

# Our Community: Our Familia

As a society we share a single purpose: to make schools worthy of our families’ dreams for their children.

## Component XI: Engage Students, Families, and Community Partners

<p><b>Component XI:</b> SAISD will establish real connections between families, staff, and community partners that sustain their humanity and are grounded in respect and acknowledgement of the community, families, cultures and voices.</p>		
<p><b>Objective A:</b> SAISD will actively communicate, engage, and empower SAISD families and community members in order to improve outcomes for students.</p>		
Activity	Timeline	Outcomes
<p>1. Implement Karen Mapp’s Dual-Capacity Framework for Family-School Partnerships to cultivate effective relationships anchored in the following components:</p> <ul style="list-style-type: none"> <li>● Effective family engagement and home-school partnership strategies and practices;</li> <li>● Adult learning and motivation; and</li> <li>● Leadership development.</li> </ul>	<ul style="list-style-type: none"> <li>● Reflect on lessons learned from past implementation of the Framework and incorporate these learnings into trainings and implementation.</li> <li>● Conduct professional development for the Family and Community Engagement (FACE) team by June 2023.</li> <li>● Revise the FACE campus implementation checklist to align to the Framework for Family-School Partnerships by July 2023.</li> <li>● Conduct training for school leaders by August 2023.</li> <li>● Implement beginning August 2023.</li> </ul>	<p>Creates and sustains school and district cultures that welcome, invite, and promote family engagement.</p> <p>Increased staff capacity to build family engagement and participation.</p> <p>Increase family participation in schools.</p>
<p>2. Ensure high-quality professional development for district and campus FACE specialists conducted by family engagement experts that ensures initiatives are:</p> <ul style="list-style-type: none"> <li>● Aligned with school and district achievement goals and connect families to the teaching and learning goals for the students</li> <li>● Focused on increasing family and community engagement in schools</li> <li>● Focused on building respectful and trusting relationships between home and school</li> <li>● Supportive of the intellectual, social, and human capital of stakeholders</li> </ul>	<ul style="list-style-type: none"> <li>● Conduct professional development for the FACE specialists during the school year 2023-2024.</li> <li>● Revise the FACE specialist appraisal instrument to align and provide high-quality professional development content during the 2023-2024 school year.</li> <li>● Conduct training for school leaders by March 2024.</li> <li>● Implement beginning August 2024.</li> </ul>	<p>Creates and sustains school and district cultures that welcome, invite, and promote family engagement.</p> <p>Increased staff capacity to build family engagement and participation.</p> <p>Increase family participation in schools.</p>

<p>engaged in the program</p> <ul style="list-style-type: none"> <li>● Focused on building learning communities and networks among families</li> <li>● Focused on effective marketing and branding of schools</li> </ul>		
<p>3. Anchor family support to an evidence-based Family-centered Coaching model.</p>	<ul style="list-style-type: none"> <li>● Partner with Family Services of San Antonio to ensure that all FACE specialists receive certification in the Family-centered Coaching Model by May 2023.</li> <li>● Revise the FACE specialist appraisal instrument to align to Family-centered Coaching school year 2023-2024.</li> <li>● Conduct training for school leaders by March 2024.</li> <li>● Implement beginning August 2024.</li> </ul>	<p>Creates and sustains school and district cultures that welcome, invite, and promote family engagement.</p> <p>Increased staff capacity to build family engagement and participation.</p> <p>Increase family participation in schools.</p>
<p>4. Create a district-wide process for collecting, reporting, and addressing family engagement and satisfaction data.</p>	<ul style="list-style-type: none"> <li>● Implement existing annual family survey tool (Panorama) by March 2023.</li> <li>● As part of Activity XII.A.1 (School Performance Framework update), determine what SAISD should measure regarding family engagement and the best ways to measure it by May 2023</li> <li>● Review family engagement data with Executive and school leadership by June 2023.</li> <li>● Use the data from annual surveys to inform best practices and modify as needed annually by August.</li> </ul>	<p>Add to Increased family engagement and District understanding of family perspective on their child's school experience.</p>
<p>5. Ensure effective customer service training for all front facing departments and school staff to promote a welcoming and accessible environment for families.</p>	<ul style="list-style-type: none"> <li>● Create an RFP process for customer service training specific for schools by May 2023.</li> <li>● Implement training by July 2023.</li> <li>● Provide quarterly updates to Executive and school leadership regarding staff trained by October, December, March, and June.</li> </ul>	<p>Decrease in the number of intake calls to the Constituent Services Office with customer service concerns primarily submitted by families.</p>
<p>6. Mitigate language barriers by contracting with translation and interpretation services to provide families with communication in their native language if needed. (Ex. Spanish, Arabic, Pashto, Swahili, etc.)</p>	<ul style="list-style-type: none"> <li>● Contract translators by May 2023.</li> <li>● Create a process for departments and schools to request translation services by July 2023.</li> </ul>	<p>Increase in family engagement, awareness, advising, and increased access to learning opportunities.</p>

