

**POTENTIAL COSTS FOR DEO TASK FORCE RECOMMENDATIONS**

**IMPLEMENTATION PLAN:** To ensure that the recommended action steps are not only adopted but implemented, the Disparities in Educational Outcomes Task Force proposes the following implementation strategies:

	<b>Action Step</b>	<b>Stakeholder(s) Responsible</b>	<b>Timeline</b>	<b>Potential Costs</b>
<b>1</b>	Craft a clear implementation plan for individual strategies/action steps that include timelines, outcomes, and milestones and implement the plan as prescribed.	<b>Primary:</b> Identified KCS personnel, law enforcement, and community partners	<ul style="list-style-type: none"> <li>• Fall 2016</li> </ul>	<ul style="list-style-type: none"> <li>• N/A</li> </ul>
<b>2</b>	Transition the Disparities in Educational Outcomes Task Force into a Steering and Oversight Committee that consists of individuals representing all key stakeholder groups to: 1) review progress, discuss issues, and refine efforts; 2) identify and include additional stakeholder perspectives and expertise to include on subcommittee working groups; 3) evaluate outcomes and ensure public accountability and transparency, and 4) regularly solicit input from the community, follow up on concerns,	<b>Primary:</b> Superintendent <b>Secondary:</b> DEO Steering and Oversight Committee	<ul style="list-style-type: none"> <li>• Task Force to select a Nominating Committee that will determine composition of and selection process for Steering/Oversight Committee (Summer/Fall 2016)</li> <li>• Steering/Oversight Committee to meet every other month during 2016-2017</li> <li>• Quarterly meetings to occur in 2017-2021</li> </ul>	<ul style="list-style-type: none"> <li>• N/A</li> </ul>

	and communicate frequently with KCS leadership to address issues.		<ul style="list-style-type: none"> <li>Subcommittee meetings as needed beginning in Fall 2016</li> </ul>	
<b>3</b>	Create an Ombudsman role to: 1) help KCS families navigate school and community organizations and systems; 2) serve as a liaison in the implementation of the Task Force Recommendations; 3) report directly to the Superintendent, and 4) present quarterly to the Board of Education	<b>Primary:</b> Superintendent <b>Secondary:</b> DEO Steering and Oversight Committee	<ul style="list-style-type: none"> <li>Develop role and job description (Fall 2016)</li> <li>Advertise and hire (Spring 2017)</li> </ul>	<ul style="list-style-type: none"> <li>\$106,706</li> </ul>
<b>4</b>	Establish a comprehensive communication plan designed to share information, solicit meaningful input, and expand parent/community access to school information and services to non-English speakers.	<b>Primary:</b> Director of Public Relations <b>Secondary:</b> Director of Community Relations, DEO Task Force	<ul style="list-style-type: none"> <li>Summer 2016 - ongoing</li> </ul>	<ul style="list-style-type: none"> <li>Potential need to expand translation services</li> </ul>

**RECOMMENDED STRATEGIES/ACTION STEPS:**

**Strategy 1: Training**

Training and staff development were key action steps identified by the Task Force in order to effectively change behavior and practices.

	<b>Action Step</b>	<b>Person(s) Responsible</b>	<b>Timeline</b>	<b>Potential Costs</b>
<b>1.1</b>	Require ongoing Cultural	<b>Primary:</b> Executive	<ul style="list-style-type: none"> <li>Identify desired</li> </ul>	<ul style="list-style-type: none"> <li>\$56,000 in annual</li> </ul>

