

2023-2024 Phase One: Continuous Improvement Diagnostic for Schools

2023-2024 Phase One: Continuous Improvement Diagnostic for Schools

Oak Grove Elementary School Tonya Faulkner 4505 Cumberland Falls Hwy Corbin, Kentucky, 40701 United States of America

Diagnostics

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The **Comprehensive School Improvement Plan or CSIP** is defined as a *plan developed by the school council, or successor, and charter schools with the input of parents, faculty, and staff, based on a review of relevant data that includes targets, strategies, activities, and a time schedule to support student achievement and student growth, and to eliminate gaps among groups of students.*

The comprehensive school and district improvement plan process is outlined in 703 KAR 5:225. The requirements included in the administrative regulation are key components of the continuous improvement process in Kentucky and ultimately fulfillment of school, district, and state goals under the Kentucky State Plan as required by the Every Student Succeeds Act (ESSA).

While the regulation outlines a timeline for compliance purposes, the plan itself is a strategic and proven approach to improve processes and to ensure students achieve. The timeline for the school's 2023-24 diagnostics is as follows:

Phase One: August 1 - October 1

- Continuous Improvement Diagnostic for Schools
- School Safety Report
- Executive Summary for Schools

Phase Two: October 1 - November 1

- The Needs Assessment for Schools
- School Assurances

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Phase Three: November 1 - January 1

Comprehensive School Improvement Plan

Phase Four: January 1 - December 31

- Professional Development Plan for Schools (Due May 1)
- Progress Monitoring

As principal of the school, I hereby commit to implementing continuous improvement processes with fidelity to support student achievement and student growth and to eliminate achievement gaps among groups of students. I also assure that the comprehensive school improvement plan is developed by the school council, (where applicable) with the input of parents, faculty, and staff.

Please enter your name and date below to certify. Tonya K. Faulkner

9/18/23



2023-2024 Phase One: School Safety Report

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2023-2024 Phase One: School Safety Report School Safety Report

Pursuant to KRS 158.162, the local board of education shall require the school council or, if none exists, the principal in each school to adopt an emergency plan that must be utilized in case of fire, severe weather, earthquake, or a building lockdown and that: establishes evacuation routes; identifies the best available severe weather zones; develops earthquake protocols for students; and, develops and adheres to practices controlling access to the school building. The emergency plan shall be annually reviewed by the council, principal, and first responders and revised as needed.

In addition to the emergency plan requirements in KRS 158.162, KRS 158.164 requires the local board of education to direct the school council or, if none exists, the principal in each school to establish procedures to perform a building lockdown and to invite local law enforcement to assist in establishing lockdown procedures.

KRS 158.162 also requires the emergency plan be discussed with all school staff prior to the first instructional day of the school year and provided, along with a diagram of the facility, to appropriate first responders. Further, the principal in each school shall conduct, at a minimum, the following emergency response drills within the first 30 instructional days of the school year and again during the month of January: one severe weather drill, one earthquake drill, and one lockdown drill. In addition, required fire drills shall be conducted according to administrative regulations promulgated by the Department of Housing, Buildings and Construction.

Questions Related to the Adoption and Implementation of the Emergency Plan 1. Has the school council or, where applicable, principal adopted an emergency plan in accordance with local board policy and in compliance with the specifications in KRS 158.162(3) and is a copy maintained on file in the school office?

If the answer is "no", please explain in the comment box. Please note that Senate Bill 1 (2019) and Senate Bill 8 (2020) amended KRS 158.162(3)(d) to require, for example, classroom doors remain closed and locked during instructional time (with limited exceptions) as well as classroom doors with windows be equipped with material to quickly cover the window during a building lockdown. Schools are encouraged to comply with these changes as soon as practicable but, if needed, have until July 1, 2022 to fully implement. Accordingly, failure to comply with KRS 158.162(3)(d), as amended, shall be reported for the 2022-2023 school year and each year thereafter.

