



# Canyon Creek Elementary

Composite School Plan  
2019-2020

Principal Vanzaa Hewitt«Principal»

## PURPOSE

### DISTRICT VISION

Davis School District provides an environment where growth and learning flourish.

### DISTRICT MISSION

Educators, parents, and community members work together to create a successful educational experience for each student.

*A copy of Davis School District's Strategic Plan is included at the end of this document.*

### SCHOOL PURPOSE

The purpose of Canyon Creek Elementary is to provide an excellent 21<sup>st</sup> Century educational experience for our students where students engage with the world around them focusing on STEAM (Science, Technology, Engineering, and Math). To accomplish our purpose, we:

- Focus on 21st Century teaching and learning skills focusing on student learning outcomes where individual students are highly engaged in meaningful quality instruction from highly qualified teachers.
- Work together as administrators, teachers, staff, and parents with our Community Council and PTA to provide a positive successful learning environment with opportunities for parents and students to choose from many after-school enrichment activities. We work together to ensure all students are highly engaged as they receive quality instruction. Parents and students have the opportunity to choose and design enrichment areas based upon the interests of their students.

- Achieve growth in all academic areas as they work to attain proficiency in kind, safe, respectful environments, where they are taught to be responsible and, in turn, are successful.
- Provide professional development that will result in highly qualified effective educators that increase learning outcomes for students.
- Collaborate in DCT (Davis Collaborative Teams) where teachers use common ongoing assessment data to guide planning and instruction.
- Provide support and resources so every student can succeed. The highly qualified teachers at Canyon Creek Elementary provide a positive engaging learning environment for all students in every classroom.
- Shift students thinking and restructure the learning environment necessary to meet individual learner's needs. Teachers provide daily enhanced learning experiences to all students with the learning outcome as a focus, so educational standards will be mastered. Our success in classrooms has come from a blend of high quality traditional, collaborative, and individual learning opportunities in STEAM. Using Davis Collaborative Teams, teachers create STEAM learning plans and programs that provide higher order thinking skills to create problem-solvers, team players, and digital leaders. Our teachers rely on data to inform their instruction and reteach skills and strategies as needed. It is our responsibility as educators to prepare our students for this ever-changing future and undiscovered career opportunities in the word of STEAM.

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## DESCRIPTION OF THE SCHOOL

### COMMUNITY

Canyon Creek Elementary opened in August of 2016. Our school is located in Farmington, Utah which is the county seat of Davis County. It is a suburban middle to upper-middle socioeconomic community with outlying working farms. Many new homes are being built in the school boundaries which will result in continuous student-body growth. Farmington is located 16 miles north of Salt Lake City, Utah. The Great Salt Lake is located to the west creating beautiful sunsets, and the Wasatch Mountains are located to the east creating stunning mountain views.

### STUDENT BODY

Canyon Creek Elementary currently has 899 students enrolled from preschool through sixth-grade.

#### Enrollment Counts

- Preschool 60
- K 113
- 1st 132
- 2nd 131
- 3rd 116
- 4th 109
- 5th 133
- 6th 112

Sub -total 846

Preschool 53

Total 899

## STAFF

- 48 Certified Employees
  - o 31 classroom teachers
  - o 6 special education teachers
  - o 14 ESL endorsed teachers
  - o 44 various endorsements held by faculty
  - o 21 certified employees hold advanced degrees
- 24 Classified Employees

## SCHOOL CULTURE

Canyon Creek Elementary is in our second year of piloting MTSS (Multi-tiered System of Support) which focuses on student learning, data and positive behavior support. Parents and visitors constantly compliment us about the positive environment in our school. Students are taught to be kind, safe, respectful, and responsible which, in turn, makes them successful. Our faculty is composed of an excellent group of highly qualified respectful educators who focus on student success through Language Arts, STEAM, Project Lead the Way engineering program, Mindfulness, and Bodies in Motion.

## UNIQUE FEATURES & CHALLENGES

We have a Dual Language Spanish Immersion program in our school. Approximately one-half of our student body participates in this program. For the 2019-2020 school year, we will have two classes of immersion in kindergarten through fifth-grade and one class of immersion students in sixth-grade. In 2020-2021, we will have two classes of immersion in each grade.