	Competency training for all KCS staff (certified and classified) and provide cultural supports in order to meet identified outcomes	Director of Student Support Services <b>Secondary:</b> Director of Professional Learning, KCS Principals and Department Heads	outcomes and content of training (Summer 2016) <ul style="list-style-type: none"> <li>Identify vendor (Summer 2016)</li> <li>Initial training (2016-17)</li> <li>Ongoing training and support (2017-2021)</li> </ul>	budget
1.2	Offer ongoing professional development on effective Classroom Management Strategies and cultural competency supports	<b>Primary:</b> Director of Professional Learning <b>Secondary:</b> Executive Director of Student Support Services, KCS principals	<ul style="list-style-type: none"> <li>Develop program (Fall 2016)</li> <li>Implement (2016-ongoing)</li> </ul>	<ul style="list-style-type: none"> <li>N/A</li> </ul>
1.3	Provide ongoing professional development to support high quality, differentiated, core instruction to meet the needs of all learners (ELL, SWD, advanced, struggling, etc.)	<b>Primary:</b> Chief Academic Officer and Executive Director of Curriculum & Instruction <b>Secondary:</b> Director of Professional Learning, KCS principals	<ul style="list-style-type: none"> <li>Continued focus for systemwide inservice in 2016-17</li> <li>Continued focus for collaborative planning and instructional coaching support (2016-ongoing)</li> </ul>	<ul style="list-style-type: none"> <li>N/A</li> </ul>
1.4	Train school resource officers to effectively address situations involving students with social/emotional/mental health issues and access appropriate	<b>Primary:</b> KCS Chief of Security <b>Secondary:</b> Executive Director of Student Support	<ul style="list-style-type: none"> <li>Initial training (2016-17)</li> <li>Follow-up and additional training (2017-ongoing)</li> </ul>	<ul style="list-style-type: none"> <li>N/A</li> </ul>

	resources	Services, Chief of Knoxville Police, Knox County Sheriff		
1.5	Utilize monthly arrest/discipline reports to identify areas of need for ongoing training	<b>Primary:</b> KCS Chief of Security <b>Secondary:</b> Executive Director of Student Support Services, Chief of Knoxville Police, Knox County Sheriff, Office of Accountability, KCS principals	<ul style="list-style-type: none"> <li>Establish quarterly reviews (2016-17)</li> <li>Implement training as needed (2016-ongoing)</li> </ul>	<ul style="list-style-type: none"> <li>N/A</li> </ul>

**Strategy 2: Programs** – The Task Force identified a number of specific programs that are aligned to goals.

	Action Step	Person(s) Responsible	Timeline	Potential Costs
2.1	Implement Positive Behavioral Interventions and Supports (PBIS) in all KCS schools	<b>Primary:</b> Executive Director of Student Support Services <b>Secondary:</b> Supervisor of Student Support Services, KCS principals and teachers	<ul style="list-style-type: none"> <li>Expand from 18 schools to 30 schools in 2016-17</li> <li>Expand to 50 schools in 2017-18</li> <li>Expand to all elementary schools in 2018-19</li> <li>Expand to all middle</li> </ul>	<ul style="list-style-type: none"> <li>See attached</li> </ul>

			and high schools by 2019-20	
2.2	Expand the Community Schools initiative and develop other community partnerships to provide additional community, behavioral and mental health supports at non-Community Schools	<p><b>Primary:</b> Executive Director of Student Support Services</p> <p><b>Secondary:</b> Great Schools Partnership, KCS principals, community support agencies</p>	<ul style="list-style-type: none"> <li>Expand from 12 schools to 14 schools (2016-17)</li> <li>Double the number (24) of Community Schools by (2020-21)</li> <li>Expand partnerships to non-Community Schools (2016 – ongoing)</li> </ul>	<ul style="list-style-type: none"> <li>GSP funded initiative</li> <li>\$25K/school for custodial and security services = 250,000 (10 additional schools)</li> </ul>
2.3	Implement “Handle with Care” program (school notification by law enforcement of traumatic incidents in order to provide appropriate student supports)	<p><b>Primary:</b> Executive Director Student Support Services</p> <p><b>Secondary:</b> Knoxville Police Department, Knox County Sheriff’s Office, KCS Chief of Security</p>	<ul style="list-style-type: none"> <li>Communicate program to principals (Fall 2016)</li> <li>Implement Fall 2016</li> </ul>	<ul style="list-style-type: none"> <li>N/A</li> </ul>
2.4	Develop and implement a Student Advisory Council to engage students in developing solutions (solicit student input, peer mediation/jury/student council)	<p><b>Primary:</b> Chief Academic Officer</p> <p><b>Secondary:</b> Executive Director of Secondary Schools, Executive Director of Innovation and School Improvement, Director of</p>	<ul style="list-style-type: none"> <li>Work with school board student representative to develop goals and objectives of Council (Fall 2016)</li> <li>Identify school representatives (Fall 2016)</li> </ul>	<ul style="list-style-type: none"> <li>N/A</li> </ul>

