



School Board Presentation

Office of Strategy Deployment and Responsiveness

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This presentation provides an overview of the Seattle Public Schools Office of Strategy Deployment and Responsiveness.



**Office of Strategy Deployment
and Responsiveness**

Office of Strategy Deployment and Responsiveness (SDR)

The Office of Strategy Deployment and Responsiveness (SDR) brings strategic alignment and coherence to district initiatives in support of schools, student outcomes, and the strategic plan - Seattle Excellence - responding quickly and effectively to new information, identified risks, and feedback.

Office Staff:

Dr. Sarah Pritchett, Assistant Deputy Superintendent

Carri Campbell, Assistant Deputy Superintendent

Audrey Querns, Senior Project Manager



Moss Adams Report (2018)

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| 3 | Observation | Although the District has established many SMART goals for individual departments and functions, these goals do not unify departments or measure outcomes. Board reporting could be strengthened to provide more visibility and guide decisions. |
| | Recommendation | Establish a consistent outcome-based performance reporting framework to keep the Board and community informed on progress toward goals. |

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| 4 | Observation | The District's operating environment is reactive with inadequate prioritization practices. |
| | Recommendations | Develop an organization-wide prioritization and decision-making framework centered around the District's strategic goals. |

Moss Adams Report

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|---|-----------------------|---|
| 5 | Observation | The District's siloed, reactive operating environment impedes efficient operations. |
| | Recommendation | Take measures to break down operating silos by leveraging cross-departmental collaboration, establishing clear and aligned collaboration strategies, and cascading messaging. |

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| 6 | Observation | The District struggles to sustain changes effectively and inspire staff to adopt new systems, processes, and programs. |
| | Recommendations | Dedicate adequate resources to implement and maintain new programs and initiatives to help ensure changes are fully adopted. |

Office of Strategy Deployment and Responsiveness

Office Goals:

- Transform central office to become more responsive to the feedback and needs of schools, students, families, and staff, new information, and identified risk.
- Provide a coordinating and prioritization mechanism for strategic work across operational and teaching and learning departments with clear timelines, deliverables, reporting channels, and ownership.
- Support departments and divisions in taking promising practices to scale.



Office of Strategy Deployment and Responsiveness

Functions:

- Supports alignment of student-focused initiatives and outcomes from our classrooms to the board room.
- Monitors deployment of related strategies and provides system accountability to students, families, and staff.
- Provides a clear escalation path and decision-making structure for key issues.
- Advises on cascading messaging and ensures alignment of internal and external communications.
- Knowledge management.
- Cross-departmental and district wide initiative project management.

Current Initiative: Fall 2021 Return





Goal: Strong and Responsive Fall '21 Return

Responsiveness

Student and Staff Wellness including Healthy and Safe Schools

High-Quality Instruction and Learning Environments

Success Criteria

Responsiveness: That staff, families, and students experience a culture of responsiveness – that communications is clear, engagement is authentic, issues get resolved, and that staff work together and in partnership with community to co-construct solutions.

Student and Staff Wellness: All students and staff experience safe and welcoming environments because SPS is addressing the traumas experienced by students and staff prior to and during pandemic through mental health services, trauma-informed practice, anti-racist practices, and working with families and staff to create a culture of care.



Success Criteria

High-Quality Learning and Environments: Every student experiences a high-quality and engaging learning environment that is academically rigorous, culturally-relevant and celebrates the gifts that each brings to their classroom, school, and community. This fall staff will be focused on supporting growth along each student's individual learning path in collaboration with parents and caregivers.

Healthy and Safe Schools: Students, staff, and families feel safe and are safe back in school. This will happen through strong coordination between health services, facilities and school leaders and clear communications on building readiness and health and safety practices and protocols.

