

River Forest District 90 Strategic Action Objectives, FINAL
Aligned with *District 90 Strategic Plan (2020-25)*

2023-24

Action objective plans will be drafted in the form of SMART goals. Metrics or specific deliverables will be used to determine progress toward goals or attainment.

1. Implement School Improvement Planning for Academic Improvement :

Develop and launch new school improvement planning process for implementation during upcoming school year (2023-24), with the ultimate goal of obtaining the ISBE summative designation of “Exemplary” for all D90 schools. *Link to Strategic Plan: Goal Three – Improve opportunities for staff collaboration, engagement, innovation, and use of data.*

Recommended administrative leadership – Hawley, Garstki, Wood, Godfrey

2. Launch D90 Literacy Curriculum/Program Review:

Launch comprehensive District 90 Literacy Curriculum/Program Review, focusing on investigation and adoption of curriculum materials, review of best practices in reading instruction, and alignment with forthcoming literacy directives from Illinois State Board of Education, with the ultimate goal of improving student performance as measured by MAP and IAR assessment performance. *Link to Strategic Plan: Goal One – Clarify grade level academic and non-academic curricular expectations for students and their families; Goal Two – Provide an equitable, high-quality education for all students.*

Recommended administrative leadership – Hawley, Lubeck, Steketee, Gerges

3. Refine Communications Plan, Emphasizing Finance and Instruction:

Establish updated *D90 Communications Plan* with topics of finance and student instruction as focal areas. *Link to Strategic Plan: Goal Four – Enhance parent engagement, partnerships, supports, and education about District performance and initiatives.*

Recommended administrative leadership – Rath, Condon

4. Develop “Equity Action Plan”:

Develop Equity Action Plan (EAP) to ensure alignment of actions and commitment to identified Board of Education equity goals. *Link to Strategic Plan: Goal Two – Provide an equitable, high-quality education for all students; Goal Five – Ensure that resources are expended in an equitable manner to maximize opportunities for all learners.*

Recommended administrative leadership - Condon

5. Conduct School Safety and Security Review:

Conduct comprehensive School Safety and Security Review process in partnership with internal stakeholders and emergency responders and implement findings. *Link to Strategic Plan: Goal Four – Enhance community partnerships with local agencies, business, and high school partners to improve the quality of real-world learning experiences; Goal Five – Upgrade existing facilities to create progressive and productive learning and working environments.*

Recommended administrative leadership – Cozzi, Condon, Martin

6. Develop Financial Plan for Deficit-Reduction:

Facilitate the creation of a financial plan designed to identify and remediate deficit spending. *Link to Strategic Plan: Goal Five – Ensure that resources are expended in an equitable manner to maximize opportunities for all learners.*

Recommended administrative leadership - Cozzi

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Strategic Action Objective Plan Template

Strategic Action Objective: Develop and launch a District and School Improvement Planning process for implementation during 2023-24 school year, with the ultimate goal of obtaining the ISBE summative designation of “Exemplary” for all D90 schools.

Oversight Group: Principals, Assistant Superintendent of Instruction		Relevant Data Sources: Measures of Academic Progress (MAP), Illinois Assessment for Readiness (IAR), local assessment data		Anticipated Completion Date: June 1, 2024
Activities to Implement the Objective:	Person(s) Accountable	Timeline Beg./End	Resources Needed: (Time, Professional Development, Supplies, etc.)	Anticipated Outcome/Measurement
1. District and School Improvement Plan Retreat	Administrative Team	August 2023	West 40 ISC collaboration, time, professional learning, high-level data summaries, DIP/SIP template	Establish purpose, vision, and process for the development of District and School Improvement plans, initial review of data, align draft goals with Board of Education annual strategic objectives
2. Establish School Improvement Plan Teams at Each Building	Principals	Early September, 2023	Established planning/meeting times	Each School Improvement Team shall be composed of a range of grade level and content area representatives
3. Draft SIP SMART and/or CLEAR goals, develop action plans and metrics for each goal	Principals and SIP Teams	September, 2023	School-based standardized and local data, SIP template, time	Individual draft School Improvement Plans

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4. Revise School Improvement Plan	Principals and SIP Teams	Early October, 2023	Time	Finalized School Improvement Plans
5. Share District and School Improvement Plans with Board of Education and community	Principals, Asst. Supt. for Instruction	October 2023 BOE Meeting	Time	Provide School Improvement Plan overview of goals and action plans for the 2023-24 school year
6. Implement School Improvement Plans	Principals, SIP Teams, Instructional Specialists, Teachers	October - January, 2024	Monthly SIP Team meetings, grade level/department meetings, Instructional coaching	Implementation of plans and monthly monitoring of process/progress toward established goals
7. Present District and School Improvement Plan <i>Mid-Year Update</i> to the Board of Education	Principals, Asst. Supt. for Instruction	February, 2024	None	Provide Board of Education with an update regarding progress toward goals, revision of goals, development of new goals, if applicable
8. Continued Implementation of School Improvement Plans	Principals, SIP Team, Instructional Specialists	February - May, 2024	Monthly SIP Team meetings, grade level/department meetings, Instructional coaching	Implementation of plans and monthly monitoring of progress toward established goals
9. Present District and School Improvement Plan <i>End-of-Year Update</i> to the Board of Education	Principals, Asst. Supt. for Instruction	June, 2024	None	Provide Board of Education with a summary of progress for the 2023-24 school year and review of next steps for coming year