		Community Relations	<ul style="list-style-type: none"> <li>• Implement (Spring 2017)</li> </ul>	
2.5	Develop and implement student mentoring program in middle and high school	<p><b>Primary:</b> Director of Community Relations</p> <p><b>Secondary:</b> Chief Academic Officer, Executive Director of Student Support Services, Executive Director of Secondary Schools, other community agencies offering mentoring services</p>	<ul style="list-style-type: none"> <li>• Develop program goals and objectives (Fall 2016)</li> <li>• Recruit and train mentors (Spring 2017)</li> <li>• Implement program (Fall 2017)</li> </ul>	<ul style="list-style-type: none"> <li>• N/A</li> </ul>

**Strategy 3: Policies/Practices** – The Task Force identified a number of policies and practices that either need to be reviewed and changed or developed and implemented.

	Action Step	Person(s) Responsible	Timeline	Potential Costs
3.1	Review all KCS Discipline Policies and Procedures and propose revisions that reflect Restorative Practices and alternatives to suspension.	<p><b>Primary:</b> Executive Director of Student Support Services</p> <p><b>Secondary:</b> Executive Director of Secondary Schools, Executive Director of Elementary Schools,</p>	<ul style="list-style-type: none"> <li>• Establish a working group (Summer 2016)</li> <li>• Bring proposed recommendations for school board approval (Spring 2017)</li> <li>• Staff training and communication</li> </ul>	<ul style="list-style-type: none"> <li>• N/A</li> </ul>

		Executive Director of Innovation and School Improvement, KCS principals	(Spring/Summer 2017) <ul style="list-style-type: none"> <li>• Implementation (2017-18)</li> </ul>	
3.2	Restructure in school suspension (ISS) to reflect Restorative Practices and provide intervention support	<b>Primary:</b> Executive Director of Student Support Services <b>Secondary:</b> Executive Director of Secondary Schools, Executive Director of Elementary Schools, Executive Director of Innovation and School Improvement, KCS principals	<ul style="list-style-type: none"> <li>• Include this strategy with 3.1</li> </ul>	<ul style="list-style-type: none"> <li>• N/A</li> </ul>
3.3	Eliminate “conduct prejudicial to good order” as a reason for school suspension	<b>Primary:</b> Executive Director of Student Support Services <b>Secondary:</b> Executive Director of Secondary Schools, Executive Director of Elementary Schools, Executive Director of Innovation and School Improvement, Office of Accountability, Office of Information	<ul style="list-style-type: none"> <li>• Integrate this work with the discipline policy and procedure work</li> </ul>	<ul style="list-style-type: none"> <li>• N/A</li> </ul>

		Technology, KCS principals		
3.4	Implement Restorative Practices in all KCS schools	<p><b>Primary:</b> Executive Director of Student Support Services</p> <p><b>Secondary:</b> Executive Director of Elementary Schools, Executive Director of Secondary Schools, Executive Director of Innovation and School Improvement, all KCS principals</p>	<ul style="list-style-type: none"> <li>• Pilot Restorative Practices at three (3) high schools (2016-17)</li> <li>• Full implementation at all high schools (2017-18)</li> <li>• Full implementation in all middle and elementary schools (2018-19)</li> </ul>	<ul style="list-style-type: none"> <li>• N/A</li> </ul>
3.5	Define method of disaggregating, tracking and reporting discipline and academic data in grades K-12 for all schools	<p><b>Primary:</b> Office of Accountability</p> <p><b>Secondary:</b> Executive Director of Student Support Services, Executive Director of Secondary Schools, Executive Director of Elementary Schools, Executive Director of Innovation and School Improvement, Office of Information Technology, KCS principals</p>	<ul style="list-style-type: none"> <li>• Develop methods for tracking and reporting (2016-17)</li> <li>• Implement process (2017-18)</li> </ul>	<ul style="list-style-type: none"> <li>• N/A</li> </ul>

