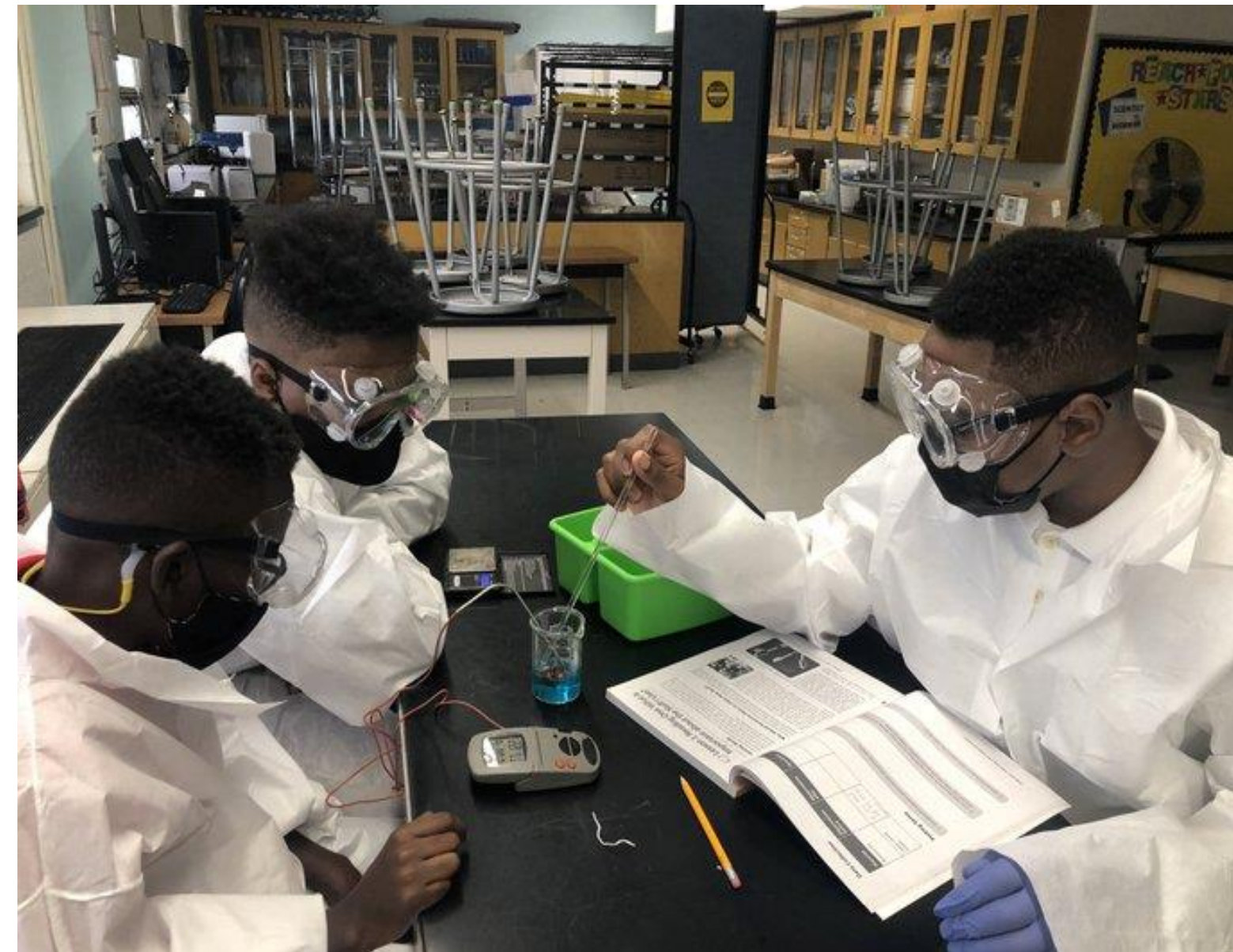
Student Wellness Support Team

- Nurse
- School Social Worker
- School Psychologist
- School Counselor (*where applicable*)
- Expanded School Mental Health (*where applicable*)
- Wholeness Specialist (*where applicable*)
- Family Community Specialist (*where applicable*)



Student Wellness Support Teams

- New emphasis this year: 67% of schools have a functioning team; most schools without are small schools
- Explicit direction around 1st 30 days of introductions so students & families know the supports available
- Theme based assemblies, activities and collaboration for individual student needs
- Next: best practices shared among schools; central supporting schools with barriers, especially for small schools



Focus on Staff Wellness

Modified original or provided additional ½ days throughout the school year to support staff well-being.