During the 2018-2019 school year, we began a VEX robotics program in our fifth and sixth-grade classrooms. Grants have been written to build an after-school Lego Mindstorm robotics program that will begin in the 2019-2020 school year. Each year, we will build upon this program to serve more students by providing valuable experiences to students as they develop their engineering, robotic, and programming skills.

We rely on donations and fundraisers to pay for STEAM, Robotics, and Engineering supplies. We have been able to keep up with student growth to maintain 2:1 technology

for our increasing student body and faculty through Davis School District's Refresh Program, Land Trust monies, and allocated grants.

#### ADDITIONAL INFORMATION

Our focus is 21st Century Learning, and teaching through STEAM, using the Engineering Design Process, Language Arts, Mindful Schools, Project Lead the Way, and Bodies in Motion.

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## NEEDS ANALYSIS

### NOTABLE ACHIEVEMENTS

- Canyon Creek received the Microsoft School designation in August 2019. A majority of our teachers are Microsoft Innovative Educators.
- Canyon Creek received a STEM School designation from the Utah STEM Action Center.
- Canyon Creek scored above district and state averages on CRT and SAGE assessments.
- Our students participated in excellent performances for Glee Club and Drama Production.
- Students wrote scripts, produced, directed, and participated in the weekly broadcasting of CCN (Canyon Creek News).
- Our students have also received awards for STEM Fair, Book Battles, Spelling Bee, Spanish Spelling Bee & Drama, Chess Club, and Reflections.
- We acknowledge students and recognize their achievements on our school Facebook group and on CCN for: 200 Club Winners, Lunch with the Mayor, Canyon Creek and DSD STEM Fairs, Chess Tournaments, Spelling Bees, Spanish Competitions, Reflection Contest Winners, and other fabulous activities in which our students participate. Our Fabulous Firebird 200 Club winners have the opportunity go to lunch with the principal and assistant principal. Six students, 1st-6th grade participate in 'Lunch with the Mayor' each month. Our focus for Lunch with the Mayor is kindness and improvement.

### AREAS OF RECENT IMPROVEMENT

Our continuous commitment to student learning challenged us to take our collaborative improvement teams to the next level with our LCMT-GO Team (Local Case Management Team-Guided Outcome). Grade-level teams meet as DCT (Davis Collaborative Teams) to look at data and collaborate on each student's needs. The grade-level DCT teams meet with LCMT-GO teams to further the process of student support on a six-week rotation. Our LCMT-GO teams include support staff to provide input for specific intervention, progress monitoring, and identification of students with academic, behavioral, and social needs early in the school year. As we meet throughout the school year, students' needs are revisited to provide support for ongoing concerns.

Our MTSS, Multi-Tiered System of Support, team is in our second year of piloting a data collection system to help us identify positive behavior support, critical areas of concern for discipline, to help identify what behaviors are happening in our classrooms and

other school areas. Furthermore, the data identifies when the behavior happens, how often it occurs, and identifies those involved. Identifying these areas facilitate interventions, changes, and supports for student outcomes.

#### AREAS OF NEEDED IMPROVEMENT

Canyon Creek needs to show improvement in our median school wide growth percentages.

## PRIOR YEAR STATUS REPORT

### REPORT PROGRESS ON PRIOR YEAR (2017-2018) SCHOOL IMPROVEMENT PLAN

#### **Prior Year Goal #1:**

Using baseline data, K-3 students will increase middle-of-year DIBELS reading scores by 3% from 76% to 79% for the 2017-18 school year.

Met Goal *(comments optional)*

Did Not Meet Goal *(comments required)*

Comments:

#### **Prior Year Goal #2:**

Create awareness for students and parents of the importance of attending a full day of school. We will focus on the following:

Students with chronic absentism

Students who checkin late

Students who checkout early

We will increase full day attendance by 3%.

Met Goal *(comments optional)*

Did Not Meet Goal *(comments required)*

Comments:

#### **Prior Year Goal #3:**

Teachers will participate in an 18-month training course. At the end of this course, all teachers will be certified Microsoft Innovative Educators, and our school will become a Microsoft Showcase School. By teaching 21st Century Learning strategies, Engineering, and STEAM, teachers are promoting higher levels of thinking which will increase overall test results.

Met Goal *(comments optional)*



Did Not Meet Goal (*comments required*)

Comments:

**Prior Year Goal #4:**

Students will increase their summative SAGE and CRT math scores by 3% for the 2017-2018 school year.

