Brookfield Public Schools

"Create Your Tomorrow"

Dear Brookfield Community,   April 25, 2018

It is with sincere appreciation that I write to you.

As we near the final stretch of another school year I have been reflecting upon the past three years, specifically, where we have been and the direction in which we are headed. I am extremely proud of what we have accomplished in such a short time together. Our collective efforts have been cohesively focused on providing a world class education for all Brookfield students.

Recently, as an outgrowth of reporting on the accomplishments of the Strategic Coherence Plan to the Board of Education, the leadership team organized a summary of the accomplishments achieved over the past few years and the ambitious objectives for the upcoming three years. The Strategic Planning Matrix (attached) is organized by year and according to the following categories:

- Programs & Instruction
- School Improvement Grant
- Professional Learning
- Assessment
- Curriculum Development
- Staffing & Organization
- Finance & Operations
- Technology
- Facilities

The Strategic Planning Matrix provides a historical record of achievements in service to the Strategic Coherence Plan. It also serves as a guiding document for resource allocation of concrete, action items to complete over the next several years necessary to accomplish the goals of the Strategic Coherence Plan.

I extend a special thanks to the educators, elected officials and community members who have made these accomplishments possible.

Please accept my best wishes for a wonderful spring season.

Gratefully,

Dr. John W. Barile
Superintendent

Five Year Strategic Planning Matrix- Revised 4/25/18

* Denotes Terms that May Be Found in the Glossary at the End of the Document

Plan Components	2016-17	2017-18	2018-19	2019-20	2020-21
PROGRAMS & INSTRUCTION	• Open Court Reading Foundations K-3 • *TC Reading K-5 • TC Writing K-8 • Math K-8 • Plan for BHS World Language Lab • Concussion Baseline Testing	• Dream, Design, Do Technology Education Program Pilot 5-8 • Implement BHS World Language Lab • *RULER CES/HHES/WMS Adult Training • *NGSS Smithsonian Spring Pilot K-8 • *Sonday Reading-Intervention K-12 • Master Scheduling Committee BHS • Restructure 5th Grade Team Model • New Middle School Schedule • Increase Social Studies instructional Time- 5-6 • Increase Kindergarten Instructional Time • Establish Handwriting Protocol K-2	• Begin Implementation of Science K-12 • Social Studies K-12 • Classroom Libraries • Dream, Design, Do Program Implementation Technology Education Classes 5-8 • * In Depth Program Review of "Non Core 4" Subject Areas • Evaluate World Language Needs • RULER Continued Adult Training- Implement with Students • *Renzulli Enrichment Needs Assessment • Consider Parent University for Spring Handwriting Program K-3 • Explore/Pilot Elementary Team Teaching Model • Continue Master Scheduling Committee BHS	• Classroom Libraries • Curricular Tools to Support Social Studies, Science, Technology • Fully Implement RULER • *TAG New Identification Protocol- Phase in Implementation for SEM • Continue In Depth Program Review of "Non Core 4" Subject Areas • World Language Lab WMS • Implement New Schedule BHS	• Curricular Tools to support (Non Core 4) • Implement Enrichment Academics • Implement TAG Program

1

Plan Components	2016-17	2017-18	2018-19	2019-20	2020-21
SCHOOL IMPROVEMENT GRANT (Supplements, not supplanting)	• See School Improvement Plan Addendum				
Plan Components	**2016-17**	**2017-18**	**2018-19**	**2019-20**	**2020-21**
PROFESSIONAL LEARNING	• Open Court PD K-3 • Teachers College (TC) PD K-8 • *STAR Math PD 5-12 • *My Math/Glencoe Math PD 6-8 • *Rubicon Atlas PD • *PowerSchool Assessment & Analytics PD • Close Reading PD 5-12 • *Other PD Aligned with SCP • *Curriculum Bootcamp: HH Jacobs • Curriculum Development PD: Dr. Alcock	• Continue Open Court PD K-3 • Continue TC PD K-8 • STAR Math PD 1-12 • Continue My Math/Glencoe Math PD 6-8 • Sonday Reading PD PK-12 • Continue Rubicon Atlas PD • Continue PowerSchool Assessment & Analytics PD • Continue Curriculum Development- Dr. Alcock • Continue NGSS K-12 PD • Continue CT Social Studies Framework PD K-12	• Open Court PD as Needed K-3 • TC PD as Needed K-8 • STAR Math Coaching 1-12 • My Math/Glencoe Math Coaching 6-8 • Rubicon Atlas PD (including assessments and reporting) • PowerSchool Assessment & Analytics PD as Needed • Standards-Based Report Card Training - Dr. Alcock • On-Going Curriculum Development- Dr. Alcock Continued	• *Special Education PD: Standards-based IEP Goals Continued • On-Going Curriculum Development- Standards-Based Grading/Reporting Dr. Alcock Continued • Planning for Brookfield University Concept	• Opening for Brookfield University