- November 5th
- December 8th
- March 18th
- May 16th



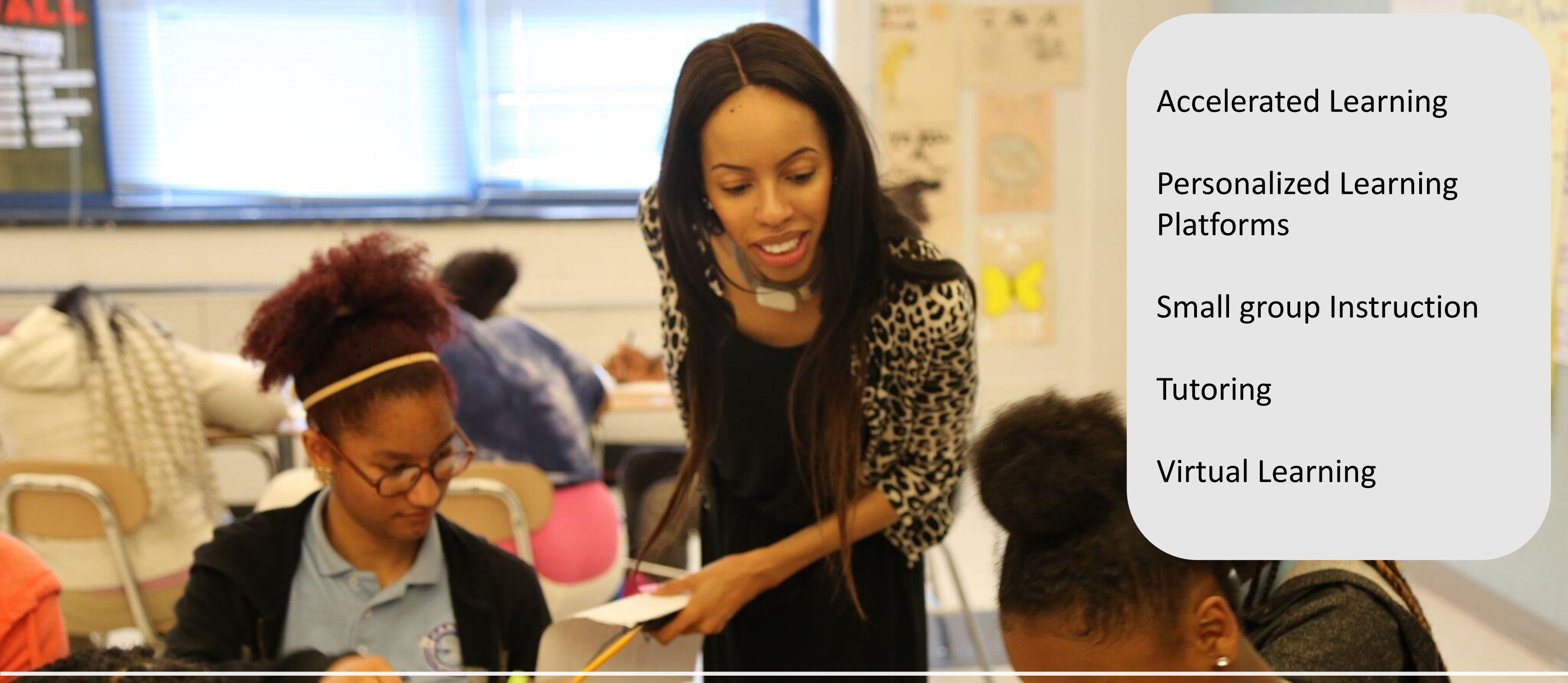


BE WELL

**Baltimore City Public Schools
Employee Wellness Program**

Staff Wellness

- Hosted numerous COVID vaccination clinics
- Conduct COVID intake interviews and contact tracing for over 4,000 cases
- Implemented and enrolled 1,388 employees and 34 family accounts into the Burnalong Wellness App with over 13,000 live and on-demand classes, more than 45 health & wellness categories for the entire family
- Conducted Health for the Holidays District-wide competition
- Held Open Enrollment Benefit Fairs at District Office & Edmondson High School
- Conducted 3 virtual mental health awareness seminars
- New Teacher Institute and New Hire Orientation Be Well Introduction Sessions
- Breast Cancer Awareness Initiative
- Continue to publish and distribute monthly wellness newsletter