<p>7. Conduct professional development sessions for school leadership and faculty on clear communication, maintaining a welcoming school culture, honoring family cultural values, and creating a sense of stability for families.</p>	<ul style="list-style-type: none"> <li>● Create training by August 2023.</li> <li>● Conduct training school year 2023-2024.</li> <li>● Solicit feedback and reassess after 2023-2024</li> </ul>	<p>Increased two-way communication between schools and families.</p> <p>Increase in the number of schools providing an engaging and welcoming school culture that honors and reflects all families cultural values.</p> <p>Increase in families reporting a welcoming and stable school culture.</p>
<p>8. In response to family feedback, institute a My Success Family University, that culminates in a graduation associated with the attainment of badges, micro credentials, certifications, or college credit with sessions on topics which may include strategies to support their children, including:</p> <ul style="list-style-type: none"> <li>● Student-led Literacy, Math, Science, Social Studies Nights</li> <li>● Systems of Care Website</li> <li>● Family/Teacher Toolkit</li> <li>● families &amp; Students Website</li> <li>● Frontline</li> </ul>	<ul style="list-style-type: none"> <li>● use existing university partnerships with the University of Texas at Austin (UT Austin) and the University of Texas at San Antonio (UTSA) to develop and codify District badging and micro-credentialing criteria by June 2023.</li> <li>● Create criteria for badges and micro-credentials that will ensure coding of metadata for transportability under a university provider by May 2024.</li> <li>● Identify a repository to award and track badges and micro-credentials earned by May 2024.</li> <li>● Establish badging and micro-credentialing for students by August 2024.</li> </ul>	<p>Improve support for families in their role as their children’s first and most important teacher and role model.</p> <p>Increase family awareness of reading and literacy goals that their child should achieve by a certain age and grade.</p> <p>Increase awareness and utilization of wrap around services for families.</p> <p>Increase opportunities for families to engage in continued professional learning that are codified into badges and micro credentials that can be tracked, acknowledged, and lead to workforce opportunities.</p>
<p>9. Create professional learning experiences, including micro-learning videos, easily accessible via multiple platforms for families for key topics to provide easy access to information, including:</p> <ul style="list-style-type: none"> <li>● Safety</li> <li>● Attendance</li> <li>● Academic support</li> <li>● College access</li> <li>● Immigration</li> <li>● Family Self-Advocacy</li> <li>● Social Emotional Learning (SEL)</li> <li>● Other trainings based on Family input</li> </ul>	<ul style="list-style-type: none"> <li>● Develop a plan for roll-out</li> <li>● Create process for collecting feedback from families</li> <li>● Create an exemplary micro-learning video by March 2023.</li> <li>● Conduct training for all curriculum writers by May 2023.</li> <li>● Create Phase I micro-learning videos school year 2023-2024.</li> <li>● Create Phase II micro-learning videos school year 2024-2025.</li> </ul>	<p>Families will have access to quality support through short targeted video instruction.</p> <p>Families have a greater sense of knowledge, agency, and voice in their student’s educational experience.</p> <p>Student achievement will increase as gaps are closed for students.</p>