	• NGSS PD • CT Social Studies Framework PD • *Collegial Calibrations PD • Special Education PD: • Reading Instruction, IEP Development, Assessment, Paraprofessional Educator Reading Support • *ELL Support PD *SIOP	• Continue Collegial Calibrations PD • Assessment Literacy PD • Continue Special Education PD: Exemplary IEPs • *Paraprofessional Educator Training (BCBA) • WMS - Emotional Intelligence (EI) Anchors Training • *EI Changemaker Project • EI Superintendent Coaching • *SBAC Interim Assessment Blocks Training (HHES/WMS) • PD aligned with SCP as Determined by Data • PD for Reading Intervention (Reading and Special Education Teachers) • Data Team PD K-4	• On-Going NGSS PD Continued K-12 • CT Social Studies Framework/Inquiry Training continued K-12 • Data Teaming PD 5-12 • Special Education PD: Standards-Based IEP Goals • Paraprofessional Educator Training (BCBA) as Needed • Extend EI Anchors Training K-8 • SBAC Interim Assessment Blocks Implementation Training as Needed • PD aligned with SCP as Determined by Data • PD for Reading Intervention (Reading and Special Education Teachers) as Needed • PD for Elementary and Middle School NGSS Instruction		

Plan Components	2016-17	2017-18	2018-19	2019-20	2020-21
ASSESSMENT	• Star Math 9-12 • Star Reading 7-8 • *Words Their Way: Spelling Assessment K-6 • *DIBELS 5-6 • PowerSchool Assessment/ Analytics • TC On-Demand Writing K-8 • SAT Day • PSAT-8-9	• Star Math 1-4 • Pilot SBAC Interim Assessment Blocks 3-8 • NGSS Assessment Field Test 5, 8, 11 • Kindergarten Vocabulary Screening in Development	• SBAC Interim Assessment Blocks Implementation 3-8 • NGSS State Assessment goes Live • *Development of Formative Assessments in Alignment with Curriculum Development (Alcock/Rubicon Atlas) • Pre K Literacy Assessment • Plan for Student Led Conferences and *Digital Portfolios Grades TBD	• Continue Development of Formative Assessments in Alignment with Curriculum Development (Alcock/Rubicon Atlas) • Implementation of Standards-Based Reporting/Grading Grades TBD • Plan for Implementation of Student Led Conferences and Digital Portfolios Grades TBD	• On-going Development of Formative Assessments in Alignment with Curriculum Development (Alcock/Rubicon Atlas) • Continue Implementation of Standards-Based Reporting/Grading • Implementation of Student Led Conferences and Digital Portfolios
Plan Components	2016-17	2017-18	2018-19	2019-20	2020-21
CURRICULUM DEVELOPMENT	• Curriculum Bootcamp • Implement Curriculum Committee Structure	• Revision: o ELA K-8 o English 9-12 o Math K-12 o Science: K-12 o SS K-12	• Revision: o ELA K-8 o English 9-12 o Math K-12 o Science: K-12	• Revision: o ELA K-8 o English 9-12 o Math K-12 o Science: K-12 o SS K-12	• Revision: o ELA K-8 o English 9-12 o Math K-12 o Science: K-12 o SS K-12

	• Rubicon Atlas	o Health/PE K-12 o Music K-12 o Art K-12 o Business 9-12 o Technology K-12	o SS K-12 o Health/PE K-12 o Music K-12 o Art K-12 o Business 9-12 o Technology K-12	o Health/PE K-12 o Music K-12 o Art K-12 o Business 9-12 o Technology K-12	o Health/PE K-12 o Music K-12 o Art K-12 o Business 9-12 o Technology K-12
Plan Components	**2016-17**	**2017-18**	**2018-19**	**2019-20**	**2020-21**
STAFFING & ORGANIZATION	• Evaluate Class Sizes: Teacher Sections • 2 SpEd Teachers • 1 Speech and Language Pathologist Position	• Evaluate Class Sizes: Teacher Sections • 2 Reading Teachers (WMS/BHS) • Grade 6 Teacher • 1 Curriculum Leader Stipend Social Studies-WMS	• Evaluate Class Sizes: Teacher Sections • Leadership Reorganization Continued • Eliminate 1 Administrator position (Budget savings 1 FTE)	• Evaluate Class Sizes: Teacher Sections • Evaluate World Language Teacher Needs • Evaluate Elective Teacher Needs (Non Core 4) • Language Lab/ World Language Teacher	• Evaluate Class Sizes: Teacher Sections • Evaluate World Language Teacher Needs • Evaluate Elective Teacher Needs