Met Goal (*comments optional*)

Did Not Meet Goal (*comments required*)

Comments:

Our Math scores decreased from 62.3% to 61.5 %

**Prior Year Goal #5:**

Continue to implement STEAM, 21st Century Learning processes, intertwined with Project Lead the Way (Engineering) in every classroom. 100% of K-6 teachers will be trained to implement Project Lead the Way (Engineering). 100% of students will participate in Project Lead the Way.

Met Goal (*comments optional*)

Did Not Meet Goal (*comments required*)

Comments:

## CURRENT YEAR PROGRESS REPORT

### REPORT PROGRESS ON CURRENT YEAR (2018-2019) SCHOOL IMPROVEMENT PLAN

#### Current Year Goal #1:

Using baseline data, K-3 students will increase DIBELS reading scores by 3% from BOY to MOY for the 2018-19 school year.

- Progressing according to plan
- Not progressing according to plan

Comments (optional):

Our data for our K-3 students increased from 77% to 81% for the 2018-2019 school year.

#### Current Year Goal #2:

Students will increase their summative SAGE math scores by 3%, FROM 62-65%, for the 2018-2019 school year.

- Progressing according to plan
- Not progressing according to plan

Comments (optional):

- Teachers provided quality Tier II instruction and intervention to identified students.
- Math tutors provided extra support for identified student in grades 4-6.
- RISE Benchmarks were used to help students become familiar with the RISE platform.
- Teachers continued to implement ST Math (K-4) and Imagine Math (5-6) through STEM Math Grants.

#### Current Year Goal #3:

Teachers will attend various Professional Development opportunities and meet in collaborative grade-level teams. Teachers will study and implement BOLD School (BOLD = blended learning and BEST practices).

- Progressing according to plan
- Not progressing according to plan

**Comments (optional):**

- Teachers attended DSD and school professional development training, planned with their grade-level teams, and implemented BOLD Schools practices into their daily lessons.
- Teachers set goals to implement professional development practices.
- Administrators observed practices through Evaluate Davis.
- BOLD School Books were purchased for summer reading as part of teachers' professional development.
- Teachers attended monthly BOLD Schools professional development to hone skills in pairing research-based BEST strategies with appropriate technology. Teachers used high effect-size teaching strategies and kept high student learning outcomes as the goal to these practices.

**Current Year Goal #4:**

STEAM, 21st Century Learning, BOLD (Blended) Learning, Project Lead the Way (Engineering), and Blended Learning will be implemented in every classroom. 100% of teachers and students will participate. Teachers will promote higher level thinking which will increase student achievement and inspire life-long learning.

Progressing according to plan

Not progressing according to plan

**Comments (optional):**

- Successful implementation of STEAM, 21st Century Learning, Project Lead the Way (Engineering), and Blended Learning were observed and documented to send to the Utah STEM Action Center.
- Administrators continue to observe 21st Century teaching and learning through Evaluate Davis.
- Teachers received support with materials and technology to help meet the differentiated needs of students.
- Teachers worked in collaborative grade-level teams to continue their 21st Century Learning training.

## LAND TRUST FUNDING PROJECTIONS

### CALCULATE UPCOMING YEAR LAND TRUST FUNDING PROJECTIONS

A – Carryover funds from 2017-2018.....	\$4,921.00
B – Allocated new funds for 2018-2019 .....	\$80,609.00
C – Total Budget for 2018-2019.....	\$85,530.00
D – Projected spending during 2018-2019.....	\$81030.00
E – Expected carryover from 2018-2019 to 2019-2020 .....	\$4500.00
F – Projected new funding for 2019-2020 .....	\$95,074.00
<b>G – Total projected funding for 2019-2020 .....</b>	<b>\$99574.00</b>

## GOALS AND PLANNED ACTIONS/RESOURCES

### GOAL #1:

Kindergarten through third-grade students will increase DIBELS beginning of year (BOY) to middle of year (MOY) reading scores by 3%.

