TPS 2023-24 Board Goals
Table of Contents

Goal 1: Student Achievement

Goals	Progress Monitoring Plan

1. TPS will ensure students are exposed to the foundational reading skills necessary to read and understand grade-appropriate text (strengthen foundational reading skills development)
    ● Grade level standards & Expectations
    ● Instructional strategies
    ● Efficacy in using instructional resources
    ● ELA performance data
    ● Instructional goals & communicating with stakeholders
	K-8: SchoolWide
	    ● Classroom environment & interactive read aloud (whole group preparation)
	    ● Student use of journals & data collection (small group preparation)
	    ● Selected schools begin to engage in writing calibration
	    ● ESL support - K-8 shift - see Bilingual/ESL section
	K-2: Fundations (tier 1)
	    ● October/November launch
	3: Fundations (tier 2)
	    ● January launch - tentative
	9: Into Literature
	    ● Pilot
	    ● PD & coaching sessions begin
	9-12: Notice & Note book study
	    ● Preparation for instructional & pedagogical focus
	Bilingual/ESL
	    ● Non-certified spaces - sheltered
	    ● Sheltered - English acquisition focus
	    ● LLI - intervention (tier 2) - grades 4-8
	    ● ESL - English only & push-in model, lead whole group (K-6) - co-teaching model
	    ● Dual Language Immersion (DLI) support - DER support
	    ● Bilingual (K-6) - integrated units of study
	K-6: Bridges & EnVision
	    ● Classroom environment
	    ● Whole group instruction: bridges & Solve & Share
	    ● Coaching sessions begin

	K-6 & 7-12 Unified PD series
	- K-6: Lesson structure (beginning, middle, end) - ELA - Gradual release - Sci - Phenomena - Math - Solve & share 7-12: Academic Discourse - Structure - Student-centered environment - Student-centered engagement - Costa's questioning
2. Multi-year goal:TPS will audit the current curriculum, instruction, assessment documents, resources, and programming and ensure they are meeting the needs of different learners (ELLs, SPED, LL) and include the newly adopted standard expectations for selected content areas.	Curriculum: Unified PD Series - UbD stage 1 continues to be a focus: essential questions & transferable knowledge - what do they look like in practice? - Ubd stage 2: start aligning assessments to NJSLS based on student performance data
3. TPS will identify the need for and determine the pilot program of a progress monitoring system that houses student performance data as well as provide the ability for educators to analyze data and inform their instruction.	Data: Informing instruction & decisions about programming - SIA schools - focus areas: division of school & T&L roles - Role of data - what does this mean for instruction? Practice? Delivery? How do we know they are working? - Protocols & expectations - Standardized approach to conversing about data - Training for teachers & administrators

Goal 1: Student Achievement (Technology & Innovation)

Goals	Progress Monitoring Plan
1. By the end of the current academic year, the K-12 technology department will create a 3 year plan to implement a comprehensive Apple Professional Learning and 1:1 iPad initiative that focuses on transforming teaching practices using the SAMR (Substitution, Augmentation, Modification, Redefinition) model to enhance student engagement, personalized learning, and digital literacy skills across all grade levels and subject areas.	- Increase the percentage of teachers who earn an Apple iPad recognition certification through paid summer sessions and continued session during the school year PD time made available by the district - Introduce the SAMR model and related activities during PLCs. school level meeting/PD and district PD time when possible - Have teachers begin to utilize iPad apps into their lesson plans in conjunction with their grade/content specific curriculum / infuse the iPads into the curriculum - Ensure that every student from grades K-8 has access to a personal iPad device for educational use. - Collaborate with Apple Education Learning Specialist to develop a tailored professional development plan that explicitly integrates the SAMR model, addressing the specific needs and goals of each school within the district. - Secure the necessary funding and resources to procure iPads for all students, along with appropriate protective cases and software licenses. - Align all integration with the district's computer specials/elective curriculum and strategic plan to transform teaching practices using the SAMR model. This will help foster digital citizenship, promote critical thinking, and prepare students for a technology-driven future. - Apple Innovative Schools partnership to begin a 3 year instructional technology iPad integration