Accelerated Learning

Personalized Learning
Platforms

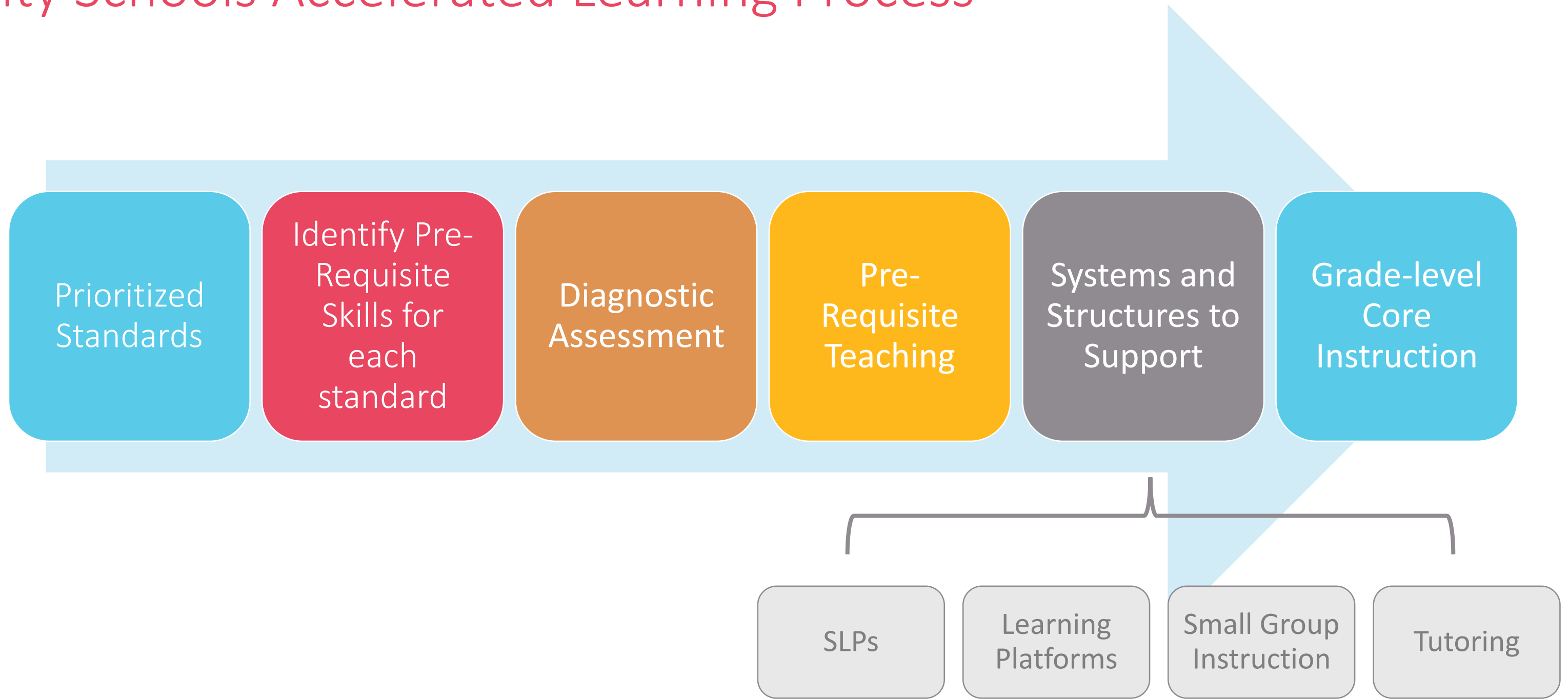
Small group Instruction

Tutoring

Virtual Learning

Acceleration & Personalized Learning

City Schools Accelerated Learning Process



Structures to Support Acceleration

Personalized Learning

- Student Learning Plans
- Personalized Learning Platforms (e.g. Zearn, iREADY, Achieve 3000, Imagine Math, and Amplify)
- Small Group Instruction
- Tutoring
- Virtual Learning Program

Spotlight on Tutoring

High-dosage tutoring is a proven, effective strategy for increasing student outcomes, with a strong research base

- Provided during the school day
- Intensive and at least 2-3 times per week
- Provided by a qualified tutor
- Individualized
- Data-driven
- Provides opportunities for teacher/tutor collaboration

High-dosage tutoring provides students with personalized support while accelerating learning



Spotlight on Tutoring

- 12,307 students in grades K-12 currently receiving tutoring (~16% of all students)
- Centrally coordinated tutoring aligned to 129 traditional schools of all types (K-5, K-8, 6-8, 6-12, 9-12)
- 3 virtual models, 9 in-person models
 - Serve groups of 4 or fewer students
 - Models generally range from 15-minute sessions 2-3x per week to 30-minute sessions 5x per week
- All vendors or programs have ESSA evidence level 1 or 2



Expansion of
Instructional Time

CTE Expansion

Extended Learning
Program

Reimagined Time