3.6	Create and communicate a Stakeholder Bill of Rights (inclusive of students, parents, teachers, and administrators)	<b>Primary:</b> Chief Academic Officer <b>Secondary:</b> Executive Director of Secondary Schools, Executive Director of Elementary Schools, Executive Director of Innovation and School Improvement, Director of Community Relations, KCS principals, KCS PTA, KCEA, and Student Advisory Committee	<ul style="list-style-type: none"> <li>• Develop (Fall 2016)</li> <li>• Implement (Spring 2017)</li> </ul>	<ul style="list-style-type: none"> <li>• N/A</li> </ul>
3.7	Partner with law enforcement to reduce juvenile arrests at school (other than criminal activity such as drugs, weapons, etc.)	<b>Primary:</b> KCS Chief of Security <b>Secondary:</b> Knoxville Police Department, Knox County Sheriff's Office,	<ul style="list-style-type: none"> <li>• Fall 2016 - ongoing</li> </ul>	<ul style="list-style-type: none"> <li>• N/A</li> </ul>
3.8	Utilize "disorderly conduct" consistently in all zip codes as a last resort for student arrest.	<b>Primary:</b> Knoxville Police Department and Knox County Sheriff's Office <b>Secondary:</b> KCS Chief of Security	<ul style="list-style-type: none"> <li>• Fall 2016</li> </ul>	<ul style="list-style-type: none"> <li>• N/A</li> </ul>
3.9	Develop consistent tracking and	<b>Primary:</b> Knoxville	<ul style="list-style-type: none"> <li>• Develop plan (Summer</li> </ul>	<ul style="list-style-type: none"> <li>• N/A</li> </ul>

	monthly reporting of data by KCSO and KPD (on-campus student arrests by race, ethnicity, gender, offense, location, time of day).	Police Department and Knox County Sheriff's Office <b>Secondary:</b> Knox County Juvenile Court, KCS Chief of Security	2016) • Implement (Fall 2016)	
3.10	Conduct a bi-monthly meeting between SRO and principal to review arrest data and develop proactive strategies to eliminate such events	<b>Primary:</b> KCS Chief of Security <b>Secondary:</b> Knoxville Police Department, Knox County Sheriff's Office, Executive Director of Secondary Schools, all KCS Secondary Principals	• Develop reporting and meeting protocol (Fall 2016) • Implement process (Spring 2017)	• N/A
3.11	Ensure culturally responsive classroom instruction	<b>Primary:</b> Chief Academic Officer <b>Secondary:</b> Executive Director of Curriculum & Instruction, Director of Professional Learning, Educational Preparation Providers, KCS principals	• Review KCS curriculum and instructional materials to ensure that it reflects diversity in culture and perspective (2016-17) • Refine understanding of "Teacher Knowledge of Students" in the TEAM rubric (2016-17)	• N/A

			<ul style="list-style-type: none"> <li>• Model and embed culturally responsive pedagogy in PD activities (2016 – ongoing)</li> <li>• Collaborate with higher education partners to ensure that preservice teachers develop effective culturally responsive instructional practices (2016- ongoing)</li> <li>• Review policies related to adoption of textbook and instructional materials and ensure compliance (Fall 2016 – ongoing)</li> </ul>	
3.12	Provide appropriate academic opportunities (including access to AP and honors curriculum) and instructional supports (including tutoring) for all students based on individual need	<b>Primary:</b> Chief Academic Officer <b>Secondary:</b> Curriculum & Instruction Support Staff, KCS principals and teachers	<ul style="list-style-type: none"> <li>• Fall 2016 - ongoing</li> </ul>	<ul style="list-style-type: none"> <li>• N/A</li> </ul>
3.13	Match each student with at least one caring adult in school	<b>Primary:</b> Executive Director of Secondary Schools <b>Secondary:</b>	<ul style="list-style-type: none"> <li>• Communicate expectations to middle and high school principals (Summer</li> </ul>	<ul style="list-style-type: none"> <li>• N/A</li> </ul>