	program for K-8
	- Full time Professional learning coach to support deployment, training, embedded PD, coaching for true integration of tech - Support for Middle school coaches and Media specialist/ information literacy specialist - More instructional tech PD to be drafted for the 23-24 SY on SAMR and ISTE standards for staff and students (collaboration with T&L) - Development of a technology walkthrough tool to be drafted in collaboration with T&L
2. By the end of the 23-24 SY TPS will establish the development of three fully equipped innovation labs, at least one at each grade span (K-3, 4-6, 7-8), complete with relevant technology, tools, and materials, and provide training for each computer teacher on integrating innovative and hands on activities into their curriculum in order to enhance student achievement through hands-on approach to teaching and learning via active engagement, PBL, real-world applications, critical thinking, collaboration, multisensory learning, retention and recall, innovation and creativity, reflection, 21st century skills and confidence building.	- Identify and select 3 suitable locations for the innovation labs within separate school buildings by the end of September. - Develop a comprehensive list of necessary technology, tools, and materials required for the labs and place order no later than October 15. - Procure and set up the equipment and materials within the established timeframe. - Design a training program for teachers on how to effectively integrate innovative activities into their lessons. - Schedule and conduct training sessions for teaching staff at each building, ensuring they are comfortable with using the innovation lab resources and incorporating them into their teaching. - Monthly evaluate the progress of lab development and teacher training, making adjustments as needed. - Engage building admin and teaching & Learning staff by visiting model innovation labs at nearby school districts (virtually and in person) - Work with each building staff to identify, design and

	implement cross-disciplinary projects in conjunction with the current curriculum ● Annually showcase the completed projects within the school district to celebrate students' achievements and promote the culture of innovation.

Goal 2: Community Engagement/Partnerships

Goals	Progress Monitoring Plan
1. By the end of October 2023 Trenton Public Schools will launch Central Registration at the Board of Education offices.	- Establishing the Central Registration Department: My first objective is to establish a new department dedicated solely to central registration. This would entail defining its structure, roles, and responsibilities. The primary function of this department will be to streamline the registration process, ensuring efficiency and ease of access for all parents/guardians. - Staffing and Training: Staffing the department with skilled secretaries is critical. These professionals will serve as the first point of contact for our parents/guardians during the registration process. Once the team is assembled, we will conduct comprehensive training sessions. These sessions will familiarize them with our systems, processes, and customer service expectations. Ongoing training will be provided to keep them updated on policy changes and to enhance their professional skills. - Integration of Community Resources: Recognizing that some parents/guardians may need additional support, we will establish collaborations with community resources. This could include local social service agencies, health organizations, and

	nonprofits. By facilitating these partnerships, we can provide a support network for families needing additional assistance during the registration process. ● Implementation of a Parent Support System: Alongside our community partnerships, we will create an in-house parent support system. This will provide guidance and assistance to parents/guardians, helping them navigate through the registration process. The support system may include bilingual staff members, dedicated helplines, and informational resources available in various languages. ● Continuous Improvement: To ensure the ongoing success of our central registration department, we will implement regular evaluation processes. Feedback from parents/guardians, staff members, and community partners will be essential in identifying areas for improvement and ensuring our service meets the needs of our community. This strategic plan aims to establish an efficient, supportive central registration department that effectively serves our school district and contributes positively to our community.
2. By June 2024 Trenton Public Schools will expand community schools throughout the district.	● Building the Framework:Our first step will be to outline the scope, objectives, and key elements of our expanded community schools project. This will involve establishing a clear plan for the integration

	of community resources and services into our school district. ● Collaboration with Outside Agencies: To maximize our community impact, we will work closely with outside agencies including social service organizations, health institutions, and local non-profits. Our goal is to develop partnerships that streamline the delivery of vital services to our school community. ● Partnerships with nonprofits and foundations: Recognizing the significant contributions of community nonprofits and foundations to community development, we will seek to establish a strategic partnership with these organizations . Their expertise and resources will be valuable in guiding our community schools project and in aligning our work with the wider community development strategies. ● Integrating Community Resources: We aim to harness local resources to support parents and guardians in need. By connecting them to available services such as adult education, health care, social services, and financial literacy programs, we aim to build a support network that extends beyond the school environment. ● Collaboration with Mercer Street Friends: The community school model implemented by Mercer Street Friends has shown promising results. We plan to collaborate with them to adapt and expand this model in our district. This includes

