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T1 } references
Y1 }
Y2+Y3 }

Next Door's Strategic Plan

Position 1.0 Leader in Early Childhood Education

Next Door will be the leading early childhood education program in Milwaukee.

Strategy 1.1

Next Door will demonstrate its leadership in early childhood education by adopting a trauma-informed, resiliency-based schools approach, across the organization and at our partner sites.

Objective 1.1.a Staff will be trained in trauma-informed practice, brain development and the Touchpoints approach of working with families.

to develop their knowledge and skills.

Key Accomplishments

- Identify staff to receive trainer certifications and ensure training occurs.
- Analyze staff needs and develop plan to train all current staff systematically and maintain ongoing training opportunities for new program staff.



Key Performance Indicators

- Percentage of staff trained
 - TY (FY21): Secure certified trainers on staff for St. A's 7ei training of Trauma Sensitive Schools, Develop implementation plan
 - Y1 (FY22): 50% of implementation plan in place
 - Y2 (FY23): TBD
 - Y3 (FY24): 100% of implementation plan in place
- ARTIC Scores
 - ~~TY~~ (FY21): Determine baseline scores on ARTIC scale
 - ~~Y1~~ (FY22): Scores on ARTIC scale move from "Learn" to "Grow" in all domains *in subcategories 1 and 2*
 - ~~Y2~~ (FY23): TBD
 - ~~Y3~~ (FY24): Scores on ARTIC scale move from "Grow" to "Thrive" in all *in subcategories 1 and 2*

Objective 1.1.b Parents will learn about the impact of trauma and strategies for resiliency.

Key Accomplishments

- Identify staff to receive trainer certifications and ensure training occurs.
- Develop training content and plan for parents and pilot training with Policy Council parents.
- Training and reflective practice sessions will be offered 2x/yr at each site.

Key Performance Indicators

- Percentage of parents trained *Need Families Trained*
 - ~~TY~~ (FY21): Secure certified trainers on staff for St. A's 7ei training of Trauma Sensitive Schools, Develop implementation plan
 - ~~Y1~~ (FY22): 50% of implementation plan in place
 - ~~Y2~~ (FY23): TBD
 - ~~Y3~~ (FY24): 100% of implementation plan in place



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Strategy 1.2

Next Door will demonstrate strong school readiness outcomes and strong, effective teaching practices.

Objective 1.2.a We will ensure that children receive instruction based on the use of effective teaching practices and care to meet development milestones and are ready to enter first grade.

Key Accomplishments

- Develop and implement a comprehensive system of student assessment

Develop cohorts of students' progress over three years



Objective 1.2.b We will provide intentional coaching and professional development to increase teacher effectiveness.

Key Accomplishments

- Determine baseline (based on CLASS national averages) to identify teachers who require minor fine-tuning as opposed to those that would benefit from more intensive professional development and coaching, and provide optimal support to all teaching staff and intensive interventions to those who require it most.

- Identify baseline CLASS scores and develop tiered coaching and professional development system

Timeline

Following cohorts of student progress over three years

Key Performance Indicators

- Student Outcomes
 - Y1 (FY22): 75% of children without IISPs/IEPs will meet developmental benchmarks
 - Y2 (FY23): 80% of children will meet developmental benchmarks
 - Y3 (FY24): 85% of children will meet developmental benchmarks
- CLASS Scores
 - Y1 (FY22): The average score in the Instructional Support domain will be above the OHS national average of 2.94
 - Y2 (FY23): 50% of classrooms will exceed a score of 3 in the Instructional Support domain of the CLASS
 - Y3 (FY24): 75% of classrooms will exceed a score of 3 in the Instructional Support domain of the CLASS

Key Performance Indicators

- CLASS scores *No KPI at this time!*
 - Y1 (FY22): The number of teachers needing intensive PD/coaching will decrease by 20%
 - Y2 (FY23): The number of teachers needing intensive PD/coaching will decrease by 25%
 - Y3 (FY24): The number of teachers needing intensive PD/coaching will decrease by 50%

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Objective 1.2.c Develop a mentor-teacher program to support teachers in becoming leaders and mentors for their peers to result in increased student outcomes.

Key Accomplishments

- Develop and implement pilot program to determine structure of mentorship and evaluation of effectiveness. Identify and train two mentor teachers per site.
- Expand programming so each teacher has a mentor.
- Implement teacher evaluation of mentoring program

Report on key accomplishments

Key Performance Indicators

- CLASS scores *NO KPIs at this time*
- Y1 (FY 22): Implement phase one of program with 2 mentor teachers per site
- Y2 (FY 23): Increase number of mentor-teachers to 4 per site
- Y3 (FY 24): Increase number of mentor-teachers to 6 per site

Objective 1.2.d Develop a comprehensive training system specific to age groups of children, to support teachers in delivering strong outcomes for their students.

