



Board Report

Chief Operating Officer

Elizabeth Martinez

Chief Operating Officer

My focus for the start of the school year was to clear the path for the school to implement critical systems and procedures. The first step was to make sure that teams were structured in a way that aligned with the overall goals for each team. Now that the structures are more closely aligned to the goals, I can start to dig into each area to create foundation and consistency. To that end, my three areas of focus for the Q2 (October-December) include:

Onboarding

I have quite a few new staff members and am preparing to welcome new employees in critical areas. During the month of October, I am welcoming the new Assistant Principal of Student Support as well as a Middle School Dean of Restorative Practices. Additionally, I continue to onboard positions in the areas of Student Support, Compliance, and Governance. The goal is to work towards a full release of the Student Support team back to Dr. Jackson at the start of the second semester. For the remainder of this semester, I will support the AP of Student Support in obtaining a solid foundation/understanding of their scope of work and the goals for their area.

When I look at key data points for students (Table 1), I see trends moving in the right direction: flattening of suspension counts and rates, increase in Average Daily Attendance (ADA), and a decrease in Chronic Absenteeism. This signals to me that more students are coming to school regularly and that students are starting to better understand the expectations of the school in terms of safe behavior on campus. Additionally, by this time last school year we had 4 recommendations for expulsion on record. This year, we have only one recommendation on record. I am confident that I am supporting the deans in turning the climate of safety on the campus.

Assessing Efficacy by Area

I submitted a project application to the [Education Pioneers' Impact Fellowship](#). The program is designed to match educational institutions and professional fellows for a 10-month period. The project I submitted has three areas of focus:

1. **Policy:** Identify all existing policies, assess compliance level of the existing policies, identify policy gaps, conduct research and prepare drafts of new policies, and establish a road map for centralizing all policies.
2. **Data & Strategy:** Support the COO in identifying key metrics to measure the health of critical departments including: HR, Talent, School Operations, Compliance, School Attendance and Enrollment. In addition to identifying the metrics, support with establishing a method and cadence for reviewing the metrics.
3. **General Project Management:** Manage projects on behalf of the COO in the areas of Executive Leadership, HR, Talent, School Operations, Compliance, School Attendance and Enrollment.

It is my hope that by having a dedicated, full-time fellow I can define efficacy, identify a baseline and outline SMART and multi-year goals by area. I look forward to providing the board an update on the fellowship.

Increased Alignment: Talent and Human Resources

I am working with our Director of HR and the Interim Director of Talent to align their processes related to staffing for the upcoming school year. There are still a lot of areas for opportunity to improve our recruitment and onboarding efforts although the data I looked at related to turnover/retention for the last 7 school years signals that we are already on the right track. At the end of last school year, the turnover rate was cut down by almost 50% when compared to 2016-2017. I am partnering with both areas to try and arrive at a more precise staffing projection for 2024-25 and adjusting our recruitment efforts where needed. As of now, there are no shortages in terms of qualified candidates for most positions. We hope that this continues to be the case as we prepare for this hiring season.

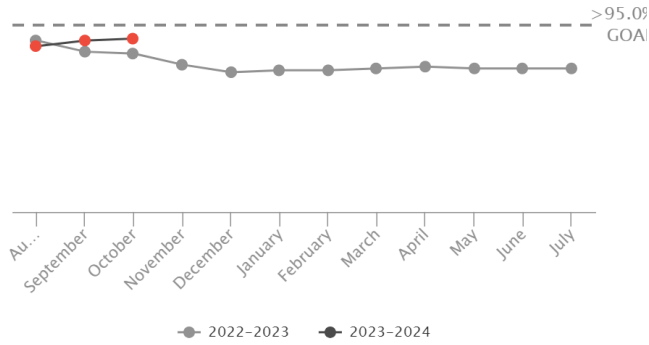
Student Metrics (Table 1)

Average Daily Attendance ⓘ

Trend by Month

94.3%

District Overall



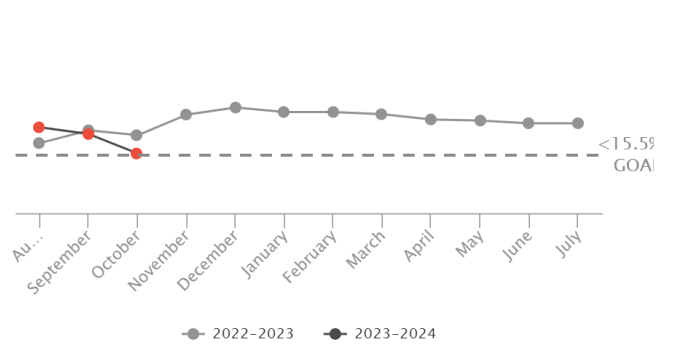
Explore

Chronic Absence ⓘ

Trend by Month

16%

District Overall



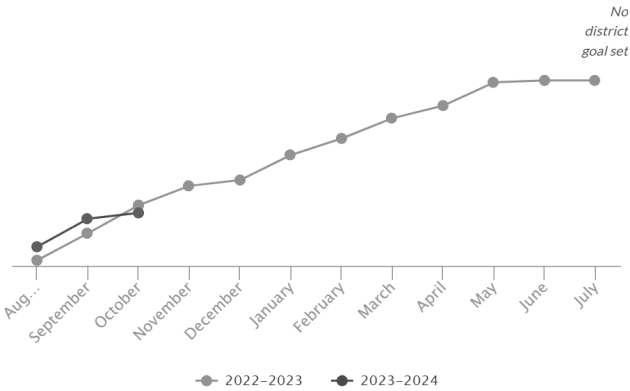
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Suspension Count ⓘ