	incorporating their successful strategies and learning from their challenges. ● Regular Evaluations: To ensure the effectiveness of our community schools project, we will implement regular evaluation procedures. By collecting feedback from parents, guardians, community partners, and school staff, we will identify areas of strength and opportunities for improvement.
3. By June 2024 Trenton Public Schools will expand the Parent Connect Academy Series	● Series Framework Development: Our initial goal is to establish a clear framework for the Parent Connect Academy Series. This will outline the series' scope, key elements, and individual session themes: Job Employment Assistance, Self-Care, Career Readiness, Health/SEL, Computer/Tech Support, and Legal Advisement. ● Collaboration with Local Organizations and Experts: We plan to work with local organizations, businesses, and experts who can provide valuable insights and resources for each theme. These partnerships will enhance the quality and relevance of our series' content, ensuring it meets the needs of our parent community. ● Job Employment Assistance: In this part of the series, we'll collaborate with local employment agencies and career counselors to provide resources on job searching, resume writing, and interview techniques. We'll also provide information about local job opportunities.

	- Self-Care and Health/SEL: Working with health professionals and wellness coaches, we'll organize sessions on physical health, mental well-being, and social-emotional learning. We'll provide practical strategies for stress management, self-care, and creating a balanced lifestyle. - Career Readiness: We'll partner with educational institutions and career development centers to offer workshops on skills development, career planning, and continuing education opportunities. - Computer/Tech Support: In collaboration with local tech organizations or community colleges, we'll conduct workshops to enhance parents' digital literacy and tech skills. This could cover basic computer skills, internet safety, and using technology for educational support. - Legal Advisement: Partnering with local legal aid organizations, we'll arrange sessions to provide legal information and resources. This could cover a range of relevant topics, from housing rights to family law. - Continuous Evaluation and Improvement: After each session, we'll collect feedback from participants to gauge the effectiveness of the series and identify areas for improvement. We'll also periodically review and update the content to ensure its relevance.
4. By June 2024 Trenton Public Schools will increase community engagement with district leadership.	- Trenton Public Schools aims to increase community engagement with district leadership through the

	dedicated efforts of the Family and Community Engagement committee.
	● This goal will be realized by launching 'Trenton Talks' sessions, a series of community forums, alongside regular feedback sessions and outreach events. These endeavors will ensure that every voice in our community is not only heard but also plays a pivotal role in shaping the future of our district.
	● The FACE committee will hold regular meetings where the public is an active participant. These meetings will offer an opportunity for community members to speak directly with committee representatives and district leadership, ensuring that decisions made at the top are reflective of the community's needs and aspirations.
	● These platforms, complemented by feedback sessions and outreach events, are all geared towards creating a more responsive and community-driven school district.

Goal 2: Family and Community Engagement (Communications)

Goals	Progress Monitoring Plan
1. Update parent/guardian contact data by increasing the total number of Parent Portal Accounts in PowerSchool: Triple the number of active parent/guardian accounts in PowerSchool by the end of 2023-24.	• The communication department will collaborate with the school support and technology departments to launch a districtwide contest to increase parent/guardian accounts. • The technology department will populate PowerSchool codes for all schools and will be sent to all principals on Aug. 14 with contest details. • Principals and school staff will hand out codes and letters to Back to School Extravaganza attendees. • TPS staff members will be stationed at the technology department's tent at the Back to School Extravaganza to help families create a parent portal account in PowerSchool. • For those without accounts created, PowerSchool will auto-generate each family's unique code and send it via the emails listed by Wednesday, Sept. 27. • The communication department will monitor parent portal account creations by school and compare to 2022-23 data. • Parent Liaisons and the communication department will create a plan to contact families who need to complete the parent portal registration process. • The communication department will collaborate with the technology department to implement an incentive program that will award the first three schools to reach 60% with an innovation lab
2. Implement a communication student internship program with TCHS and DTHS students:	• Collaborate with TCHS and DTHS to identify 10-15 interested students by the end of September. • Work with the superintendent's office to identify