Spotlight on the Extended Learning Program

- 91 schools have extended learning programs that have begun or are slated to begin this month
 - Math/Literacy focus areas
 - Springboard
 - Credit Recovery
- Embedded SEL in all programs

Next:

- Continue working with schools based on need, logistics and feasibility





Expanded Athletics

Dual Enrollment

AP Expansion

Algebra Access

Fine Arts

Expanded Enrichment & Academic Opportunities

Spotlight on Expanded Athletic Opportunities

- 45 K-8 schools are now implementing intramural activities
- HS interscholastic fall sports continued: soccer, football, cross country, unified tennis, volleyball

Next:

- Interscholastic activities for middle school are to begin at the end of March—short seasons of track and field, flag football, outdoor bocci, and basketball
- Athletics expansion strategy which will be influenced by the landscape analysis supported by Under Armour and completed through a partnership with the Fund for Educational Excellence and Baltimore's Promise.



Spotlight on Algebra Access for All

36 middle schools with honors courses scheduled

- 41 sections of Algebra 1 in 8th grade
 - Virtual Algebra 1 has 27 students at 9 different schools
- 36 sections of Honors 7th
- 45 sections of Honors 6th

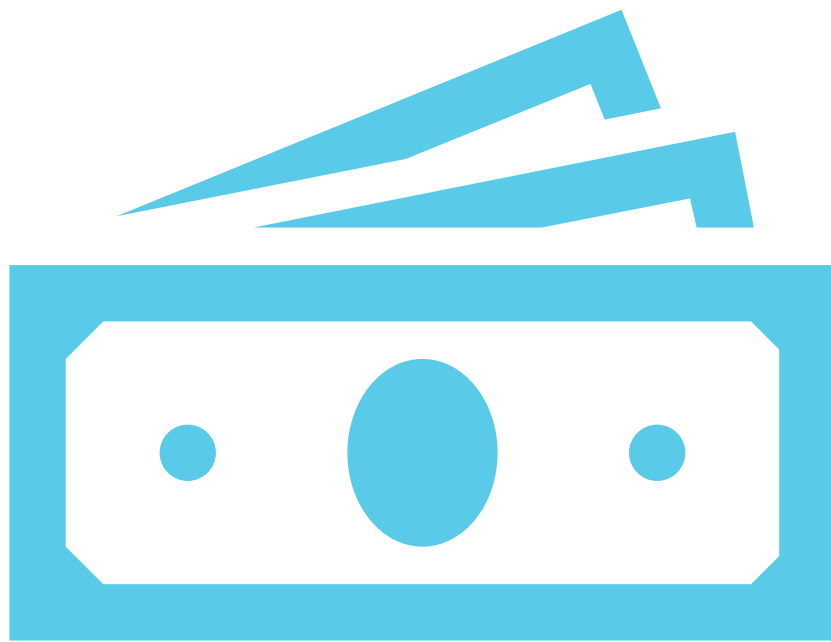
Number of 8th Grade Students Actively Enrolled in Algebra Courses SY 21-22 (as of 1/25/22):	
Algebra I*	1149
Algebra II	1
Total	1150