• 2 Math Specialists (HHES/WMS)
• *1 TESOL Teacher
• 1 Technology Director
• 1 Benefits Coordinator
• .5 Purchasing Agent
• 1 Social Studies Teacher (BHS)
• 1 Business Teacher (BHS)
• 1 College and Career Counselor (BHS)
• Eliminate 1 Career Coordinator position (BHS)
	• 1 Curriculum Leader Stipend Science- WMS
	• Special Education Reorganization- from 4 to 3 Department Chairs
	• Realignment of Curriculum Specialists (Elementary)Budget Neutral
	• 1 K-12 WL/ELL Department Head
	• 1 Humanities Department Head
	  o Eliminate Social Studies and English Department Head Position
	• 1 Director of Instruction Position
	  o Eliminate 1 Elementary Curriculum Specialist Position (Budget Neutral)
	• Eliminate 4 Paraprofessional Educator Positions
		o Eliminate Math and Science Department Head Positions
		  o Create 1 STEM Department Head Position
		• SPED Reorganization- (Budget Neutral)
		  o Eliminate 3 Department Chair positions + stipends
		  o Create 2 SPED Administrator or Supervisor positions
		  o Add 1 School Psychologist Position
		• 1 BHS Science Teacher
		• .5 Certified Occupational Therapist Assistant Position
			• Enrichment Staffing Based on Needs Assessment
			• *BHS 2.0 STEM Teachers
			• 1 Health Teacher BHS
			• 1 Speech Language Pathologist
			• 1 TESOL Teacher
			• Reading/Math Tutors
			• Implement Comprehensive Therapeutic Program
			• Evaluate efficacy of STEM/Humanities Leaders K-8
				• Evaluate Non- Core Staffing Needs Based on Staff Review

			• 1 District TESOL Teacher • Eliminate 1 Custodial Position • Eliminate 1 Greeter/Monitor Position- BHS • Eliminate 3 PT Clerical Positions (Total .75 FTE) • Evaluate Reorganization of Clerical Support • Develop Therapeutic Program		
Plan Components	**2016-17**	**2017-18**	**2018-19**	**2019-20**	**2020-21**
FINANCE & OPERATIONS	BlumShapiro Recommendations: • Benefit Specialist • Purchasing Agent • Pay for Hours Actually Worked • Eliminate Pay to Participate	• Convert Accounting and Accounts Payable to Munis • Convert HR and Payroll to Munis • Activity Fund Review • Month End Closing Procedures with the Town	• Evaluate Printer and Copier Needs • Complete Policy 3000 Series • Implement Time and Attendance System • Continue collaboration with	• School Start Time Review	

	• Health Insurance Transition • Completed Policy 0000 and 2000 Series	• Continue Analysis and Planning of Policy 3000 Series • Establish Security Task Force (Ad Hoc subcommittee)	WCSA regional cooperative.		
TECHNOLOGY	• Cloud-Based Backup & Disaster Recovery Solution • Powerschool Analytics & Assessments • Security Cameras	• Raptor Visitor Management System • Upgrade Network Switches @ BHS • Technology Asset & Inventory Management • New Laptops for HHES & CES Staff • Presentation Stations BHS • New District File Server • Updated Lab at BHS Library	• Upgrade Network Switches @ WMS • Presentation Stations BHS/WMS • *1:1 & BYOD Expands to 8th grade • Increase Live Streaming Capacity • Upgrade District Network Security Firewall • New district Copier/Printer Solution • New Computer Labs & BHS & WMS • Increase District Network Bandwidth • Chromebooks for 1:1 & District Use	• Upgrade Network Switches @ HHES & CES • Evaluate Wireless Infrastructure • Presentation Stations BHS/WMS • New District Phone System • Mac Lab at BHS for Digital Design Class • Expand 1:1/ BYOD to all of WMS • Increase District Internet Bandwidth • Chromebooks for 1:1 & District Use • World Language Lab @ WMS	• Upgrade or Replace District Wireless Network Infrastructure • Presentation Stations Elementary • Expand 1:1/BYOD to HHES as Appropriate • New Laptops for BHS & WMS • Chromebooks for 1:1 & District Use • Upgrade 2 District Servers • Upgrade Video Production Equipment @ BHS • Upgrade Computer Labs at HHES & CES

Plan Components	2016-17	2017-18	2018-19	2019-20	2020-21

FACILITIES		This section of the plan will be added when the 10-year Tecton Architects report is complete.			