Interns will be trained on the website, social media coverage, news story creation, and interviews	possible donors/funding for technology devices (social media phones/tablets/cameras) ● Student interns will be trained and able to navigate the website by the end of October. ● The communication department will partner with content area teachers and school administrators to monitor projects and assignments.
3. Launch of the TPS Mobile app with a goal of over 2,500 downloads by the end of the school year.	● The technology department will finalize the purchase of the developer accounts to launch the app through Apple and Google by the end of September. ● Promotional materials will be created once the launch date is finalized by the district's mobile application vendor. ● The communication department will continue to promote the mobile application throughout the school year at the district level through the website, TPS social media channels, and targeted communications to families. ● Each school's designated website administrator will work with the communication department to update school websites with relevant and useful content to feed to the mobile app. ● The TPS mobile application downloads will be tracked monthly by the communication department.
4. To engage students in a districtwide contest to redesign the Trenton Public School District logo.	● The communication department will partner with the Office of Teaching and Learning and the schools to implement this project during the 2023-24 school year. ● Create a committee comprised of board members, students, staff, and key community members to give feedback and assist with judging. ● Coordinate with content supervisors and building administrators to implement project-based learning (PBL) experience based on the logo redesign.

	● Student creations will be featured in district publications, on social media channels, and on the TPS website.
5. Improve user experience for the district and school websites	● The communication department will have all the school websites cleaned and "reset" by the end of August. ● The communication department will monitor school websites weekly to ensure information is routinely updated; district department websites will be reviewed monthly and as needed. ● Schools will work with the communication department to focus on consistently updating the "News" section as this will feed into the mobile app. ● Review current district website traffic data via Google Analytics and compare numbers at the end of the 2023-24 school year. ● Craft communication to families with the intent to drive traffic to the school and/or district websites.
6. Implement a series of professional development (PD) sessions for website, communication, and social media content creation.	● Provide in-person professional development sessions led by our website and communication vendor at the all-district PD days in October and February. Sessions will focus on website navigation, targeted communication, and maximizing the potential of the provided services. ● The communication department will host monthly drop-in Zoom sessions based on recommendations submitted via Google Form surveys. Sessions will be held at various lunch times and after school hours. ● Appointed staff members who have access to the website and communication system will receive the Google Form and have the ability to tailor the drop-in sessions to gain support where needed.

Goal 3: Developing the Whole Child

Goals	Progress Monitoring Plan
1. 100% of school principals will receive professional development designed to build capacity in Trauma Informed Practices with focus on: Connection Building, Truth in Suspensions, and connecting with Parents as Partners.	- K-3 Assistant Superintendent will meet with all principals to discuss expectations and provide information in weekly updates. - K-3 Assistant Superintendent will schedule and conduct quarterly visits and participate in turnkey sessions with school staff around the following themes: - September - Connection Building is Critical with Compassionate Curiosity (include staff and student regulation survey)**- Virtual** - October - Truth Behind Suspension (Pt.1) - November - Truth Behind Suspension (Pt. 2) or Case Study (ID potential challenges, teacher struggles, proactive solutions planning - December - Integrating Restorative Practices with Trauma Informed Practices **- Virtual** - January - Connecting with Parents **- Virtual** - February - Case Study in Action (Parent Partnership ideas that work) - March - Regulation Toolbox share out/practice **- Virtual** - April - Case Study in Action (Parents as Partners) - May - Open Discussion of successes and PoP **- Virtual** - June - Year in Review - K-3 Assistant Superintendent will provide written

	feedback to each principal within a two (2) week period from the date of visit. ● K-3 Assistant Superintendent will conduct informal walkthroughs and provide ongoing, differentiated support to principals.
2. 100% of school principals will identify a "high/frequent flier or student of interest" and create a case study to track and address using a trauma informed lens.	● During a principals meeting we will discuss the case study and share ideas providing peer to peer constructive feedback ● Review and analyze suspension data with staff to inform programming & supports ● Identify what's working and Problems of Practice (PoPs) ● Analyze case study student(s) with principals using discussed trauma protocols.
3. 90% or more of Security Officers and 90% of Safety Officers will be trained in Trauma Informed Practices and learn about the implications of adverse childhood experiences during the 23-34 School Year.	● Provide two (2) hour overview of ACEs and Trauma Informed Practices professional development. ● Collaborate with security vendor to provide best practices when implementing trauma informed care strategies for security officers when addressing students and families ● Work with School Safety Officers to ensure vendor security are implementing strategies when engaging with students and families.
4. 100% of Trenton Public Schools will create a School Climate Team and administer the New Jersey School Climate Improvement Survey to students, parents and staff.	● Provide initial overview of New Jersey School Climate Improvement Survey ● Invite all Principals to the platform ● Monitor creation of school teams ● Meet with School Leadership Team representatives to discuss ● Establish timeline to meet with school climate

	leaders and other pertinent milestones, to include:
	   ○ Data Collecting
	   ○ Analyzing Data
	   ○ Prioritizing Needs
	   ○ Establishing Goals
	      ■ Design
	      ■ Modify
	   ○ Strategic Planning
	      ■ Modify & Pivot as needed