Alignment to District Spending Priorities

The recovery plan aligns and builds on ongoing priorities in City Schools.

- Board Strategic Priorities
- The Blueprint for Success
 - Literacy
 - Wholeness
 - Leadership
- ESSA Consolidated Strategic Plan Areas of Focus
 - Academic proficiency and growth
 - Culture, Climate, and Attendance





Grant Funds Supporting the Plan

- Funding support for RRR plan activities is accomplished through braiding together multiple Federal and State grants.
- Components of the plan are centrally coordinated and managed for traditional schools, while others provided supplemental resources/services directly to schools.
- Charter schools have been provided with an equitable share of grant resources for which school-level plans are being developed. The only exceptions are the district's COVID testing and contact tracing efforts and Summer 2022 funding.
- We are monitoring our implementation and making adjustments to ensure that we are effectively leveraging these grant funds over the spending period.



Reconnect. Restore. Reimagine.

Funds at School Level

As of 1/12/22, for FY22, **\$89,122,000** in supplemental RRR/COVID support funds/services have been provided directly to individual traditional schools.

Over **\$33.8M** in supplemental grant funding has been added to FY22 school budgets for school-level programming supports in the following area:

- ESSER2 funds for intervention (\$250/student for grades K – 8)
- \$200/student for Arts, Athletics and Enrichment
- \$10,000 for School Culture and School Climate plans
- Temporary employee support (3 temp for schools with < 500 and 4 for those above 500)
- Summer 2021 Attendance Liaison

In addition, **\$55.3 M** in supplemental supports have been provided:

- Facilities upgrades (bathrooms, health suites, HVAC)
 - COVID testing, including Health and Safety Coordinators
 - Tutoring through partners
 - Extended learning program/credit recovery
- BALTIMORE CITY
PUBLIC SCHOOLS**

*In addition, so far we have spent approximately **\$10.3M** on indoor air quality at schools (MERV-13, air purifiers/scrubbers, filters) and **\$44M** on technology and connectivity.*



COVID Funds Provided to Charter/Contract Schools

- Charter and Contract schools have been provided an equitable share of 11 formula state/federal grants totaling \$113,785,929.86.
- Charter and Contract schools benefit from the supports and services funded through an additional 11 COVID grant programs (e.g. summer programming, COVID testing, supports for homeless students, supplemental IDEA funds and expansion of access to Advanced Placement (AP) programming)

How to Resolve Complaints and Other Concerns

- For concerns about academic work, homework, grades, or classroom environment, speak with your child's teacher. If your concern is not resolved after talking with the teacher, contact your school's principal.
- For concerns about school climate and safety, facilities, school budget, or staff members, contact your school's principal.

If your concern is not resolved at the school, the CEO ombudsman can help.

- Call the district office (443-984-2020) to say that you would like to make a complaint or express a concern. You will receive a reference number that you should keep to track the resolution of your complaint or concern.
- You should be contacted within 48 hours. If that does not occur, please call back to 443-984-2020, give your reference number, and ask to be connected with the CEO Ombudsman.
- **The CEO Ombudsman will initiate a review and work with the school and appropriate district offices as needed to help resolve the issue.** This may involve mediation.