Yes

2. Has the school provided local first responders with a copy of the school's emergency plan along with a diagram of the school as required by KRS 158.162(2)(b)?

If the answer is "no", please explain in the comment box. Yes

3. Has the school posted primary and secondary evacuation routes in each room by any doorway used for evacuation as required by KRS 158.162(3)(a)?

If the answer is "no", please explain in the comment box. Yes

4. Has the school posted the location of severe weather safe zones in each room as required by KRS 158.162(3)(b)?

If the answer is "no", please explain in the comment box. Yes

5. Have practices for students to follow during an earthquake been developed as required by KRS 158.162(3)(c) and is a copy maintained on file in the school office?

If the answer is "no", please explain in the comment box. Yes

6. Are practices in place to control access to the school building, including but not limited to controlling outside access to exterior doors during the school day; controlling the main entrance of the school with electronically locking doors, a camera, and an intercom system; controlling access to individual classrooms; requiring classroom doors to remain closed and locked during instructional time (with limited exceptions outlined in statute); requiring classroom doors with windows to be equipped with material to quickly cover the windows during a lockdown; requiring all visitors to report to the front office of the building, provide valid identification, and state the purpose of the visit; and providing a visitor's badge to be visibly displayed on a visitor's outer garment as required by KRS 158.162(3)(d)?

If the answer is "no", please explain in the comment box. Yes

7. Was the school's emergency plan reviewed following the end of the prior school year by the school council, principal, and first responders and revised as needed as required by KRS 158.162(2)(c) and is a copy maintained in the school office?

Please provide the most recent date of review/revision of the school's emergency plan in the comment box. If the answer is "no", please explain in the comment box. Yes. July 2023

8. Did the principal discuss the emergency plan with **all** school staff prior to the first instructional day of the <u>current</u> school year and appropriately document the time and date of such discussion as required by KRS 158.162(2)(d)?

Please provide the date the school completed this discussion in the comment box. If the answer is "no", please explain in the comment box. Yes, August 8, 2023

9. During the first 30 instructional days of the <u>current</u> school year, did the principal conduct at least one severe weather drill, one earthquake drill, and one lockdown drill as required by KRS 158.162(5) and are the drills maintained in the appropriate drill log for the given school year?

If the answer is "no", please explain in the comment box. Yes

10. During the month of January during the <u>prior</u> school year, did the principal conduct at least one severe weather drill, one earthquake drill, and one lockdown drill as required by KRS 158.162(5) and is a copy maintained on file in the school office?

If the answer is "no", please explain in the comment box. Yes

11. Over the immediately preceding twelve months, did the principal conduct fire drills in accordance with administrative regulations promulgated by the Department of Housing, Buildings and Construction as required by KRS 158.162(5)?

If the school did NOT meet the requirement, respond "no" and please explain further in the comment box.

Yes

Attachment Summary

Attachment Name

Description

Associated Item(s)



2023-2024 Phase One: Executive Summary for Schools

2023-2024 Phase One: Executive Summary for Schools

Oak Grove Elementary School Tonya Faulkner 4505 Cumberland Falls Hwy Corbin, Kentucky, 40701 United States of America

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Description of the School

Describe the school's size, community/communities, location, and changes it has experienced in the last three years. Include demographic information about the students, staff, and community at large. What unique features and challenges are associated with the community/communities the school serves?