<p>10. Develop a Family Week in which we will encourage families to shadow their kids.</p>	<ul style="list-style-type: none"> <li>● Use existing advisory councils to create a Family Week program during the school year 2023-2024.</li> <li>● Implement during the school year 2024-2025.</li> </ul>	<p>Students are provided with an important scaffold for learning.</p> <p>Teachers more accurately evaluate content knowledge as opposed to language acquisition.</p>
<p>11. Family-led advocacy campaigns to address educational concerns.</p>	<ul style="list-style-type: none"> <li>● use existing partnership with ImmSchools to create <i>plática</i>-style campaigns for Family advocacy school year 2023-2024.</li> <li>● Implement during the school year 2024-2025.</li> </ul>	<p>Families are provided opportunities to give feedback on their child’s educational experience.</p> <p>Schools use the information provided for continuous improvements.</p>
<p>12. Meet the unique needs of military-connected students and families by pursuing Texas Purple Star Campus designations.</p>	<ul style="list-style-type: none"> <li>● Conduct a needs assessment of military connected families.</li> <li>● Engage Principals in an overview of the Texas Purple Star Campus program by June 2023.</li> <li>● Conduct professional development for school leaders and staff interested in pursuing the designation for the school year 2023-2024.</li> <li>● Continue to onboard schools each year until all schools are designated by May 2025.</li> </ul>	<p>Support military connected students and their families.</p> <p>Offer professional development opportunities for staff members on issues related to military-connected students.</p> <p>Increase enrollment of military families in the district.</p> <p>Improved SEL feedback from this student group.</p> <p>Align with the state and national models to support our military families.</p>
<p>13. Solicit feedback from and improve support for families in smaller minority populations, such as African American/Black or Middle Eastern, through a variety of forums and outreach opportunities to better understand priorities and school experience.</p>	<ul style="list-style-type: none"> <li>● Conduct focus groups for Family feedback is identified for the school year 2023-2024.</li> <li>● Incorporate feedback into family support planning by May 2024.</li> </ul>	<p>SAISD will have a deeper understanding of the issues, values, and experiences that are important to families of students in smaller minority populations.</p>
<p>14. Solicit feedback and improve the SAISD Systems of Care website and ensure and include information that families can use to support student learning and access community resources, including a:</p> <ul style="list-style-type: none"> <li>● Community resource handbook that identifies various support services (e.g., housing, health, legal assistance, domestic violence, etc.)</li> <li>● Mechanism to assist families in obtaining and using library cards</li> </ul>	<ul style="list-style-type: none"> <li>● Conduct focus groups for Family feedback is identified for the school year 2023-2024.</li> <li>● Conduct professional development for FACE Specialists by February 2024.</li> <li>● Conduct professional development for school leaders by March 2024.</li> <li>● Incorporate feedback into Systems of Care by May 2024.</li> </ul>	<p>Families will have an improved website of resources that supports families with wrap around services.</p>

<ul style="list-style-type: none"> <li>● List of free/low-cost recreational options (e.g., city parks, recreation centers, gyms, outdoor sports fields, etc.) in the community</li> <li>● Access to employment related workshops for families</li> </ul>		
<p>15. Improve communication with families by increasing communication channels, including using:</p> <ul style="list-style-type: none"> <li>● Monthly calendar of classroom activities so families know what students are learning</li> <li>● Quarterly district wide family and community newsletter</li> <li>● Programs such as Google Voice for Teachers to more regularly communicate with families</li> <li>● Helplines for families using WhatsApp</li> <li>● Digital family support groups organized by topic</li> <li>● District wide Family Fair where families are provided workshops, family activities, performances, food.</li> </ul>	<ul style="list-style-type: none"> <li>● Create a plan for communication working in collaboration with the Communications school year 2023-2024.</li> <li>● Conduct professional development for FACE Specialists by February 2024.</li> <li>● Conduct professional development for school leaders by March 2024.</li> <li>● Incorporate feedback into communications plans by May 2024.</li> </ul>	<p>Families will have an improved communication that supports student learning and school connectedness.</p>
<p>16. Provide welcoming spaces for families, including:</p> <ul style="list-style-type: none"> <li>● Family Rooms in schools</li> <li>● Family Center that will serve as a resource hub for families</li> </ul>	<ul style="list-style-type: none"> <li>● Use the Principal and Parent Advisory Councils to develop criteria for the school year 2023-2024.</li> <li>● Conduct professional development for FACE Specialists by February 2024.</li> <li>● Conduct professional development for school leaders by March 2024.</li> <li>● Implement Family Rooms by May 2024.</li> <li>● Implement a Family Center by May 2025.</li> </ul>	<p>Families will have improved resources that support families with wrap-around services.</p>
<p>17. Support families' workforce readiness to improve the economic trajectory for families by offering family training, literacy academies and adult education offerings.</p>	<ul style="list-style-type: none"> <li>● Plan family training in collaboration with curriculum departments and university partner school year 2023-2024.</li> <li>● Partner with local entities for marketing these programs by May 2023 to launch by July 2023</li> </ul>	<p>Increase in the percent of families successfully completing literacy academies.</p> <p>Increase in the percent of families successfully completing workforce and/or certification courses.</p>