BALTIMORE CITY PUBLIC SCHOOLS

BOARD OF SCHOOL COMMISSIONERS

Johnette A. Richardson, *Chair*

Ronald S. McFadden, *Vice-Chair*

Dr. Michelle Harris Bondima

Dr. Durrelle Brooks

Linda M. Chinnia

Ateira M. Griffin

Dr. Martha James-Hassan

Vernon A. Reid

Shantell L. Roberts

Ezra Horwitz, *Student Commissioner*

Christian Gant, Esq., **Board Executive Officer**

SENIOR MANAGEMENT TEAM

Dr. Sonja Brookins Santelises, *Chief Executive Officer*

Joshua I. Civil, *Chief Legal Officer*

Dr. Joan Dabrowski, *Chief Academic Officer*

John L. Davis, Jr., *Chief of Schools*

Christopher Doherty, *Chief Financial Officer*

Sarah Diehl, *Interim Chief Human Capital Officer*

Tina Hike-Hubbard, *Chief of Communications, Engagement,
and Enrollment*

Theresa Jones, *Chief Achievement and Accountability Officer*

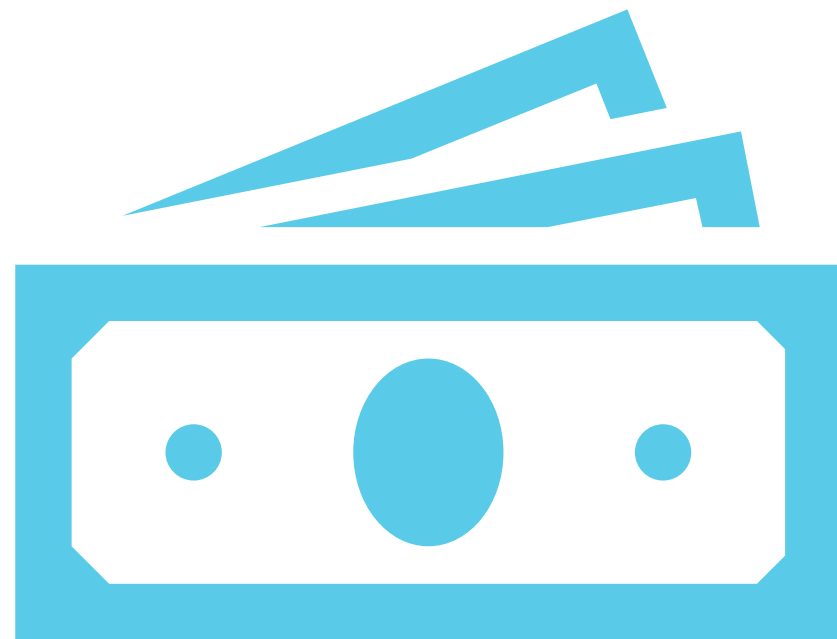
Thomas T. Jones, *Chief Information Technology Officer*

