

| Priority Area | Description of Activities | Amount | Position/Contract | Impact on Ed Transformation if not funded |
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| Business Operations Support Specialist | This position will be tasked with supporting district offices to integrate disparate accounting, HR and other back office functions. They will work in the field to convene district teams, evaluate current systems and practices and, with the support of the consultant(s) described below, develop new district budgeting, hiring and back office functions. The Business Operations Support Specialist will surface resource and training needs to other Agency teams, and will play a key role in coordinating state and district priorities should the state move towards statewide data systems. This position will be required have experience in district business offices and, in future state, will serve as the Agency’s point of contact to support districts to achieve proficiency in District Quality Standards related to Business Operations | \$150,000 | Position | Buisness operations/integration is a critical step to ensuring cohesive districts. Without proper accounting, HR and other back office functions districts are vulnerable to the impacts of transitions elsewhere in the system. |
| Data Integration Support Specialist | This position will work closely with the Business Operations Support Specialist to support district offices to integrate disparate data systems, and, if needed, will serve as the key state-district liaison should the state require single statewide data systems. Similar to their counterpart in Business Operations, this position will convene inter-district teams to evaluate existing systems and develop plans to integrate. This position will be required to have experience in district data management and state and federal reporting requirements. | \$150,000 | Position | Past attempts at data system integration have provided the Agency with lessons learned. Without this support we run the risk of another costly path to itegration without adequate support. |
| Curriculum and Education Quality Standards Integration Specialist | This position will coordinate work between districts and with Agency teams to support the integration and alignment of curriculum, proficiency-based grading practices, local assessment, graduation requirements, educator evaluation, high-quality instructional materials, master scheduling, and other high leverage education quality standards. This position will coordinate closely with Agency teams to ensure alignment with state accountability and quality frameworks and with the consultant(s) in the Academic Transformation section below. They will also surface resource and training needs to other Agency teams and ensure their timely delivery to their partners in the field. | \$150,000 | Position | A key goal of education transformation is aligning all of the disparate systems around the state. It is critical that we properly integrate all of our systems to ensure equity across the state. |
| Learning and Teaching Integration Specialist | This position will work closely with the Curriculum and Education Quality Standards Integration Specialist to support inter-district alignment focused on best practices in teaching and learning to ensure that educators and students experience minimal disruption during the transition period. They will coordinate with Agency teams to identify areas of need related to professional development, evidence-based practices and use of continuous improvement plans to drive student success and support teacher retention. They will work with building and district leaders to build MTSS systems, with a special focus on improving delivery of special education services. | \$150,000 | Position | Special education costs are a key driver of education spending in the state. This position will be a critical support to ensure district leaders are building out their system to improve special education delivery at a cost Vermonters can afford. Ensuring teaching and learning best practices is paramount in this transformation process. |
| School Facilities Field Support Specialist | This position will convene inter-district teams to evaluate facilities across the new, proposed districts. Using facilities condition data, enrollment trends, feeding and transportation patterns, and other local considerations, the School Facilities Field Support Specialist will support districts in master planning of their school portfolio under the new proposed districts. This position will coordinate with the School Facilities Program Manager and other Agency staff to ensure that districts are proficient in District Quality Standards in the future state. | \$150,000 | Position | School facilities in Vermont have gone for a long time without additional resources and support. This position provides critical knowledge to help facilitate the integration of education transoformation and complex conversations around the use of school facilities in strategic, long term planning. |
| | (18-24 month contract(s)) This resource(s) will work directly with the Business Operations Support Coordinator and Data Integration Support Specialist to support districts in aligning their accounting systems and budgeting practices for the future state, while offering timely support to districts who may need accelerated transition support due to systemic and operational challenges. The goal of this request is to ensure that existing districts can maintain their operations and avoid disruption, while providing targeted, on the ground support to integrate disparate systems and budgeting approaches through FY27 and into FY28. | \$1,525,000 | Contract(s) | We know that any iteration of transformation work will undergo significant modifications and tweaks as implementation begins. This support will include timely modeling and adjustments as policy decisions are made, analysis of existing systems to measure viability and provide targeted and accelerated support to school systems during transition, and intensive budgeting support as the state moves to a foundation formula. Without this support districts will be challenged to develop new budgeting strategies and the state will be ill positioned to provide the analysis needed to effectively implement large scale change. |

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| Education Quality and Accountability: Academic Transformation | (18-24 month contract(s))This resource(s) will directly support the work of the Curriculum and Education Quality Standards Integration Specialist and Learning and Teaching Integration Specialist and other AOE teams towards two critical goals: 1. Ensure that districts have timely, on the ground, support as they align disparate curricula and instructional materials, proficiency-based grading approaches, graduation requirements, approaches to teaching and other activities to ensure that during the transition period teaching and learning is not disrupted and will result in stronger, more cohesive districts in future state. 2. Build alignment within the Agency of Education between quality standards, accountability frameworks, evidence-based approaches to learning and teaching, and systems of support for districts with the goal of expanding Agency capacity to drive continuous improvement and improve student outcomes across the state. | \$1,525,000 | Contract(s) | The education transformation could be disruptive to teaching and learning, putting our state at risk for a downturn in academic performance and other measures of student success. The Agency needs to provide strong leadership and direction to ensure high-quality instruction during the transition and to build a foundation for educational excellence in the future. Our education system already has significant vulnerabilities related to academic quality, and the U.S. Department of Education has identified several findings during their recent monitoring visit related to teacher equity, statewide graduation requirements, continuous improvement, special education monitoring, parent engagement, and other mission critical process improvements. Without this contract support we are at further risk. |
| School Board Support and Transformation | (12-15 month contract) The Agency requests additional resources to support existing school boards and new school boards through the transition process to ensure that the new, professional boards have the training that they need to reduce disruption to teaching and learning throughout the education transformation, and to engage in strategic planning through the use of data to establish policies that meet state and federal requirements, while driving towards equity, quality and sustainability. | \$200,000 | Contract(s) | Existing boards need to be trained on their redefined roles and responsibilities during the transition period and provide resources and tools to support close out activities and oversight of educational quality. Without proper transition of school boards there could be significant disruption to district continuity. |

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