#### District Strategic Plan Area:

- |  |  |
|--|--|
| <input checked="" type="checkbox"/> Student Growth & Achievement | <input type="checkbox"/> Empowered Employees   |
| <input type="checkbox"/> Safety & Security                       | <input type="checkbox"/> Fiscal Responsibility |
| <input type="checkbox"/> Parent & Community Connections          | <input type="checkbox"/> Culture               |

#### Academic area(s) addressed by the goal:

- |   |  |  |
|---|--|--|
| <input checked="" type="checkbox"/> Reading | <input checked="" type="checkbox"/> Technology | <input type="checkbox"/> Social Studies  |
| <input type="checkbox"/> Mathematics        | <input type="checkbox"/> Science               | <input type="checkbox"/> Health          |
| <input type="checkbox"/> Writing            | <input type="checkbox"/> Fine Arts             | <input type="checkbox"/> World Languages |

#### Measures to determine progress/successful completion of the goal

Compare Acadience BOY (beginning of the year) to DIBELS MOY (middle of year) scores

#### Action Plan:

Our ELA coordinator will provide specific training to teachers for classroom intervention strategies and routines. Teachers will implement these routines and strategies throughout the school year. Teachers will use beginning-of-year DIBELS scores to identify struggling students.

Teacher assistants will be hired to support teachers in working with students in small groups who need extra support. Our ELA coordinator will create lesson routines to teach these students.

We will purchase iPads for k-3 students and laptops for 4-6 grade students.

#### Will LAND Trust funds be used to support the implementation of this goal?

- Yes *(complete the budget sections below)*

No (*skip the budget sections below*)

**Does this action plan include behavioral/character education/leadership efforts?**

Yes (*answer the next question*)

No (*skip the next question*)

**Explain how these efforts directly affect student achievement.**

Planned LAND Trust Expenses for Goal #1

<b>Budget Category</b>	<b>Expenditures</b> <i>Behavior, Character Education, Leadership</i>	<b>Expenditures</b> <i>Academic</i>	<b>Description</b>
Salaries & Benefits	\$	\$32574.00	Reading Tutors & TAs
Prof. Services	\$	\$	
Repairs & Maint.	\$	\$	
Printing	\$	\$	
Transportation/Travel	\$	\$	
General Supplies	\$	\$	
Textbooks	\$	\$	
Library Books	\$	\$	
Software	\$	\$	
Equipment	\$	\$25000.00	Computers and iPads
<b>Total</b>	<b>\$</b>	<b>\$57574.00</b>	

**GOAL #2:**

Students will increase their summative SAGE math scores by 3%, FROM 61-64%, for the 2019-2020 school year.

**District Strategic Plan Area:**

- |  |  |
|--|--|
| <input checked="" type="checkbox"/> Student Growth & Achievement | <input type="checkbox"/> Empowered Employees   |
| <input type="checkbox"/> Safety & Security                       | <input type="checkbox"/> Fiscal Responsibility |
| <input type="checkbox"/> Parent & Community Connections          | <input type="checkbox"/> Culture               |

**Academic area(s) addressed by the goal:**

- |   |  |  |
|---|--|--|
| <input type="checkbox"/> Reading                | <input checked="" type="checkbox"/> Technology | <input type="checkbox"/> Social Studies  |
| <input checked="" type="checkbox"/> Mathematics | <input type="checkbox"/> Science               | <input type="checkbox"/> Health          |
| <input type="checkbox"/> Writing                | <input type="checkbox"/> Fine Arts             | <input type="checkbox"/> World Languages |

**Measures to determine progress/successful completion of the goal**

RISE math scores for grades 4-6

**Action Plan:**

Teachers will provide quality Tier II instruction and intervention.

Math Tutors will be hired to provide extra support for identified students in grades 4-6.

RISE Benchmarks will be used to help students become familiar with the RISE platform.

Teachers will continue to implement ST Math depending on receipt of the STEM grant.

**Will LAND Trust funds be used to support the implementation of this goal?**

- Yes *(complete the budget sections below)*
- No *(skip the budget sections below)*

**Does this action plan include behavioral/character education/leadership efforts?**

- Yes *(answer the next question)*

No (*skip the next question*)

**Explain how these efforts directly affect student achievement.**

Planned LAND Trust Expenses for Goal #2

<b>Budget Category</b>	<b>Expenditures</b> <i>Behavior, Character Education, Leadership</i>	<b>Expenditures</b> <i>Academic</i>	<b>Description</b>
Salaries & Benefits	\$	\$15500.00	Math Tutors
Prof. Services	\$	\$	
Repairs & Maint.	\$	\$	
Printing	\$	\$	
Transportation/Travel	\$	\$	
General Supplies	\$	\$	
Textbooks	\$	\$	
Library Books	\$	\$	
Software	\$	\$	
Equipment	\$	\$	
<b>Total</b>	<b>\$</b>	<b>\$15500.00</b>	



**GOAL #3:**

Increase student achievement in Reading, Mathematics, Writing, Technology, Science, and Social Studies -content areas- by supporting teacher development and expertise throughout academic areas listed. Teachers will attend Professional Development opportunities to increase knowledge of content area, technology, and STEAM, and meet in collaborative grade-level teams during the school year.