5. By June 30, 2024 All Trenton Public Elementary and Intermediate Schools will have identified student reset locations inside classrooms for 90% K-3, 70% 4-6 grade levels respectively.	● K-3 Assistant Superintendent will schedule and conduct quarterly visits and engage in classroom visits to identify look fors.
6. All 7-12 schools will have evidence of a "reset space/practice" within the school.	● K-3 Assistant Superintendent will meet with all principals to discuss expectations and provide information in weekly updates. ● K-3 Assistant Superintendent will schedule and conduct quarterly visits and engage in classroom/school visits to identify established look fors.
7. 100% of K-6 schools will create a developmentally appropriate schedule offering 40 minutes of Science and Social Studies each day	● Collaborated with the Office of Teaching and Learning (T&L) to ensure instructional minutes core content area subjects are aligned to T&L instructional vision. ● Reallocate minutes for instructional blocks and redistribute the intervention block to allow for daily instruction in Science & Social Studies. ● Coordinated with the Office of Technology and Innovation to ensure compliance with Recess and Physical Education mandate. ● Principals to provide a copy of their final master schedule for review and approval by Asst. Supt.

	● Review all K-6 schedules to ensure alignment with vision.
8. By June 2024, at the completion of year three (3) of implementing Trauma Informed Strategies, teachers who have worked in Trenton since the 2021-2022 SY will report increased confidence when working with students with challenging behaviors.	● Create a Retrospective Trauma Informed Care Survey to measure teacher beliefs, confidence and positive engagement with students who may become/become dysregulated. ● Provide survey link to all principals for implementation in the spring ● Disaggregate the data and report finding

9. Provide intensive school support to Holland, TNGA and TCHS with implementation of Trauma Informed Practices	● Each school will receive three (3), two hour in person visits with Asst, Supt. and consultant to review PoP and provide targeted feedback and support. Planning sessions to occur as follows:
	    ○ Holland -8/29 @ 10:00 am
	    ○ TNGA - 8/29 @ 11:30 am
	    ○ TCHS - 8/30 @ 10:00 am

10. Create a program evaluation process for all incoming programs/partnerships	● Research and review existing program evaluation tools currently utilized within Trenton Public Schools ● Coordinate with Assistant Superintendents to ensure key components are included in draft document ● Meet with Superintendent Earle for feedback on draft ● Revise as needed ● Submit final version for approval
11. Create a structure to increase opportunities for students to engage in conversations/practices related to their school environment	● Disaggregate NJ SCI data to determine student perspective on school climate ● Coordinate with Assistant Superintendents and Principals to explore the creation of Student Advisory Panels for Intermediate, Middle and High

	Schools. ● Develop a vision and criteria for Advisory Panel ● Review proposal with cabinet ● Coordinate with Superintendent to discuss meeting timelines and agenda

Goal 4: Staff Development & Well-Being

Goals	Progress Monitoring Plan
1. At least 90% of district sponsored professional development sessions will be aligned to the strategic goals.	• Create district professional development request form to calibrate professional development sessions to ensure that professional development is aligned to the strategic plan. • Monitor professional development sessions to ensure professional development goals are met.
2. Ensure that the facilitation of all professional development is high quality, engaging, innovative and connected to local expertise.	• Provide district staff access to the Professional Development Feedback form before and after sessions. • Review and monitor results from Professional Development Feedback form. • Disaggregate the data and report findings. • Professional Development turnkey sessions presented by staff will be tracked and monitored to ensure that it increases local expertise and staff capacity. • School/district administrators will attend and participate in all professional development sessions.
3. Increased utilization of the district wide professional development feedback form.	• Modify and implement a Professional Development Feedback Form that is specific to the session topic. • Develop and implement a 30 day post professional development review document. • The Professional Development feedback form will be completed by staff at the conclusion of all district wide professional development sessions.