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10. Engage in District and School Improvement Planning for the 2024-25 School Year	Principals and SIP Team	Summer, 2024	Standardized testing results and local data, SIP template, feedback from 2023-24 process, time	Developed draft plans for 2024-25 school year
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Strategic Action Objective Plan Template

Strategic Action Objective: Launch comprehensive District 90 Literacy Curriculum/Program Review, focusing on investigation and adoption of curriculum materials, review of best practices in reading instruction, and alignment with forthcoming literacy directives from Illinois State Board of Education, with the ultimate goal of improving student performance as measured by MAP and IAR assessment performance.				
Oversight Group: Team Leaders, Administrative Team, Board of Education Education Committee		Relevant Data Sources: Education research, ISBE Literacy Framework, ISBE recommended rubric for resource selection		Anticipated Completion Date: Winter 2025
Activities to Implement the Objective:	Person(s) Accountable	Timeline Beg./End	Resources Needed: (Time, Professional Development, Supplies, etc.)	Anticipated Outcome/Measurement
1. Establish Literacy Committee Membership for 2023-24 School Year	Assistant Superintendent for Instruction	August - early September, 2023	Time	The D90 Literacy Committee will be composed of English Language Arts classroom teachers, special education teachers, reading specialists, instructional specialists, an EL representative, and administrators. Committee representation will span all grade-levels and incorporate both middle and elementary school perspectives.
2. Review of Education Research and Evidence-Based Best Practices for Reading	D90 Literacy Committee	September - December, 2023	Peer reviewed research studies and meta-analyses, development of spreadsheet to provide live links to research and high-level summaries of studies, Time	The D90 Committee will review reading research related to phonemic awareness, phonics instruction, fluency, comprehension, word study/vocabulary, and English language development for EL students. Committee will establish a

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<p>3. Develop and Distribute a Middle School Reading Survey to all Students in Grades 5-8</p>	<p>Assistant Superintendent, RMS Literacy Coach, Instructional Specialists, D90 Lit. Committee</p>	<p>September 2023</p>	<p>Google Form, Time</p>	<p>spreadsheet with live links to provide open access to the research. Survey is intended to garner a better understanding of student reading habits, and of the range/volume of reading students are doing inside and outside of the classroom.</p>
<p>4. Identify High-Quality Instructional Materials for Committee Review</p>	<p>Assistant Superintendent of Instruction, RMS Literacy Coach, Instructional Specialists, D90 Literacy Committee</p>	<p>September - December 2023</p>	<p>Ed. Reports, survey of comparable districts, Time</p>	<p>The committee will research reading materials available in the marketplace, review Ed. Reports analysis, and survey programs being used or considered in surrounding districts.</p>
<p>5. Review Illinois State Board of Education Literacy Framework</p>	<p>D90 Literacy Committee</p>	<p>January - February 2024</p>	<p>Time</p>	<p>Evaluate the ISBE framework relative to current practices in D90, identify areas that merit development or enhancement, identify any resources the framework recommends if not previously identified by committee.</p>

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6. Review and Paper Screen Current D90 Literacy Curriculum Materials and Gather Classroom Data	D90 Literacy Committee	Spring 2024	ISBE-recommended rubric, Time	D90 Committee will screen current literacy materials for alignment to Illinois Learning Standards and evidence-based practices.
7. Review and Paper Screen Proposed Literacy Programs/Instructional Materials to Prepare for Fall 2024 Pilot Process	D90 Literacy Committee, D90 Literacy Sub-committees	Spring 2024	ISBE-recommended rubric, Time	D90 committee will paper screen approximately five programs for alignment to standards and evidence-based practices, with the intention of piloting the two highest scoring programs Fall 2024
8. Prepare for and Process Literacy Materials for Classroom Pilot	Asst. Superintendent, Instructional Specialists, Principals, AP's	June - August 2024	Text materials, resources delivered/onsite, Time	Materials inventoried, processed and delivered to instructional faculty and specialists
9. Conduct Literacy Materials Classroom Pilot	D90 Committee members, volunteer K- 8 English language arts classroom teachers	Fall 2024	ISBE-recommended rubric, Time	The two programs/sets of materials that received the two highest paper screen scores will be piloted in classrooms. Pilot will be conducted in two classrooms per grade level per school. Pilot members may be current D90 Literacy Committee members and/or other volunteer English Language Arts teachers. One instructional unit per program will be implemented in pilot classrooms.