**District Strategic Plan Area:**

- |  |   |
|--|---|
| <input checked="" type="checkbox"/> Student Growth & Achievement | <input checked="" type="checkbox"/> Empowered Employees |
| <input type="checkbox"/> Safety & Security                       | <input type="checkbox"/> Fiscal Responsibility          |
| <input type="checkbox"/> Parent & Community Connections          | <input checked="" type="checkbox"/> Culture             |

**Academic area(s) addressed by the goal:**

- |   |  |   |
|---|--|---|
| <input checked="" type="checkbox"/> Reading     | <input checked="" type="checkbox"/> Technology | <input checked="" type="checkbox"/> Social Studies  |
| <input checked="" type="checkbox"/> Mathematics | <input checked="" type="checkbox"/> Science    | <input type="checkbox"/> Health                     |
| <input checked="" type="checkbox"/> Writing     | <input type="checkbox"/> Fine Arts             | <input checked="" type="checkbox"/> World Languages |

**Measures to determine progress/successful completion of the goal**

Teachers will attend all professional development training, plan with their grade-level teams.

Teachers will set goals to ensure implementation of professional development.

Administrators will observe these practices through Evaluate Davis.

End-of-level test scores will be compared after improved student teaching has improved from training.

**Action Plan:**

Books and materials will be purchased for teachers' professional development.

Teachers will demonstrate implementation of professional development.

Substitutes will be provided and stipends will be paid to teachers.

**Will LAND Trust funds be used to support the implementation of this goal?** Yes (*complete the budget sections below*) No (*skip the budget sections below*)**Does this action plan include behavioral/character education/leadership efforts?** Yes (*answer the next question*) No (*skip the next question*)**Explain how these efforts directly affect student achievement.**

## Planned LAND Trust Expenses for Goal #3

<b>Budget Category</b>	<b>Expenditures</b> <i>Behavior, Character Education, Leadership</i>	<b>Expenditures</b> <i>Academic</i>	<b>Description</b>
Salaries & Benefits	\$	\$9000.00	Substitutes & stipends
Prof. Services	\$	\$	
Repairs & Maint.	\$	\$	
Printing	\$	\$	
Transportation/Travel	\$	\$	
General Supplies	\$	\$3000.00	Books & Materials
Textbooks	\$	\$	
Library Books	\$	\$	
Software	\$	\$	
Equipment	\$	\$	
<b>Total</b>	<b>\$</b>	<b>\$12000.00</b>	

**GOAL #4:**

Teachers will promote higher level thinking which will increase student achievement and inspire life-long learning which will show in their scores in reading, math, and science..

**District Strategic Plan Area:**

- |  |   |
|--|---|
| <input checked="" type="checkbox"/> Student Growth & Achievement | <input checked="" type="checkbox"/> Empowered Employees |
| <input type="checkbox"/> Safety & Security                       | <input type="checkbox"/> Fiscal Responsibility          |
| <input type="checkbox"/> Parent & Community Connections          | <input type="checkbox"/> Culture                        |

**Academic area(s) addressed by the goal:**

- |   |  |   |
|---|--|---|
| <input checked="" type="checkbox"/> Reading     | <input checked="" type="checkbox"/> Technology | <input type="checkbox"/> Social Studies             |
| <input checked="" type="checkbox"/> Mathematics | <input checked="" type="checkbox"/> Science    | <input type="checkbox"/> Health                     |
| <input type="checkbox"/> Writing                | <input type="checkbox"/> Fine Arts             | <input checked="" type="checkbox"/> World Languages |

**Measures to determine progress/successful completion of the goal**

Administrators will observe 21st Century teaching and learning through Evaluate Davis.

Teachers will be supported with materials and technology to help meet the differentiated needs of students.

**Action Plan:**

Teachers will work in their collaborative teams to continue their 21st Century Learning training.