		Executive Director of Student Support Services, Executive Director of Elementary Schools, Executive Director of Innovation and School Improvement, KCS principals and teachers	2016) <ul style="list-style-type: none"> <li>Incorporate this as a strategy in STAR Plan/ePlan (Fall 2017)</li> </ul>	
3.14	Ensure strong family and community engagement and parent/student advocacy centered on mutual responsibility and support	<b>Primary:</b> Director of Community Relations <b>Secondary:</b> Community Organizations (KAUL, Project GRAD, faith-based community, etc.), Student Advisory Committee	<ul style="list-style-type: none"> <li>Fall 2016 - ongoing</li> </ul>	<ul style="list-style-type: none"> <li>N/A</li> </ul>
3.15	Provide classroom, school and district information and services in multiples languages for non-English speaking families	<b>Primary:</b> Director of Public Relations and Supervisor of ELL/World Languages <b>Secondary:</b> Director of Community Relations, KCS principals	<ul style="list-style-type: none"> <li>Summer 2016 – ongoing</li> </ul>	<ul style="list-style-type: none"> <li>Potential need to expand translation services</li> </ul>
3.16	Develop classroom resources for teachers who teach and support ELL	<b>Primary:</b> Supervisor of ELL/World	<ul style="list-style-type: none"> <li>Fall 2016 - ongoing</li> </ul>	<ul style="list-style-type: none"> <li>N/A</li> </ul>

students	Languages		
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**Strategy 4: Personnel** – The Task Force recognizes the need to increase the diversity of faculty and staff in the Knox County Schools.

	<b>Action Step</b>	<b>Person(s) Responsible</b>	<b>Timeline</b>	<b>Potential Costs</b>
<b>4.1</b>	Enhance minority recruiting efforts	<b>Primary:</b> KCS Chief of Human Resources <b>Secondary:</b> KCS principals	<ul style="list-style-type: none"> <li>Identify current % of minority candidates in applicant pool (Summer 2016)</li> <li>Develop user friendly methods to identify minority candidates (2016-17)</li> <li>Establish diversity targets for district and schools (Winter 2016)</li> </ul>	<ul style="list-style-type: none"> <li>N/A</li> </ul>
<b>4.2</b>	Develop community promotion activities to attract/retain minority teachers	<b>Primary:</b> Director of Community Relations <b>Secondary:</b> KCS Chief of Human Resources, Community Organizations (KAUL, Project GRAD, etc.)	<ul style="list-style-type: none"> <li>Fall 2016 - ongoing</li> </ul>	<ul style="list-style-type: none"> <li>N/A</li> </ul>
<b>4.3</b>	Establish minority professional mentoring and networking activities	<b>Primary:</b> Director of Community Relations <b>Secondary:</b>	<ul style="list-style-type: none"> <li>Fall 2016 – ongoing</li> </ul>	<ul style="list-style-type: none"> <li>N/A</li> </ul>

		Community Organizations (KAUL, Project GRAD, etc.)		
4.4	Increase the number of male teachers, particularly in elementary school	<b>Primary:</b> Chief Human Resources Officer <b>Secondary:</b> KCS principals	<ul style="list-style-type: none"> <li>Fall 2016 - ongoing</li> </ul>	<ul style="list-style-type: none"> <li>N/A</li> </ul>
4.5	Ensure that struggling students (students performing below grade level standards) have access to highly effective teachers	<b>Primary:</b> Executive Director of Secondary Schools, Executive Director of Elementary Schools and Executive Director of Innovation and School Improvement <b>Secondary:</b> Human Resources, KCS principals	<ul style="list-style-type: none"> <li>Fall 2016 - ongoing</li> </ul>	<ul style="list-style-type: none"> <li>N/A</li> </ul>
4.6	Budget permitting, explore opportunities to increase the number of school counselors, social workers, behavior liaisons and other support personnel at all school levels	<b>Primary:</b> Director of Finance <b>Secondary:</b> Executive Director of Student Support Services, KCS Principals	<ul style="list-style-type: none"> <li>Fall 2016 - ongoing</li> </ul>	<ul style="list-style-type: none"> <li>See attached</li> </ul>