	<ul style="list-style-type: none"> <li>● Partner with SAISD’s Adult Education Department to market and offer workforce development courses August 2023.</li> <li>● Launch literacy academies January 2024.</li> <li>● Assess impact of our programming on an ongoing basis.</li> </ul>	
18. Create a Parent Mentor Program where engaged families act as mentors for other families to increase engagement with compensation for their time.	<ul style="list-style-type: none"> <li>● Conduct focus groups by October 2023.</li> <li>● Create a curriculum for training by December 2023.</li> <li>● Work with the Human Capital Management Department to determine a rate of pay by December 2023.</li> <li>● Conduct professional development for FACE Specialists by February 2024.</li> <li>● Conduct professional development for school leaders by March 2024.</li> <li>● Implement by May 2024.</li> </ul>	<p>Families will be more knowledgeable and connected to their child’s education.</p> <p>Student achievement will increase as gaps are closed for students.</p>
19. Establish Parent Teacher Association (PTA) or Parent Teacher Organizations at every campus.	<ul style="list-style-type: none"> <li>● Create a profile of a high functioning PTA/PTO Spring 2023.</li> <li>● Provide professional development to FACE specialists on how to run effective PTAs by Spring 2023.</li> <li>● Create a mechanism for monitoring and evaluating the efficacy of the PTA/PTO by June 2023.</li> <li>● Solicit families to lead PTA/PTO by September 2023.</li> <li>● Create a President’s Council (PTA president of each campus) to meet quarterly with the Executive Team beginning the school year 2023-2024.</li> </ul>	<p>Families are active participants in their child’s education.</p>

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**Objective B:** Empower families to secure the best learning environments for their children by deepening their understanding of SAISD’s family of schools, improving equitable access, and aligning schools to family and community needs and interests.

Activity	Timeline	Outcomes
<p>1. Create a district-wide environment of school choice for all schools, ensuring equitable access to all students and prioritizing neighborhood needs.</p>	<ul style="list-style-type: none"> <li>● Create an open enrollment policy by May 2023.</li> <li>● Incorporate strategies for increasing open enrollment options school year 2023-2024.</li> <li>● Implementation by August 2024.</li> </ul>	<p>Expand the number of choice school opportunities for families by prioritizing students living within the attendance zone of neighborhood schools.</p> <p>Increase conversion rates for campuses to 90-95% and maintain the rates at 95% each subsequent year.</p>
<p>2. Ensure student stability through removing exclusionary policies and practices so that each student has the opportunity to stay in their school of enrollment.</p>	<ul style="list-style-type: none"> <li>● Revise administrative procedures by March 2023.</li> <li>● use the Principal and Parent Advisory Councils to provide feedback by May 2023.</li> <li>● Implementation by August 2023.</li> </ul>	<p>Reduce the number of withdrawals by 5% annually.</p> <p>Increase the opportunity for families to select the option to request to change schools outside of their designated attendance zone based on request.</p> <p>Increase high-quality options for all students.</p>
<p>3. Improve customer experience for students and families/caretakers during the registration and enrollment process by ensuring:</p> <ul style="list-style-type: none"> <li>● Standard enrollment calendars and websites for all San Antonio districts and charter schools;</li> <li>● Extended-hour phone and online support during the registration period; and</li> <li>● Improved response times to family queries.</li> </ul>	<ul style="list-style-type: none"> <li>● Work collaboratively with schools to create a standard enrollment calendar by March 2023.</li> <li>● Create structures to allow extended hours by March 2023.</li> <li>● Create systems for tracking response times by March 2023.</li> </ul>	<p>Decrease response time for families.</p> <p>Increase training opportunities for families with the registration/application process.</p>
<p>4. Cultivate community partnerships to enhance enrollment efforts.</p>	<ul style="list-style-type: none"> <li>● Identify partners who have community relationships by February 2024.</li> <li>● Establish contracts by May 2024.</li> <li>● Implement by August 2024.</li> </ul>	<p>Increase the number of community-based partnerships to support Tier 3 campuses.</p>

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**Objective C:** Implement a best-in-class enrollment system that is fair, transparent, efficient, and promotes equitable and diverse school options.