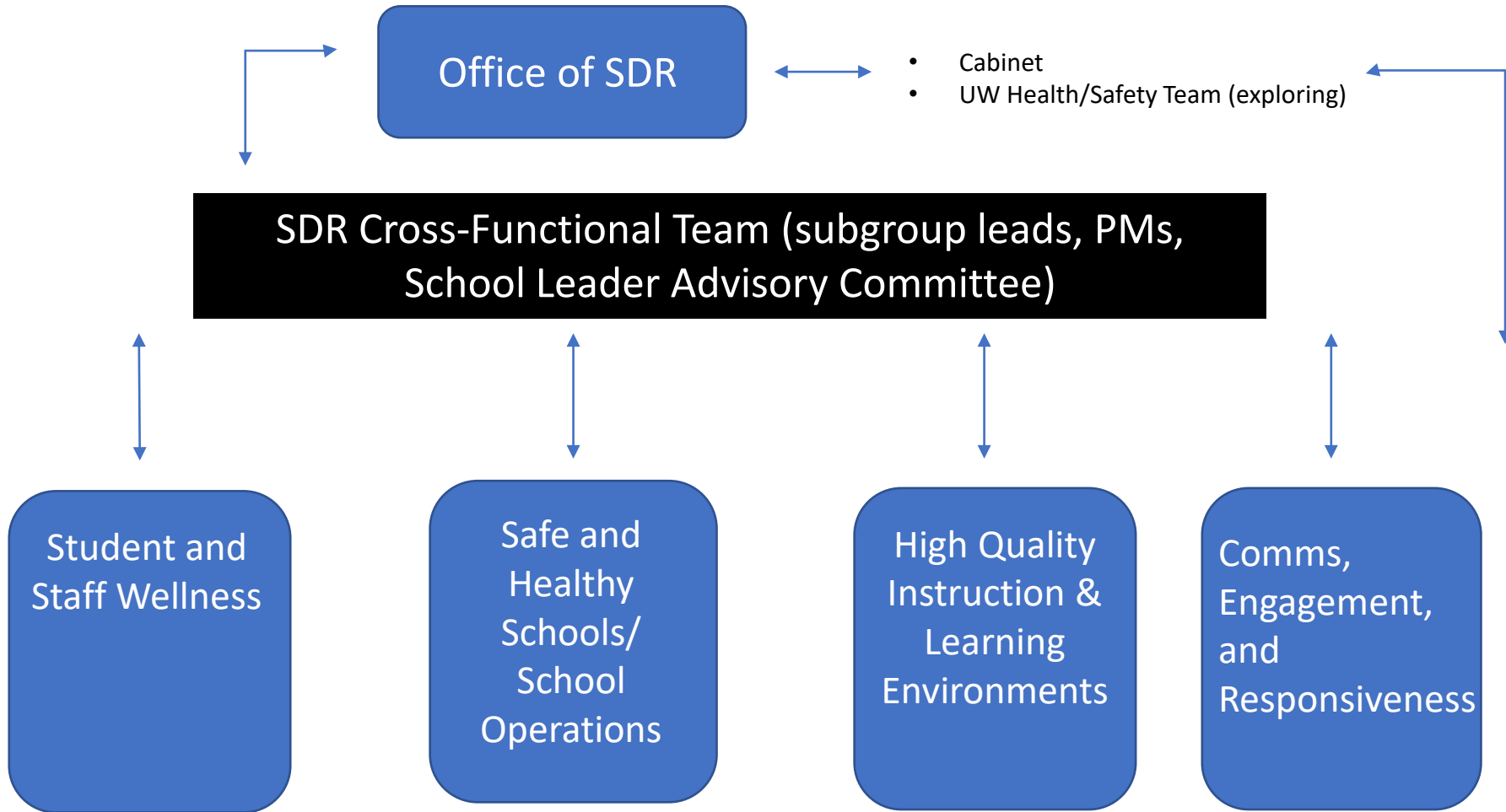
Discovery Meetings: *What's been shared*

Decision-Making: Across departments, we heard that it was a challenge to identify who had authority to make decisions and do so in a timely way. SDR has developed an escalation mechanism for decisions that can't be made in cross-functional team(s) or functional work groups. SDR will analyze the decision and possible solutions using racial equity and stakeholder engagement lenses and as needed make final recommendations to the Superintendent and Deputy Superintendent.