Alison Perkins-Cohen, *Chief of Staff*

Dr. Lynette Washington, *Chief Operating Officer*



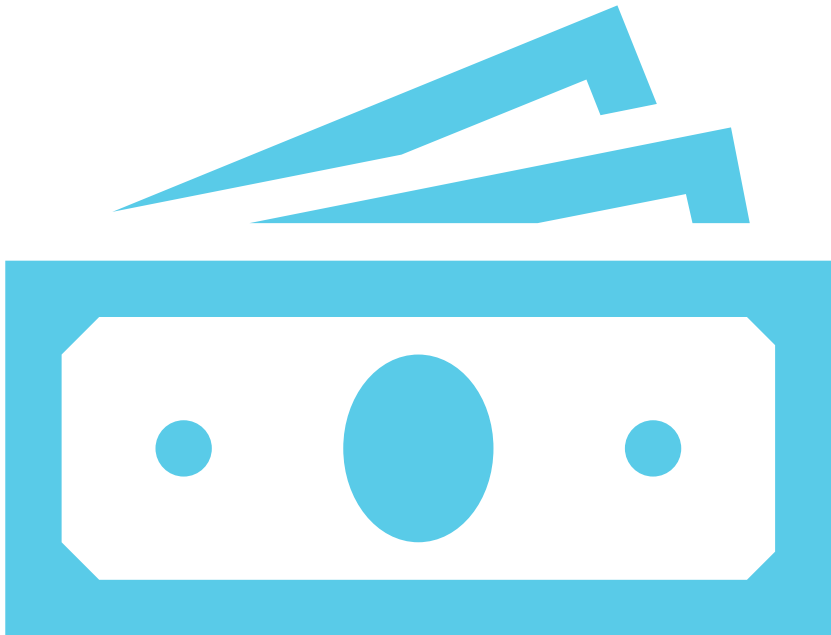
APPENDIX



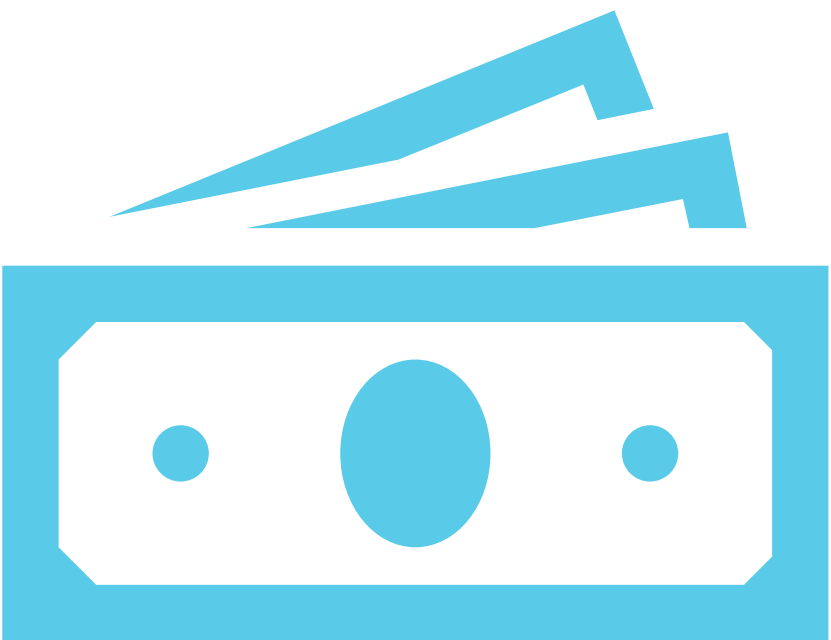
Grant Funds Supporting the Plan

<u>Pre-Conditions: Health & Safety</u>	<u>FY22 Grant Funding</u>
COVID Testing & Contact Tracing	\$36,720,000
Upgrade and renovate school bathrooms	\$23,000,000
Indoor Air Quality	\$12,950,000
HVAC Repairs and Upgrades	\$11,000,000
Temporary employees for in-person support	\$8,873,000
PPE and Logistics Support	\$6,500,000
10 New Buses, Drivers and Aides	\$2,600,000
Increased costs for cab transportation	\$2,071,000
Health Suite Upgrades	\$1,150,000
20 Additional Custodians to Increase Cleaning Capacity	\$985,000

Grant Funds Supporting the Plan



<u>Pre-Conditions: Connectivity & Technology Support</u>	<u>FY22 Grant Funding</u>
Switches and Wireless Infrastructure	\$14,500,000
Student and Staff Devices	\$14,000,000
Online Licenses and Platforms	\$8,700,000
Wi-Fi for Students through Hot Spots	\$5,000,000
Asset Management & Device Support	\$1,115,000



Grant Funds Supporting the Plan

<u>Overarching Commitments</u>	<u>FY22 Grant Funding</u>
Family Engagement Programming	\$850,000
Expanded Translation and Interpretation	\$530,000
Back to School Campaign	\$475,000
Student Voice Initiatives	\$275,000
Professional Learning	\$6,610,000