Activity	Timeline	Outcomes
<p>1. Create a welcoming, easy, and transparent enrollment process that is centered on the family experiences, prioritizes equity, and provides access to high-quality options for all students.</p>	<ul style="list-style-type: none"> <li>● Develop and use the steering committee to provide feedback on the components of the enrollment platform by January 2023.</li> <li>● use family focus groups to identify barriers by May 2023.</li> <li>● Launch a revised enrollment process beginning in October 2023.</li> </ul>	<p>Reduce the number of steps in the enrollment process.</p> <p>Reduce the number of paper forms to less than 5%.</p>
<p>2. Contract with an all-in-one online enrollment system for all schools - choice and neighborhood (Frontline, SchoolMint, etc.)</p> <ul style="list-style-type: none"> <li>● Create a family-centered school finder to allow families the opportunity to view all school options in a centralized and accessible location</li> </ul>	<ul style="list-style-type: none"> <li>● Solicit the RFP for the choice enrollment lottery process, application management, and school finder by February 2023.</li> <li>● Implementation of the platform by August 2023.</li> </ul>	<p>Increase the ability for families to easily identify their home school and information on other district schools.</p> <p>Increase the ability for families to access information about schools by providing the information in their native language (extending language opportunities ex. Pashto, Swahili).</p>



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**Objective D:** Develop effective support for student recruitment by district and campus staff.

Activity	Timeline	Outcomes
1. Develop new district school-level goals for student enrollment and retention monitored by Instructional Superintendents	<ul style="list-style-type: none"><li>• Work collaboratively with the district’s research department and Instructional Superintendents to set aggressive, but attainable goals by July 2023.</li><li>• Incorporate feedback into recruitment planning by August 2023.</li></ul>	Increase re-enrollment rates for grades K-12.
2. Create research-based marketing strategies/guidelines, training, and tiered support structures for school staff on student recruitment.	<ul style="list-style-type: none"><li>• use strategies and toolkits from national experts by March 2023.</li><li>• Collaborate with Communications on the development of marketing assets by May 2023.</li><li>• Develop an action plan by recruiting season 2024.</li></ul>	Strengthen digital advertising and recruitment measures.  Increase applicant pool diversity to zipcodes beyond a 10-15 mile radius.  Increase applications by 5%.

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**Objective E:** Create learning opportunities for SAISD families to engage in literacy, mathematical, and technology skills, college and career planning, and postsecondary education to support students' academic needs.

Activity	Timeline	Outcomes
<p>1. Provide a welcome packet to each new family on the benefits and options related to college and career planning, along with post-secondary education options.</p>	<ul style="list-style-type: none"> <li>● Design the welcome packet school year 2023-2024.</li> <li>● Implement by March 2024.</li> </ul>	<p>Increase in students taking advanced level courses earlier in middle school and high school.</p>
<p>2. Design and publish a dedicated family engagement plan at each school that includes</p> <ul style="list-style-type: none"> <li>● Creating a MY Success University program that provides families with tools to prepare their students for high school and postsecondary futures</li> <li>● Hosting family-student events, such as college tours</li> <li>● Expanding the <i>platicá</i> model for family engagement</li> </ul>	<ul style="list-style-type: none"> <li>● use existing advisory councils to create a defined plan specific to each grade level by May 2025.</li> <li>● Publish a draft plan by May 2025.</li> <li>● Provide professional development beginning June 2025.</li> <li>● Implementation for the school year 2025-2026.</li> </ul>	<p>Students and families are better prepared for decisions that accompany the transition from high school to college and/or career.</p>
<p>3. Assist with parenthood readiness by providing local hospitals with introductory letters from the Superintendent for new families communicating our District's eagerness to serve and share resources via an online repository supporting early learning:</p> <ul style="list-style-type: none"> <li>● SAISD resources</li> <li>● Community resources</li> <li>● Virtual learning options</li> </ul>	<ul style="list-style-type: none"> <li>● Develop relationships with local hospitals by May 2023.</li> <li>● Create a web site of resources by December 2023.</li> <li>● Begin publishing letters January 2024.</li> <li>● Hire early childhood specialists who can work with families in their homes, conduct professional development and support families and connect them to community resources by May 2024.</li> </ul>	<p>Families will be provided with support for our earliest learners as evidenced by web site and virtual learning usage data.</p> <p>Develop a strong foundation for families related to schooling.</p>
<p>4. Develop sets of high-interest literacy activities accompanied with culturally sustaining texts to distribute to students and families during all school breaks to support 365-day learning.</p>	<ul style="list-style-type: none"> <li>● Develop a budget, scope, and timeline for purchasing texts and creating literacy activities for the school year 2023-2024 by May 2023.</li> <li>● Ensure texts and activities are ready</li> </ul>	<p>Students have reliable opportunities for literacy throughout the calendar year.</p> <p>Families have literacy resources for their students that they may adapt to integrate into their home lives.</p>