Internal Cross-Functional Collaboration Structure: Appreciation for central Return to School structure, project management and integration of work across operations and teaching and learning in support of schools. In response, a district-wide collaboration and planning structure for fall 2021 has been put into place.

Internal Communications: Internal communications continues to be a challenge. SDR will support aggregating and communicating decisions out at all levels within SPS - ensuring that staff can access the most recent and vetted version of information and sequencing communications so that school leaders and teachers receive information in a timely manner to share with families and students

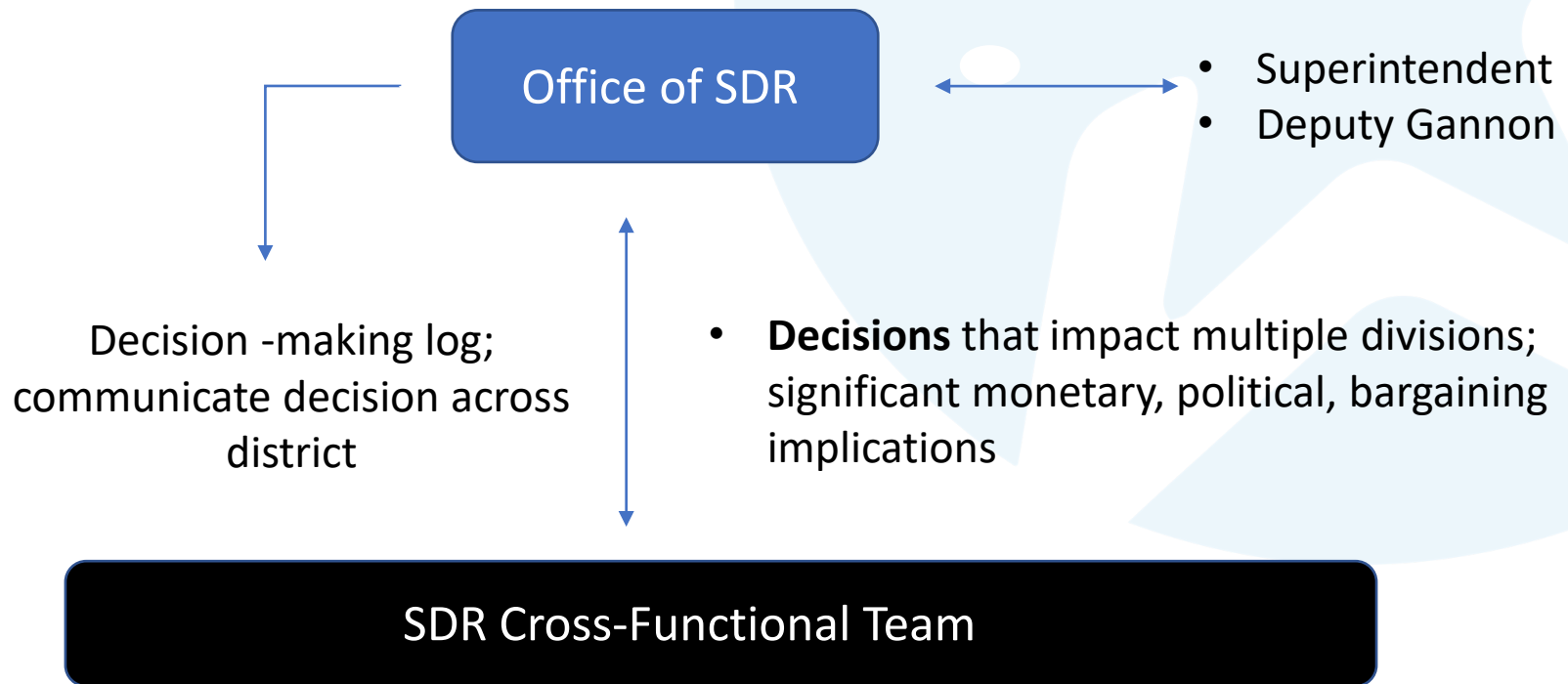
Fall 2021: Collaboration & Planning Structure