8

School Improvement Grant at Brookfield High School

Overview

Brookfield High School was identified as a Focus School for English Language Arts in the 2015-2016 school year based on the Connecticut State Department of Education accountability scores that were calculated using the Smarter Balanced assessment results from the 2014-2015 school year. English Language Arts are a focus because a significant gap in scores existed between high needs students (English Learners, Special Education, and Free and Reduced Lunch) and non-high needs students. Brookfield High School met the criteria to apply for a federal School Improvement Grant because the principal was in place for less than one year after being identified as a Focus School. The grant was written to improve literacy instruction across all levels with a more intensive approach to target high needs students.

Highlights of 5 year plan

- Purchased Programs (include training)
  - EDGE- National Geographic print and online reading, writing, and language instruction for English Learners
  - REWARDS – short-term reading and writing intervention materials
  - LANGUAGE! Live – blended literacy solution that includes digital and teacher led-intervention
  - SONDAY System 1 and 2 – reading intervention utilizing Orton-Gillingham methods
  - STAR Reading – online adaptive assessment of student reading comprehension
  - Verbalization and Visualization – Lindamood-Bell program for cognitive development, comprehension and thinking
- Training
  - LETRS (Language Essentials for Teachers of Reading and Spelling)
  - SIOP – Sheltered Instruction Observation Protocol
- Summer Enrichment
  - 4 week program for struggling learners
  - Classroom experiences in Reading, Writing, and Science
  - Collaboration with New England Science and Sailing School
    - Weekly water safety and kayak instruction
    - Science investigations
    - Field trips
- Materials
  - Reading assessments
  - Leveled classroom texts
  - Parent informational resources

GLOSSARY OF TERMS:

PROGRAMS & INSTRUCTION:

NGSS- Next Generation Science Standards integrating cross-cutting interdisciplinary concepts, content through scientific inquiry, and engineering design into the structure of science education K-12.

Non-Core 4- Subject areas other than, Literacy, Math, Social Studies, and Science.

Renzulli- A Schoolwide enrichment model, implemented as an enrichment program. The Renzulli Center for Creativity, Gifted Education, and Talent Development is affiliated with the University of Connecticut.

RULER- Emotional intelligence Strategy Program through the Yale University Emotional Intelligence Center. RULER is an acronym that stands for Recognizing, Understanding, Labeling, Expressing and Regulating emotions.

SEM- Schoolwide Enrichment Model

Smithsonian Science- NGSS aligned program, developed through the Smithsonian Science Education Center.

Sonday Reading Intervention- A structured, multisensory, systematic reading intervention program based on Orton Gillingham methods.

TAG- Talented and Gifted Program

TC- Teacher's College Reading and Writing Units of Study. Reading units are used K-5, with a pilot in grades 6-8. Writing units are used in grades K-8

PROFESSIONAL LEARNING:

BCBA- Board Certified Behavior Analyst

Changemaker Project- Grant-funded project awarded to Assistant Superintendent Ruby, in support of the RULER emotional intelligence learning. The work associated with this grant will support parents in developing meaningful questions to ask educators regarding their child's educational experience.

Collegial Calibrations- Administrative professional learning facilitated by ReVision Learning consultants for the purpose of enhancing teacher evaluation and feedback in support of student achievement and social-emotional learning.

Curriculum Boot Camp- A two day workshop focused on aligning curriculum and assessments to standards, integrating the new literacies into teaching and learning.

EI- Emotional intelligence in support of social-emotional learning.

ELL- English Language Learner

Glencoe Math- Secondary level math program, published by McGraw Hill Education, used in grades 6-8

IEP- An Individualized Education Program is a legal document required to support students being serviced through SpED.

My Math- Elementary level math program, published by McGraw Hill Education, used in grades K-5

PD- Professional development

Powerschool Analytics- Data warehouse system

Rubicon Atlas- Curriculum design and management system platform.

SBAC- The Smarter Balanced Assessment Consortium created the computer-adaptive state assessment taken by all students in the state of Connecticut in grades 3-8

SCP- Strategic Coherence Plan

SIOP- Sheltered Instruction Observation Protocol is a research-based instructional model used to support EL students.

STAR Math- A computer adaptive assessment system from Renaissance Learning. It is used in grades 1-12 to screen and monitor student growth relative to the state standards.

ASSESSMENT:

DIBELS- Dynamic Indicators of Basic Early Literacy are a set of procedures and measures for screening and progress monitoring the acquisition of early literacy skills based on the continuum of reading. These assessments are used in grades K-6

Digital Portfolios- A student collection of artifacts that demonstrate learning and growth over time.

Formative Assessments- Assessments that take a variety of forms, occurring throughout and as part of the learning process. These assessments are used for learning.

Words Their Way - Developmental spelling assessment used in grades K-6

STAFFING & ORGANIZATION:

STEM- Science, Technology, Engineering, and Math

TESOL- Teaching English to Speakers of Other Languages

FINANCE AND OPERATIONS:

BYOD- Bring Your Own Device