Grant Funding for Key Strategies

<u>Wellness, School Culture & Climate</u>	<u>FY22 Grant Funding</u>
Expanded Mental Health Clinicians	\$4,600,000
School Culture & Climate Plans	\$3,000,000
Implementation Funds for Culture & Climate Plan	\$1,270,000
Family Support Visits	\$1,120,000
Social Emotional Learning/Wholeness Strategy	\$1,200,000
Attendance Liaisons	\$889,000
Wellness Advisory	\$680,000
Arts as Healing Project	\$182,000

<u>Key Strategies: Expanded Enrichment and Academic Opportunities</u>	<u>FY22 Grant Funding</u>
Arts, Enrichment & Athletics Funds for Schools (~\$200/student)	\$12,426,000
CTE Program Enhancements	\$2,000,000
AP Programming Expansion	\$1,000,000
Ensure At Least 1.0 Fine Arts Teacher	\$477,000
Dual Enrollment	\$450,000
Algebra Access for All Program	\$410,000

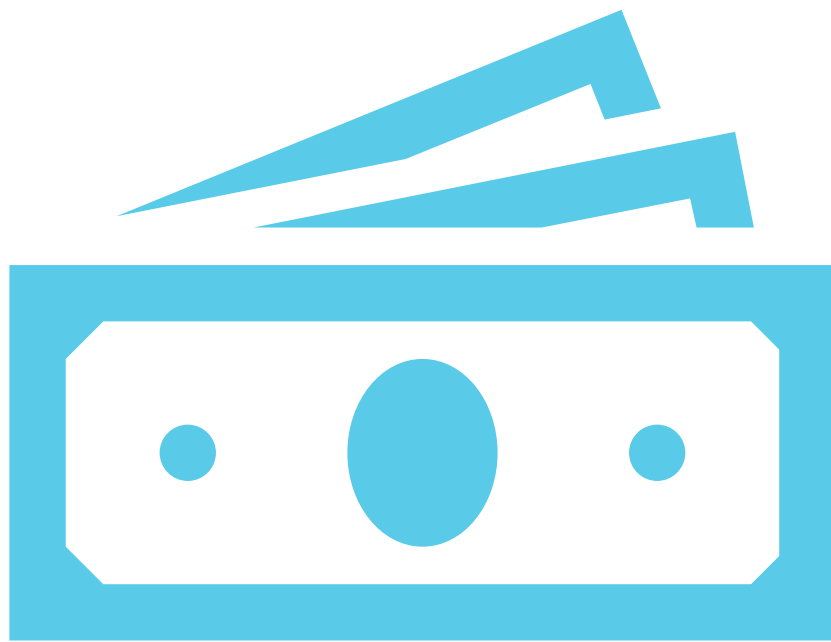
Grant Funding for Key Strategies

<u>Key Strategies: Acceleration</u>	<u>FY22 Grant Funding</u>
iReady ELA and Math	\$1,975,000
New HS ELA Curriculum	\$1,270,000

<u>Key Strategies: Reimagined Time for Students</u>	<u>FY22 Grant Funding</u>
Summer 2021 Programming	\$19,500,000
High School Flexible Course Offerings and Scheduling	\$3,500,000
Secondary Pathways	\$750,000
College and Career Readiness Specialists (start at 10 High Schools)	\$702,000
Student Schedule Updates	\$585,000

<u>Personalized Learning</u>	<u>FY22 Grant Funding</u>
District Coordinated Tutoring Programs	\$24,630,000
Extended Learning Program	\$20,500,000
Virtual Learning Program	\$18,000,000
Supports for Students with Disabilities	\$10,500,000
K - 8 School-Level Tutoring/Intervention Programming (\$250/student)	\$9,995,000
Wit & Wisdom and Eureka Math Materials	\$4,200,000
Supports for Homeless Students	\$640,000
Student Learning Plan Supports	\$475,000

Some Key Additional Investments in FY23 and FY24



- Further expand supplemental social workers and mental health clinicians
- Increase School Counselor FTEs
- Increase Fine Arts Teacher FTEs (*aligned with Fine Arts Strategic Plan*)
- Provide additional paraprofessionals as interventionists
- Expand athletics programming (*will be aligned with long-term athletics plan that is currently being created*)
- Further expand summer programming
- Add teachers for new high school College & Career Language course