4. Identify and utilize multiple opportunities to provide professional development.	● Create "Food for Thought, Food for Practice" learning opportunities. Monthly videos and journal articles will be sent to staff monthly for them to read/view on their own time. The videos and journal articles selected can enhance teacher practice, school-home connection, classroom culture and will connect to times in the school year. ● Optional after hours learning opportunities will be planned and offered to district staff. These learning opportunities will focus on the enhancement of teacher practice and student achievement.
5. By June 2024 TPS will organize at least two health and wellness opportunities. These activities will focus on: mental health, physical activity, team building, meditation and counseling.	Optional Opportunities for Wellness will be created and offered to all district staff: ● Mindfulness/Meditation ● Support and Healing ● Line Dancing ● Book Club ● Basketball/Volleyball ● Yoga ● Wellness Walk
6. 100% of all Trenton Public Schools will create and implement CARE Teams (Chronically Absent Response and Engagement Team).	● A CARE Team Student Support Plan Document will be created to monitor case management of identified students. ● Each school will identify members to participate on the CARE Teams. Members must, at least, include: school administrator, guidance counselor, teachers, and parent liaison. ● CARE Teams will submit Meeting Minutes and Agendas ● Reporting out to Attendance Team during monthly meeting ● The district attendance office will develop and

	implement the PIN (Parent In Need) Referral process. This process will include referrals to counseling and outside support.

Goal 5: Facilities/Infrastructure

Goals	Progress Monitoring Plan
1. Districtwide interior LED lighting upgrades	- Collaborate with contractors, architects, engineers, In-house maintenance & custodial staff to monitor goals 50% of District facilities will have LED lighting in auxiliary spaces (corridors, gym, café, etc.). - Completion date - June 2024
2. 50% of District facilities will have LED lighting in auxiliary spaces (corridors, gym, café, etc.). Completion date - June 2024.	- Collaborate with contractors, architects, engineers, In-house maintenance, custodial staff & State officials 25% of all non-instructional auxiliary spaces will have air conditioning (gym, cafe, auditoriums, etc.) - Completion date - June 2024
3. TCU Project at 9th Grade Academy	- Collaborate with project managers, contractors, architects, engineers, custodial staff, code officials and state officials - District has a Certificate of Occupancy and students are occupying the new temporary classroom space. - Completion date - September 2023
4. Districtwide - New Boiler Installation Project	- Collaborate with project managers, contractors, architects, engineers, and custodial staff 50% of District facilities receive upgrades or new installation of the buildings' boilers systems. - Completion date June 2024
5. Improvement in the maintenance and grooming of school grounds	- Collaborate with community partners, head custodians and grounds keepers - Action steps:

	○ <u>Phase I</u> ○ Every school is manicured on a weekly basis ○ <u>Phase II</u> ○ Weeding, hedge trimming, and tree pruning will be done as needed. ○ Completion date June 2024
6. Demolition of the existing old Junior #1 School (MLK Jr)	● Collaborate with contractors, architects, engineers, city code officials, and state officials ● Action steps: ○ Demolition, abatement, and preservation of building materials. ○ The site perimeter is fully fenced. ○ Perform survey and develop demolitions specifications. ○ Solicit demo contractors and perform demolition of the building. ○ Secure and store preservation items. ○ Completion date December 2024

Goal 5: Facilities and Infrastructure (Technology & Innovation)

Goals	Progress Monitoring Plan
1. By the end of the 23-24 SY the Technology Department will execute a comprehensive redesign of the district network aimed at enhancing redundancy and virtualization capabilities, increasing the district's network uptime and a reduction in network management and maintenance costs.	- Streamline and enhance the performance of the school district's Active Directory (AD) by implementing efficient processes and configurations. - Work with Crown Castle the district's fiber optic provider to move the current fiber structure to work with the new redesign of the district network - Redesign of Network Topology for optimal usage and speeds by end of September - Move all fortinet firewalls and existing main switches and DNS servers to the high school, the new location for the district network hub - End of December to complete redesign and restructure - Incorporate a nutanix 4-node virtual server
2. Begin to establish a comprehensive framework to secure network systems and protocols across all schools and administrative offices within the district	- Establish a cybersecurity posture, safeguard the district's digital assets, protect the privacy of all stakeholders, and provide a secure environment for effective teaching and learning. - Begin to remotely manage all district asset through Mobile/Remote device management (MDM) such as Radix for interactive boards, inTune for all windows devices, Google admin console for chromebooks and Jamf for all apple devices