Trend by Month

55

District Overall



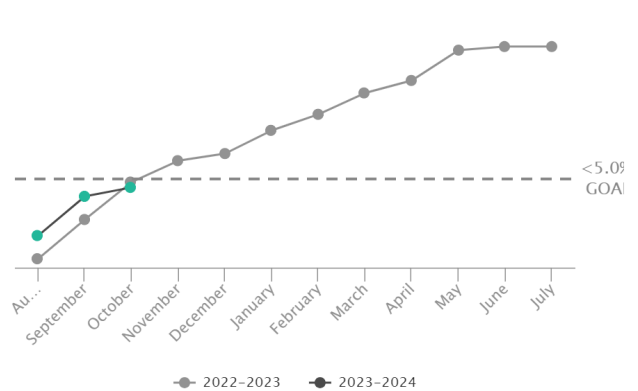
Explore

Suspension Rate ⓘ

Trend by Month

4.5%

District Overall



Explore

Appendix

Quarter 2 Priorities for COO Team

<p>Compliance</p>	<p>School Systems</p> <ul style="list-style-type: none"> • Semester 1 final grades distribution <p>State Reporting</p> <ul style="list-style-type: none"> • CALPADS Fall 1 • CA School Dashboard Local Indicators Reporting • Student Immunization Reporting <p>Assessments & Diagnostics</p> <ul style="list-style-type: none"> • Compiling, Analyzing, and Communicating State Assessment Data • Setting up and supporting with interim assessments • Compile and analyze full state assessment results <p>Compliance Monitoring</p> <ul style="list-style-type: none"> • Monitoring current year LCAP (monitoring goal/action completion; beginning addendums/updates; facilitating communication in LCAP Team) • Launching process for the new 3-year LCAP that will start in the 2024-25 school year
<p>Talent</p>	<p>Planning</p> <ul style="list-style-type: none"> • Recruitment for Identify hiring needs and prep for SY24-25 recruitment launch in December. <p>Systems</p> <ul style="list-style-type: none"> • Begin implementing recruitment plan - prep outreach materials/ templates. • Make necessary revisions to JazzHR system and processes so there's no delay as recruiting ramps up. <p>Staffing</p> <ul style="list-style-type: none"> • Assess current staffing model for the team and begin planning for the next iteration of the team
<p>Attendance and Enrollment</p>	<p>State Reporting</p> <ul style="list-style-type: none"> • Completing student transfers to balance attendance reporting • P-1 Attendance Submission <p>Attendance Monitoring</p> <ul style="list-style-type: none"> • Attendance training for teachers • Daily attendance tracking
<p>Human Resources</p>	<p>Employment</p> <ul style="list-style-type: none"> • Partner with the Staff Satisfaction Committee to assess survey responses and communicate an S2 action plan, enabling staff to vote on the committee's priorities for Q3-4 • Initiate summer school planning • Prepare for annual intent to return survey and information share for 1:1 follow-ups from HR/supervisor • Partner with the Talent team to assess HR's role in supporting the upcoming recruitment season and strategy, which includes coordinating position control assessments with the Business Services team

October 2023

	<ul style="list-style-type: none"> ● New hire welcome event for recent hires, includes CEO, APs, Ops, IT <p>Compliance</p> <ul style="list-style-type: none"> ● Present benefit renewal choices to the executive leadership and introduce the annual Open Enrollment for the 2024 plan year. ● CALPADS reporting <p>Performance</p> <ul style="list-style-type: none"> ● Boosting Supervisor Skills: Using 15Five, improving Performance Improvement Plans, mastering tough conversations, and enhancing documentation, among other topics ● Work with school leadership to improve the new employee induction plan and practices, using feedback from both new and current teachers for enhanced support and confidence before they enter the classroom
<p>School Operations</p>	<p>Systems</p> <ul style="list-style-type: none"> ● Implement new parent communication tool ● Refine and standardize the use of SolarWinds to track and respond to Operations request ● Continue creating and updating standard operating procedures (SOPs) for routine tasks/projects <p>Planning</p> <ul style="list-style-type: none"> ● Assess & revise Ops Budget for 23-24 & plan for 24-25 ● Begin Master Calendaring for 24-25 (goal to approve calendar at December Board Meeting) ● Conduct Site Safety Assessment ● Continue CSSP Annual process ● Begin planning for Graduation/promotion ● Begin RFP process for Custodial Contract
<p>Student Support</p>	<p>Onboarding</p> <ul style="list-style-type: none"> ● Assistant Principal of Student Support and a Middle School Dean of Students ● Intentional onboarding of AP position working towards a full release of supervision starting in Semester 2 ● Gradual release of full team back to the school under Principal’s leadership