2021-22 School Leader Advisory Committee

| | Student and Staff Wellness | Operations/Health and Safety | High Quality Instruction/Learning Environments | Responsiveness/Comms/Engagement |
|------------------------------|--|--|--|--|
| Elem School Leader | Rena Deese (Graham Hill Elem) | Elizabeth Flavors (Hawthorne Elem) | Huyen Lam (Rising Star Elem) | Sandra Mackey (Cascadia Elem) |
| Elem School Leader | Elizabeth DeBell (Olympic Hills Elem) | Pamela Conyers (West Seattle Elem) | Janine Roy (Queen Anne Elem) | Erin Rasmussen (Emerson Elem) |
| K8 School Leader | Surojit Pierce (Salmon Bay K8) | Debbie Nelsen (Hazel Wolf K8) | Dr. Britney Holmes (Pathfinder K8, P) | Justin Hendrickson (Southshore PK8) |
| Middle School Leader | Caine Lowery (Aki Kurose MS) | Mawiayah Fields (Denny Middle School) | Katrina Hunt (Washington MS) | Paula Montgomery (Jane Addams MS) |
| High School Leader(s) | Andrew O'Connell (Franklin HS) | Liz McFarland (Middle College) | Ruth Medsker (Lincoln HS) | Annie Patu (Rainier Beach HS) |
| High School Leader(s) | | John Houston (Ingraham HS) | | |

Cross Functional Team Decision-Making



Weekly Progress Status Update/ Risk Assessment

Return to School Project Status Week of Jun 14, 2021

OFFICE OF STRATEGY DEPLOYMENT AND RESPONSIVENESS



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| Last updated: 6/13/21 Prev updates here | Project Leads: Carri Campbell & Dr. Sarah Pritchett | Project Manager: Audrey Querns |
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Project Goals:

- 104 healthy and safe schools open September 1, 2021.** Students, staff, and families feel safe and are safe back in school.
- Student and staff well-being** is felt during the 21-22 school year by developing a Culture of Care through mental health supports, social-emotional learning curriculum and anti-racist, trauma-informed practices for both students and staff.
- Every student experiences a high-quality and engaging learning environment** that is academically rigorous, culturally-relevant and celebrates the gifts that each brings to their classroom, school and community.

| Summary and highlights <i>(Include public health updates, new or high risk issues)</i> | Date | Owner |
|---|-----------|---------------------------|
| 11 weeks to start of school! Last Thurs, the SDR Office was announced and the request for support decision-making have started coming in, including daily attestations and CBOs in summer school. | | |
| Completed last week: | | |
| SDR Office Announced via email and in person in weekly school leader mtg. | 6/9, 6/10 | SDR Team |
| Discovery meetings with CAI (P-5, 6-12), SLI planning team, elementary school leaders , UW School of Ed and Dept of Global Health group. | | Carri, Sarah P, Audrey |
| School Ops cross-functional team reinstated. This team will continue to be led by Sara M until Sept 1 and a new Dir of Ops will be hired. Audrey will provide PM support to Sara and Sharon until a new PM is hired. | | Sara M, Concie |
| Met with UW School of Ed and Dept of Global Health to discuss their capacity to track data, advise on COVID health and safety while maxing instructional time, and central office supports. Can support as advisors trusted by staff and families. May have a cost associated with support. | 6/10/21 | Carri, Sarah, Audrey |
| Decision: School leader advisory group stipend will be reduced to \$2000 (from | 6/11/21 | Owner: SDR |