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<p>10. Review of Classroom Pilot Data</p>	<p>Assistant Superintendent of Instruction, RMS Literacy Coach, Instructional Specialists, D90 Literacy Committee</p>	<p>Late Fall 2024</p>	<p>Completed pilot rubrics with quantitative and qualitative data, Time</p>	<p>Analysis of classroom pilot data will be provided for the D90 Committee to determine consensus recommendation to the Board of Education.</p>
<p>11. Present D90 Literacy Committee Consensus Recommendation to the Board of Education</p>	<p>D90 Literacy Committee</p>	<p>December 2024</p>	<p>None</p>	<p>D90 Literacy Committee will present the results of the classroom pilot and the committee’s consensus recommendation for K-8 literacy materials adoption to Board and community</p>
<p>12. Develop Implementation and Professional Learning Plan for Recommended Materials</p>	<p>Assistant Superintendent of Instruction, RMS Literacy Coach, Instructional Specialists, D90 Literacy Committee</p>	<p>Late Winter - Early Spring, 2025</p>	<p>Distribution of selected instructional materials, development of implementation and professional development plans</p>	<p>Classroom teachers will be provided with an implementation plan, instructional expectations, and a professional learning plan to incorporate instructional materials into K-8 classrooms.</p>

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Strategic Action Objective: Establish updated D90 Communications Plan with topics of finance and student instruction as focal areas.				
Oversight Group: Board of Education, Communications Committee, Administrative Team Members		Relevant Data Sources: Parent/family perception survey data, anecdotal feedback from all stakeholders and stakeholder groups		Anticipated Completion Date: May 2024
Activities to Implement the Objective:	Person(s) Accountable	Timeline Beg./End	Resources Needed: (Time, Professional Development, Supplies, etc.)	Anticipated Outcome/Measurement
1. Complete successful onboarding of new Director of Communications	Condon	Sep. 2023 – Nov. 2023	Time, Technology Resources	Communication Director indicates that her foundational orientation needs have been met
2. Complete revisions of District 90 website	O’Toole, Rath	August 2023 – Jan. 2024	Time, Access to website development team, financial resources	New website unveiled demonstrating improved accessibility/functionality
3. Communications Committee reviews and approves Rytech consulting recommendations	Avalos, Condon, Rath	Sep. 2023	Time	Revised Communications Plan components identified applying new communications strategies (i.e. increased social media focus, etc.)
4. Revised District 90 Communications Plan established; focal areas include instruction and District finances	Rath, Condon ADCO members	Oct. 2023 – May 2024	Time, financial resources	Revised Communications Plan established and implemented
5. Implementation of Communications Plan evaluated to identify areas of refinement	Rath, Condon ADCO Members	May 2024 – June 2024	Time, access to survey instrument(s), stakeholder feedback	Revised Communications Plan evaluated by stakeholders, feedback data informs ongoing refinements

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Strategic Action Objective: Develop Equity Action Plan (EAP) to ensure alignment of actions and commitment to identified Board of Education equity goals.				
Oversight Group: Board of Education, Board Equity Committee, Inclusiveness Advisory Board (IAB), Administrative Team members		Relevant Data Sources: Biennial inclusiveness survey data, established Equity Committee goals and directives, professional development feedback, IAB-identified deliverables.		Anticipated Completion Date: June 2024
Activities to Implement the Objective:	Person(s) Accountable	Timeline Beg./End	Resources Needed: (Time, Professional Development, Supplies, etc.)	Anticipated Outcome/Measurement
1. Establish Equity Action Plan (EAP) facilitation agreement with Systemic Ed Equity, LLC	Condon	October '24	Time, Financial resources	Established service agreement
2. Identify and convene diverse EAP committee (District Equity Leadership Team: DELT)	Condon, Dubiel	January '24	Time	Committee roster
3. Complete needs assessment and review findings	DELT	February '24	Time, Survey instrument	Survey findings – will be used to determine sub-group goals
4. Establish sub-group strands; identify areas of opportunity (Systems, Teaching and Learning, Student Voice, Family and Community, Profess. Develop.)	DELT	March – April '24	Meeting time, Meeting resources (space, materials, etc.)	Aligned compendium of desired actions and outcomes
5. Each strand isolates singular goal; develops and proposes implementation plan to BOE	DELT, Condon, Dubiel	May – June '24	Time	Board recommendation with 5 goals; each goal includes specific metrics evidencing success