	<p>for home use during the following breaks:</p> <ul style="list-style-type: none"> <li>○ Thanksgiving Break by November 2023.</li> <li>○ Winter Break by December 2023.</li> <li>○ Spring break by March 2024.</li> <li>○ Summer break by May 2024. <ul style="list-style-type: none"> <li>● Develop strategies and partnerships to encourage students to engage in literacy activities</li> </ul> </li> </ul>	
<p>5. Develop sets of high-interest mathematics activities accompanied with manipulatives to distribute to students and families during school breaks to support 365-day learning.</p>	<ul style="list-style-type: none"> <li>● Develop a budget, scope, and timeline for purchasing manipulatives and resources and creating mathematical tasks for school year 2023-2024 by May 2023.</li> <li>● Ensure manipulatives and tasks are ready for home use during</li> <li>● Thanksgiving Break in November 2023</li> <li>● Winter Break in December 2023</li> <li>● Spring break in March 2024</li> <li>● Summer break by May 2024</li> <li>● Develop strategies and partnerships to encourage students to engage in literacy activities</li> </ul>	<p>Students have reliable opportunities for mathematics experiences throughout the calendar year.</p> <p>Families have mathematics resources for their students that they may adapt to integrate into their home lives.</p>
<p>6. Expand student home libraries with culturally sustaining, diverse, and high-interest texts in families' home languages to ensure students have access to high-interest text during school breaks to support 365-day learning.</p>	<ul style="list-style-type: none"> <li>● Conduct a needs assessment by May 2023.</li> <li>● Order and deliver materials by August 2023.</li> <li>● Embed strategies into professional development school year 2023-2024.</li> </ul>	<p>Students are provided with an important scaffold for learning.</p> <p>Teachers more accurately evaluate content knowledge as opposed to language acquisition.</p>

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**Objective F:** Implement attendance strategies that communicate to families and the community the importance and expectations for regular attendance that directly impact student achievement and access to a caring social network.

Activity	Timeline	Outcomes
<p>1. Increase the number of retention specialists to allow for two for each network of schools, with one providing full time services to high schools.</p>	<ul style="list-style-type: none"> <li>● Post positions by May 2023.</li> <li>● Conduct intensive training of retention specialists by July 2023.</li> <li>● Finalize assignments by August 2023.</li> </ul>	<p>Increase attendance rates across all schools.</p> <p>Increase attendance rates to 90% for Tier 3 and 4 students.</p>
<p>2. Remove attendance barriers with a focus on students in special populations such as McKinney Vento, special education, or English Language Learners.</p>	<ul style="list-style-type: none"> <li>● Create a process to systematically evaluate data for special populations by May 2023.</li> <li>● Investigate support structures that are easily accessible to families and schools by July 2023.</li> <li>● Implement support strategies by 2023.</li> </ul>	<p>Increase attendance rates to 90% for Tier 3 and 4 students.</p>
<p>3. Create a system for generating evidence-based approaches to reducing chronic absenteeism and increasing the number of days students have access to learning opportunities.</p>	<ul style="list-style-type: none"> <li>● Consult with national experts by March 2023.</li> <li>● Create a toolkit of resources for schools by August 2023.</li> </ul>	<p>Reduce the number of students in Tier 3 (60%-69%) and Tier 4 (0-59%).</p>
<p>4. Develop a student mentorship program to ensure that all students have access to a caring adult mentor:</p> <ul style="list-style-type: none"> <li>● Phase 1: Ensure that Tier 4 students attendance rates (0-59%) have access to an adult mentor</li> <li>● Phase 2: Ensure that Tier 3 students attendance rates (60-69%) have access to an adult mentor</li> <li>● Phase 3: Ensure that Tier 2 students attendance rates (70-79%) have access to an adult mentor</li> <li>● Phase 4: Ensure that Tier 1 students attendance rates ((80-90%) have access to an adult mentor</li> </ul>	<ul style="list-style-type: none"> <li>● use evidence-based research to create a structure for district-wide mentoring with a planning year beginning school year 2023-2024.</li> <li>● Create an asset map of external organizations currently mentoring in SAISD by May 2023.</li> <li>● Develop a far-reaching recruitment model that uses organizations across San Antonio (businesses, non-profits, universities, etc.) and matches them to the specific school and student needs by December 2023.</li> <li>● Establish a Student/Mentor matching framework that uses multi modal mentoring models to ensure community support is present to interact with students (this may</li> </ul>	<p>Improve attendance rates to above 94%.</p> <p>Improved students' sense of belonging.</p>