Administrators will observe 21st Century teaching and learning through Evaluate Davis. STEAM, 21st Century Learning, Project Lead the Way (Engineering), and Blended Learning will be implemented in every classroom. 100% of teachers and students will participate.

We will evaluate by looking at end-of-level test scores to evaluate improvements.

**Will LAND Trust funds be used to support the implementation of this goal?**

- Yes (*complete the budget sections below*)
- No (*skip the budget sections below*)

**Does this action plan include behavioral/character education/leadership efforts?** Yes (*answer the next question*) No (*skip the next question*)**Explain how these efforts directly affect student achievement.**

## Planned LAND Trust Expenses for Goal #4

<b>Budget Category</b>	<b>Expenditures</b> <i>Behavior, Character Education, Leadership</i>	<b>Expenditures</b> <i>Academic</i>	<b>Description</b>
Salaries & Benefits	\$	\$	
Prof. Services	\$	\$	
Repairs & Maint.	\$	\$	
Printing	\$	\$	
Transportation/Travel	\$	\$	
General Supplies	\$	\$5000.00	STEAM supplies for engineering
Textbooks	\$	\$	
Library Books	\$	\$	
Software	\$	\$	
Equipment	\$	\$	
<b>Total</b>	<b>\$</b>	<b>\$5000.00</b>	

## ADDITIONAL LAND TRUST QUESTIONS

### SUMMARY OF PLANNED EXPENDITURES

H – Projected new funding for 2019-2020 ..... \$95,074.00

I – Total projected funding for 2019-2020 .....\$99574.00

J – Total planned expenditures for 2019-2020 .....\$90074.00

K – Planned carryover into 2020-2021 ..... \$9500.00

L – Is planned carryover more than 10% of projected new funds?

Yes

No

PLAN FOR CARRYOVER IN EXCESS OF 10% *(Skip if answer to prior question was “No”)*

### PLAN FOR LARGER THAN PROJECTED DISTRIBUTION

Teacher assistants for classroom teachers

### PLAN FOR SHARING THE SCHOOL LAND TRUST PLAN WITH THE COMMUNITY

Letters to policy makers

School newsletter

Labels to identify LAND Trust purchases

School website

School assembly

School marquee

## **SCHOOL COMMUNITY COUNCIL APPROVAL**

Date of council approval vote: **3/13/2019**

Number who approved: **8**

Number who did not approve: **0**

Number who were absent or abstained: **2**

# Davis School District – Strategic Plan

## LEARNING FIRST!

### VISION

Davis School District provides an environment where growth and learning flourish.

### MISSION

Educators, parents, and community members work together to create a successful educational experience for each student.

### OUR PLAN

#### CULTURE

*Davis School District promotes a healthy, respectful, and collaborative culture.*

- Teach and model personal accountability
  - Promote a growth mindset
  - Create an environment of respect
- Demonstrate exemplary customer service from all employees

#### STUDENT GROWTH & ACHIEVEMENT

*Davis School District provides an innovative, relevant, well-rounded education for each student.*

- Focus on individual student growth and achievement
  - Provide well-rounded curriculum including character and life skills
  - Encourage creative, evidence-based programs and teaching strategies
- Use technology to enhance and personalize student learning

#### PARENT & COMMUNITY CONNECTIONS

*Davis School District develops connections with parents and community.*

- Recognize parents as the student's first teacher
- Create multiple means of communication with all stakeholders
- Include parents as a vital part of the decision-making process
- Foster productive partnerships with business and community groups

#### EMPOWERED EMPLOYEES

*Davis School District employees are valued, supported, and appreciated.*

- Attract, retain, recognize, and reward quality employees
- Ensure employees are provided opportunities for input and participation in the decision-making process
- Develop and support effective leadership across all employee groups
- Provide and encourage quality professional learning



#### FISCAL RESPONSIBILITY

*Davis School District provides for oversight and efficient use of public and private funds.*

- Provide internal and external oversight
- Provide ongoing training in fiscal management
  - Operate finances with transparency
  - Align fiscal resources with Board goals.

#### SAFETY & SECURITY

*Davis School District creates an environment where physical and emotional safety are paramount.*

- Provide safe and secure physical spaces
- Value stakeholder voices
  - Foster a welcoming environment
- Establish and communicate safety protocols