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Strategic Action Objective: Conduct comprehensive School Safety and Security Review process in partnership with internal stakeholders and emergency responders and implement findings.				
Oversight Group: Board of Education, School Safety and Security Review Committee (SSSRC), Administrative Team Members		Relevant Data Sources: Evidence on best practices from public safety authorities, School safety audit findings, anecdotal feedback from staff members		Anticipated Completion Date: Recommendations completed for Board consideration in January 2024; Implementation of recommendations phased from January-September 2024
Activities to Implement the Objective:	Person(s) Accountable	Timeline Beg./End	Resources Needed: (Time, Professional Development, Supplies, etc.)	Anticipated Outcome/Measurement
1. Solicit committee members from target stakeholder groups.	Cozzi, Condon	Sept. 2023	Time	Committee membership established
2. Convene committee and working parameters; establish area-specific sub-committees.	Cozzi, Condon, Martin	Sept. 2023	Time, Meeting Resource Materials	Sub-committees established and work in process
3. Assess current safety elements and conditions across District.	Independent safety auditor	Oct. 2023	Time, Finances	Completed safety audit
4. Investigate current “best practices” in school safety and security with first responders.	SSSRC, VoRF First Responders	Oct. – Nov. 2023	Time, Access to industry and consultant recommendations	Compendium of research-based “best practices” in school safety/security
5. Determine recommendations to improve safety and security across school community.	SSSRC	Dec. – Jan. 2024	Time, Access to industry and consultant recommendations	Draft recommendations complete
6. Communicate ongoing progress throughout to stakeholders.	Condon, Rath	Sept. – Jan. 2024	Time, Access to information about committee progress	Timely and accurate messaging to school community about progress

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7. Present Committee recommendations to Board of Education for consideration and approval.	Cozzi, Condon, Martin, SSSRC	Jan. 2024	Time	Board consideration/deliberation and approval of recommendations
8. Form implementation teams to address and implement approved recommendations.	Cozzi, Condon, Martin, ADCO	Feb. 2024	Time, Financial Resources	Implementation Teams established; Approved recommendations completed/revised procedures in place
9. Report continued progress to Board of Education and school community.	Condon, Cozzi, Rath	Feb. – Sep. 2024	Time, Access to information about Implementation Team progress	Timely and accurate messaging to Board and school community about progress

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Strategic Action Objective: <i>Facilitate the creation of a financial plan designed to identify and remediate deficit spending.</i>				
Oversight Group: <i>Board of Education Finance Committee, Administrative Team</i>		Relevant Data Sources: -Illinois Program Accounting Manual -ISBE Form 50-36 Deficit Reduction Plan -District Long-Range Financial Plan -Input from Administrative Team on suggested efficiencies -Annual ESSA Site-Based Expenditure Reports -Operating Expenditure per Pupil Calculation (AFR) -Internal Trial Balances		Anticipated Completion Date: <i>Annual</i>
Activities to Implement the Objective:	Person(s) Accountable	Timeline Beg./End	Resources Needed: (Time, Professional Development, Supplies, etc.)	Anticipated Outcome/Measurement
Adopt proposed tentative budget for 23-24 fiscal year	Chief Operations Officer, ADCO, Board Finance Committee	9/18/23	- Time, input from ADCO NOTE: First draft began in early April, which already includes immediate personnel efficiency recommendations from ADCO	Final draft of 23/24 budget to present to Board of Education at 9/18/23 Board meeting for formal adoption
Prepare long-range financial projections	Chief Operations Officer	Nov 2023	- Time	Proposed Long Range Financial Projections
Formation of list of potential efficiencies (personnel and non-personnel) using long-range financial projections as a baseline	Chief Operations Officer, ADCO	Nov 2023 – Feb 2024	- Time to collaborate - Time to identify initiatives that have run their course - Time to prioritize	First draft of list of efficiencies to present to Finance Committee

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<p>Model efficiencies into draft long-range financial projections and other documents (draft ESSA Site-Based Exp. Report, draft AFR OEPP calculation, etc.) to analyze metrics for potential Board Policy changes</p>	<p>Chief Operations Officer, ADCO</p>	<p>Feb 2024 – Mar 2024</p>	<p>- Time</p>	<p>Draft long-range financial projections, draft site-based exp. report and draft OEPP calculation</p>
<p>Board discussion and decision on potential balanced budget policy and any potential other new policies</p>	<p>Chief Operations Officer, BOE</p>	<p>Mar 2024</p>	<p>- Time</p>	<p>Balanced budget and other potential new policies, if necessary</p>
<p>Establish a formalized process of budget requisition for significant expenditure additions (Personnel, Instructional or Capital)</p>	<p>Chief Operations Officer, ADCO</p>	<p>April 2024</p>	<p>- Time</p>	<p>Formalized budget request process/forms</p>

- Each year, the results of this action objective plan will be analyzed to determine if the formation of a future Fiscal Action Team is necessary.