	<p>look different across the district) by December 2023.</p> <ul style="list-style-type: none"><li>● Develop a mandatory training curriculum that explains the importance of mentors, tips for interactions, and establishing meaningful relationships by January 2024.</li><li>● Create a student mentorship department by January 2024 and staff with:<ul style="list-style-type: none"><li>○ Director</li><li>○ 3 Coordinators</li><li>○ 6 Specialists</li></ul></li><li>● Launch new cohorts of mentors each year beginning school year 2024-2025 and each year thereafter:<ul style="list-style-type: none"><li>○ Phase 1 2024-2025</li><li>○ Phase 2 2025-2026</li><li>○ Phase 3 2026-2027</li><li>○ Phase 4 2027-2028</li></ul></li></ul>	
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**Objective G:** Create a new SAISD division that aligns the offices of communications, family and community engagement, and legislative affairs to cohesively and impactfully convey information to all the district's internal and external stakeholders.

Activity	Timeline	Outcomes
1. Recruit, hire and onboard a Chief of Communications, Family and Community Engagement/External Affairs to oversee the new division.	<ul style="list-style-type: none"><li>● Create mission and goals for the Division of Communications, Family and Community Engagement/Legislative Affairs by March 2023.</li><li>● Finalize organizational chart, review job descriptions, and fill director vacancies in Family and Community Engagement and Legislative Affairs by March 2023.</li><li>● Develop department and individual goals by July 2023.</li></ul>	A fully staffed division with clear purpose and goals.

**Component XI:** SAISD will establish real connections between families, staff, and community partners that sustain their humanity and are grounded in respect and acknowledgement of the community, families, cultures and voices.

**Objective H:** Strengthen SAISD’s brand narrative by ensuring the district’s communications to stakeholders support its identity as a destination district.

Activity	Timeline	Outcomes
<p>1. Refresh the district and campus websites to support clear and transparent communications that support the district’s brand and communications so they impart key benefits of learning and working in SAISD.</p>	<ul style="list-style-type: none"> <li>● Ongoing communications with the intention of maintaining SAISD as a destination district through targeted media pitches, advertisements, and social media/digital marketing.               <ul style="list-style-type: none"> <li>○ Incorporate the concept that in San Antonio ISD our <i>familia</i> has a shared purpose of dreaming big for their children.</li> </ul> </li> <li>● Develop criteria for developing a compelling story at every school</li> <li>● Create a website redesign team by December 2022.</li> <li>● Launch a new web design by June 30, 2023.</li> <li>● Incorporate, as possible, within the school improvement planning process on a trial basis by June, 2023, and annually thereafter.</li> </ul>	<p>Evidence that families and community members recognize and understand a shared purpose of dreaming big for their children.</p> <p>Evidence that families and community members recognize and understand their school’s compelling story.</p>
<p>2. Create a system of gathering community input in order to continually improve the experiences of all stakeholders including procedures and protocols that offer multiple ways to gather and use community input and to communicate how input was incorporated</p>	<ul style="list-style-type: none"> <li>● Community input plan developed by May 2023.</li> </ul>	<p>A developed set of inclusive and transparent practices that make all stakeholders feel a part of the decision-making processes of the district.</p>