Key Accomplishments

- Identify needs and priorities for new and current EHS, HS, and Charter teachers, and system for training.
- Implement training system and assess effectiveness

Key Performance Indicators

- Student Academic Results *NO KPIs at this time*
- EHS/HS: TSG Assessment
- K4: TSG and PALS Assessments
- K5: PALS, Math, and Writing Assessments
- Annual targets to be determined



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Strategy 1.3

Parents will identify Next Door as the leader in early childhood education as evidenced by their participation and satisfaction with the program.

Objective 1.3.a Parents will participate in family engagement and training opportunities, and opportunities to support their child's educational experience in the home.

Key Accomplishments

- Develop and pilot a tracking system for parent activity
- Implement, assess and modify system as needed



Objective 1.3.b Increase student attendance

Key Accomplishments

- Analyze barriers to attendance
- Develop partnerships and strategies to address attendance issues
- Identify most common barriers to attendance and families facing barriers.
- ~~Develop plan to decrease barriers that impact attendance.~~

Key Performance Indicators

Parent Participation

- ~~TY (FY21): ND families will participate in at least one family engagement activity.~~
- ~~Y1 (FY22): At least three family engagement activities~~
- ~~Y2 (FY23): TBD~~
- ~~Y3 (FY24): At least five family engagement activities~~

Parent Satisfaction

- ~~TY (FY21): 80% of families will indicate they are satisfied or very satisfied with their experience at ND.~~
- ~~Y1 (FY22): 85%~~
- ~~Y2 (FY23): 90%~~
- ~~Y3 (FY24): 95%~~

Key Performance Indicators

Average Daily Attendance

- ~~TY (FY21): 80%~~
- ~~Y1 (FY22): 80%~~
- ~~Y2 (FY23): Reduce the number of families with attendance barriers by 20%~~ 85%
- ~~Y3 (FY24): 90%~~ 90%



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Objective 1.3.c We will expand Books for Kids programming for parents to support their understanding of the importance of reading to their children and building literacy skills at home.

Key Accomplishments

- Survey families to understand perceptions of Books for Kids and needs of families.
- Develop and pilot literacy programming for families.
- Offer quarterly opportunities for parent training/activities.
- Develop and implement parent survey
- Develop plan for literacy programming in response to parent/child needs

Key Performance Indicators

- Parent Participation
• Y1 (FY22): 25% of families attend at least one quarterly literacy event/training
• Y2 (FY23): 50%
• Y3 (FY24): 60%
- Number of Books Distributed to ND Students
• TY (FY21): 30,000
• Y1 (FY22): 40,590 (3 books per month per enrolled student during school year)
• Y2 (FY23): 40,590
• Y3 (FY24): 40,590

NO KPIs at this time

Strategy 1.4

Children will receive a comprehensive experience at Next Door and partner sites to retain children in programming from birth to age five.

Objective 1.4.a Implement effective retention strategies to retain students through K5.

Key Accomplishments

- Identify factors that cause students to leave Next Door or partner site
- Develop and implement a plan to address factors
- Ensure that enrollment and ERSEA training is provided to staff
- Develop a system to solicit feedback from parents regarding reasons for leaving ND and develop strategies/tasks of focus.

Key Performance Indicators

- Number of students retained through K5
• Y1 (FY22): 20% of students will have attended ND since EHS
• Y2 (FY23): 40%
• Y3 (FY24): 50%



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Strategy 1.5

Next Door will continue to increase access to high quality early childhood education in Milwaukee through our child care partnerships.

Objective 1.5.a Our partners will develop strong child outcomes as demonstrated by CLASS scores above the national average.

Key Accomplishments

- Implement support plan
- Monitor work of partners
- Identify baseline CLASS scores and develop tiered coaching and professional development system

Objective 1.5.b We will support partner teacher retention through professional development, Success Coach services and other relevant initiatives.

Key Accomplishments

- Develop and implement comprehensive teacher retention plan

Key Performance Indicators

- CLASS Scores
- ~~V1~~ (FY22): The number of teachers needing intensive PD/coaching will decrease by 20% from baseline
- ~~V2~~ (FY23): decrease by 25% from baseline
- ~~V3~~ (FY24): decrease by 50% from baseline

No KPIs at this time

Key Performance Indicators

- Teacher Retention
- ~~V1~~ (FY22): Targets TBD
- ~~V2~~ (FY23): Targets TBD
- ~~V3~~ (FY24): Targets TBD

Partner sites' teacher retention rate exceeds industry average