	● Fully password protected wifi with guest network in place by end of next school year across district
	● Development of a 5 year technology plan completed by end of September to ensure continuity, recovery plan is in place and replenishment plan is outlined for all levels technology in district
	● Complete the full integration of the CrowdStrike Falcon platform and deployment of agents across all endpoints within six months, followed by continuous monitoring and optimization throughout the school year.
	● Create multi-factor authentication policies and procedures for all existing and future staff using DUO authentication by end of first quarter.
	● Technology department develops protocols to oversee all technology purchasing request to create uniformity across all district buildings and insure proper management of devices placed on the district network
	● Development of committees to create and monitor the following:
	   ○ Standard Operating Procedures SOP /Policy development
	   ○ Instructional/integration of Tech in the Teaching & Learning
	   ○ CyberSecurity/Network Infrastructure
	   ○ Data analysis
	● Development of SOPs to ensure continuity of services and process by the end of the school year.
	● Malware and virus protection push out to staff and student devices to begin fall of 2023
	● Moving from A1 (lower end MS365) email to A3 email system for more security of emails

3. Full use of our Student Information System (SIS), PowerSchool, not just for grading and attendance but to provide student progress and updates for families and as a platform where teachers can obtain true progres data along with our data management system (Linkit) to monitor progress and drive instruction.	● Custom screens to be updated and streamlined for ease of use for staff and admin by end of the 23-24 SY ● Updated reports for report cards, attendance letters and discipline letters ● Use of forms for sharing of agreements with families via the parent portal, such agreements as the Acceptable Use Policy to be accessed and signed electronically ● Initiative to get more parents on to the parent portal through more PR and training for parents in conjunction with FACE, Communication department and at the school level ● Updating of student information In PowerSchool via yearly re-enrollment form sent to families for updating contact information and address at the end of each school year

GOAL 6: Financial Management

Goals	Progress Monitoring Plan
1. Ensure the budget is aligned with the instructional priorities as well as support school needs, student specific needs, and adequately supports the District's mission, vision, and goals.	This goal will be monitored by reviewing the Strategic Plan, Academic Plan, Instructional Resources,Budget Guidance, Administrative CAP, Prior year budget data, Superintendent, Leadership Team, Department Heads, Principals and School Leadership Teams. Action Steps for preparation of the budget: ● Budget Calendar- November 2023 ● Conversations on Non-negotiables- November 2023 ● Leadership Budget Guidance- November 2023 ● Principal Budget Guidance- January 2024 ● Present Tentative budget to Board Operations Committee - February 2024 ● Request for Proposals/Bids - February 2024 ● Budget Submission- March 2024 ● Budget approved by County Superintendent, County Business Administrator & Board.- March 2024
2. The District will receive the Certificate of Excellence in Financial Reporting issued by the Association of Business Officials International for the 2023 CAFR	This goal will be achieved by auditors reviewing Board Secretary & Treasurer reports, testing purchase orders, testing payroll, testing benefits, testing demographic data, reviewing all policies and procedures.Financial Statements Action Steps: ● District finalizes the audit and financial statements for auditors. - November 2024

	- Public presentation of FY23 Budget to Board Members - December 2023 - Certificate of Excellence Award presented February 2024
3. Full implementation of the additional Payroll/Mailroom Clerk	- Create job description for position. Action Steps: - Create Posting on Agenda - Recommend candidate for position - Completion date November 2023
4. Implement Automated Payroll Agency Checks	- Bank of America will provide training for new procedures - Create Standard Operating Procedure for automation of payroll agency checks Action Steps: - Obtain ACH and banking information from Payroll Agency vendors - Input/Load banking information into Payroll system - File Testing with Bank of America and software provider - Successful automation of agency checks. - Completion date June 2024
5. Training on rules and regulations for Public Contract Law	Train administrative staff on purchasing rules and regulation during Administrative Retreat - August 2023

GOAL 6: Financial Management (Human Resources)

Goals	Progress Monitoring Plan

1. By June 30, The Trenton Public Schools Shall Secure and implement Frontline Education for the following components:
    a. Absence Management
    b. Frontline Central
	● Collaborate with Kelly Services to transfer data from their Frontline database into the new TBOE database.
	● Work with the Business Office to secure funding to add components of Frontline to our current account/system.
	● Collaborate with Frontline to build out a timeline for the district implementation plan.