| Hot List: High-Risk Areas / Urgent Action Items/Decisions | Status | Owner |
|--|--|--|
| Risk & Recommendation RISK: Virtual Academy: model has been set to be K-12 (not PK because does not work for under 5). About 1000 students. Risk is now communicating and enrolling students, hiring/assigning staff and impact on schools' enrollment. Still unclear on how and when students will register. PowerSchool is down July 8 until August. Will need to build special registration form. Web team aware and can support distribute CMS migration during July. | Model going out in SLC 6/15/2021; Invite to all families on 6/16/2021 and in School Beat on 6/17/2021 | Concie , Caleb Comms - PA |
| RISK: Lunch at Schools: If we need 6-foot distancing when students are not wearing masks while eating per DOH, our lunchrooms will not have capacity. Fred did analysis – some MS would have 5 lunches. In spring bargaining, SEA did not want students eating in classrooms. Impacts master schedule, SEA MOU Recommendation: SDR pays extra time to school-based Covid Safety Teams to use health guideline scenarios develop school plans for lunch, recess, drop off/pick-up. This stipend should be lifted ASAP and communicated to cabinet and school leaders 6/9/2021. Assume 3' dist 1/o 6', but also plan for 6' as contingency. | Covid Safety teams have NOT yet been engaged | Aaron Smith, Helen Jones, Carri N, Frank Griffin (furniture) |
| RISK: Operations Labor Shortage: Specifically, Laborers (for moving furniture for construction and start of school), bus drivers, nutrition services workers (30% of spots are vacant) RECS: For summer labor, can we recruit SPS high school students? For bus drivers, use ESSER funds to start hiring now (early) Public Affairs works with HR to advertise positions outside of NeoGov – Google Search Ads, SPS social media. For Nutrition Services, add 4 FTE to work in summer to prep for Fall Partners in Buildings for Summer School: Summer school begins July 6. A draft doc for school leaders on partners in buildings needs to be reviewed and approved for school leaders' and partners' use. | No change: Rob – will talk to Noel and JoLynn Follow up with Aaron/Fred, so that Fred can bring forward the request | HR – Noel Treat, Budget – JoLynn |
| Daily Health Screening/Attestation: For 21-22, daily health screening is not required by State, but it is our first line of defense in preventing outbreaks. The vendor that we use, Quattro , is not currently able to scale with 50% of students in person. Need to decide if we are going to continue daily health screening and if so, decide if we need a new vendor. Recommendation: Daily health screening for PK-5 since students may not yet be vaccinated. | Judy J is prepping a briefing paper on this | DoTs – Kristina Hayak, Judie Jaeger, Coordinated Health |
| School Furniture: Some elementary schools may need smaller desks to replace tables to accommodate 3-feet social distancing. May not be able to get furniture in time for school. Long lead time for ordering if needed. Covid Health Response Team: Currently, a team of 4 nurses do all the contact tracing for SPS. They are at capacity with 50% of students in hybrid model. REC: Add FTE to COVID Response team | Facilities needs to identify the # of impacted schools | Fred |
| Updating student and staff emergency contact information: PowerSchools has out of date contact info that will be critical with all students back in person. The Start of School forms are currently paper-based and there is a lot of human error in entry into PowerSchool . REC: Online form or fillable form, unclear if DoTs has the capacity. | | Carrie N |
| Student Quarantine Instructional Planning: SPS needs a plan for how students access remote learning if they must quarantine due to a COVID exposure. | | DoTs TBD |
| Central Mental Health Supports/Student Wellness: School leaders are recommending that some direct student supports be organized centrally (counseling) so that tier 3 and 4 schools can provide support to individual students. | | Dr. Scarlett, DoTs |
| District Plan if COVID cases increase and result in school closures next year. For both individual schools or district-wide. | | Rob |

| Project Resources: |
|--------------------------------|
| Teams MYSPP Page TBD |

Work in Progress

- Revising SPS health/safety protocols in response to new Washington Department of Health (DOH) guidance (e.g., no attestation for 2021-22)
- Exploring possibility and effectiveness of district supported student and staff COVID testing – school sites or at home.
- Establishing a partnership with UW Dept. of Global Health to provide guidance on health/safety protocols.
- Classroom set up in alignment with current DOH requirements or recommendations.
- Working with outside consultant to establish our ventilation operations plans for fall 2021.
- Virtual Option Pilot – enrollment begins on July 7.
- Revisions to the 2021-22 Playbook. Will be introduced at the School Leader Institute in August.



Questions?