2. Improve Human Resources Customer Service Response times to within 48-72 business hours:
    a. Tuition Reimbursements
    b. Super Max
	● Continue to train the HR team on the various aspects of all bargaining unit contracts as it pertains to tuition reimbursement and super max.
	● Create a Calendar of Super Max deadlines.
	● Create a Calendar of Tuition Reimbursement deadlines.
	● Create a Q& A for frequently asked questions related to tuition reimbursement for distribution to all staff.
	● Collaborate with the Business Office to create standard operating procedures to monitor tuition reimbursement distribution.
	● Collaborate with IT to create a compliance module to share with the HR team and implement usage.

3. Implement procedures to reduce the number of NJ Smart Fall Staff Member Identification ("SMID") snapshot report errors so that they are below 5%	● During the month of September collaborate with IT to run weekly SMID reports in the NJ Smart portal to commence corrections. ● Work with Edumet consultant to run preliminary reports in Edumet so that the HR team can commence cleaning up the date before portal submission begins. ● Conduct weekly HR team meetings to refresh all on SMID compliance and implementation into Edumet data corrections. ● Create a calendar of Edumet & NJ Smart portal submissions.
4. Streamline the Onboarding process for New Hire staff.	● Purchase and implement the usage of Frontline Central to reduce the amount of physical paperwork. ● Increase the amount of electronic communications with other districts/employers in order to improve new hire clearance turnaround time/experience (i.e., child abuse sexual misconduct forms and verification of employment). ● Utilize Frontline for the distribution, collection and monitoring of contracts. ● Streamline the integration of new employees into Frontline for easier use of absence management. ● Utilize Frontline to track employee separation from the district.
5. Expand Human Resources Recruiting Efforts	● Increase the usage of Handshake to market the district to larger groups of college students throughout the country.

	● Attending, marketing and recruiting staff at in-person and virtual career fairs year-round (in and out of state). ● Attend targeted career fairs at HBCUs and universities/colleges with a high concentration of bilingual student population. ● Host multiple in-district hiring events. ● Hire a Recruiting & Retention Manager to oversee recruiting, retention and tracking staff turnover. ● Finalize creation and implementation of Mentor of the Month program.
6. Establish a Districtwide 504 Committee	● Establish a 504 Committee to assist employees with accommodation needs. ● Structure monthly meetings with the committee to address staff requests in a timely manner.

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Goal 7: Legal

Goals	Progress Monitoring Plan
1. Negotiate and update electronic copies of all collective bargaining agreements ("CBA") for bargaining units throughout the district.	- Complete negotiations on all outstanding contracts - Update and disseminate existing active contracts/salary guides to all applicable stakeholders - Ensure that all CBAs are prominently displayed and available on the district's website. - Establish process so that all contracts will be updated within 60 days of the completion of negotiations
2. Create Standard Operating Procedures for Non-Affiliated Staff	Develop district policy and salary bands to guide the employment, retention, promotion, separation, vacation and other terms of employment related to non-affiliated staff.
3. Comprehensive Update of District Policy Manual	- Over the next 12 months, update all district policies and regulations. - Collaborate with applicable administrative stakeholders to ensure that amendments are in alignment with district goals and practices. - Secure board approval for finalized district policy and regulation updates. - Ensure that all policies and regulations are updated and available on the district's website.

4. Provide Quarterly Training to District Staff Ensure District Compliance with Federal, State and Regulator policies and Procedures.	- Provide district administrators with training on how to conduct staff investigations; how to administer progressive discipline and the documentation process. - Educate staff on federal and state regulatory changes that may impact practices and procedures. - Update staff on applicable case law.
5. Achieve greater compliance with grievance timelines	- Establish a singular list of grievances by October 1, 2023 - Resolve grievances efficiently and timely