Oak Grove Elementary is located on Cumberland Falls Highway in Northern Whitley County. Oak Grove has been in existence since 1955. The school is the focal point of the community and a source of great pride for everyone. Our school is served by a principal, one assistant principal, a librarian, 1 Reading Recovery teacher, 1 Reading Recovery/RTA teacher, 1 math intervention teacher, 1 full time speechlanguage pathologist and one part time , 5 full time special needs teachers, 1 part time special needs teacher, a fine arts teacher, a physical education teacher, 30 homeroom teachers, 5 preschool teachers, 18 instructional assistants, 2 secretaries, an attendance clerk, a FRC coordinator and assistant, 5 custodians, a school nurse and 2 counselors. In the afternoon, students are provided with academic and enrichment opportunities through programs such as Save the Children and 21st Century Program. Oak Grove is governed by SBDM council. Currently, Oak Grove is servicing 585 students in kindergarten-6th grade and 100 preschool children. The faculty and students are mostly English speaking, predominantly Caucasian, with 79.9% economically disadvantaged, 24% special needs, less than 9.4 formally identified gifted and talented, .3% LEP, and around 8% in the primary talent pool. Also, we have the STC Math and Reading tutor, and a math intervention teacher during the school day.

Oak Grove is actively involved with the surrounding community and identifies with the importance of this collaboration. We have been active participants in various community support groups and events such as Children's Tumor Foundation. Wounded Warrior Project, Children's Heart Association, March of Dimes, Red Ribbon Week, Child Abuse Awareness, Breast Cancer Awareness, Operation Thanksgiving, Project Angel Tree, Autism Awareness Month, American Cancer Society, Relay for Life, Diabetes Awareness, and National Better Hearing and Speech Month.

Additionally, our teachers look for ways to involve community businesses and to use various community resources in planning and presenting lessons. Examples include having community members present information to students during career fair, inviting local first responders to present information regarding emergency preparedness, and having dental professionals come in during dental health lessons to provide information and give students resources. Some classes are afforded opportunities to take field trips to local businesses as well.

To promote physical fitness, we provide a walking track for the community to use after school hours. The track is used by community members and parents of students. The National Cancer Society, Children's Tumor Foundation, and Relay for Life have also utilized the track for awareness walks. We are also partners with Baptist Regional Medical Center to provide Project Fit America.

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One of the challenges faced by Oak Grove is the location of our school. We are very near in proximity to our neighboring district and are several miles away from the other schools within our home district, which hinders collaboration somewhat. It also deters community support in some ways, as some businesses and community resources are solely committed to the city school district. One way that we have tried to overcome this challenge is by trying to give back to our community, as stated above, so that we may become more united.

Over the past few years, the biggest changes/challenges to our school is closing the achievement gap left from the pandemic and virtual learning. However, as with any closely bonded team, and the support of our district, we continue to work together to strive towards excellence.

School Stakeholders

Identify and describe the school's stakeholder groups. How does the school ensure stakeholder involvement and engagement in the improvement planning process?

Oak Grove Elementary has several stakeholder groups: teachers, faculty and staff, parents, students, community members, and SBDM members. Data analysis teams consisting of stakeholders, look at individual students and their growth and achievement. Committees then meet to address needs and identify implementation strategies. At this time, teachers and administrators could have the opportunity to share ideas that worked and modify those that had obviously not had impact.

Oak Grove Elementary has a Data Room where all teachers and administrators meet weekly to analyze testing data. Using the linking of MAP Growth tests to KSA Assessments, individual cards are made for each student in Kindergarten through 6th grade. These cards are displayed on the walls according to test results. Teachers detail any interventions the student currently receives on the cards, and formulate watch lists to identify any students that may need further intervention and/or services. Then PLC groups meet to look at individual student needs, grade level strengths and weaknesses, and overall school trends.

We use various pieces of evidence in order to review our data: the school report card, KSA individual performances, special education students, state averages, district averages, etc. We consider the performance levels of each of the subgroups in our school. Teachers compare their findings to how the same groups of students performed in other content areas. Data analysis teams also analyze previous school improvement plans, various district program reports in order to identify objectives, strategies, and activities. Celebrations are noted and the instructional practices are identified that contributed to those successes. Additionally, we note areas that need improvement and included specific strategies that we believe would help improve these areas. We ask teachers to take this overall analysis further to include specific instructional practices that they would put in place to accomplish these goals.

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Our Site Based Decision Making Council reviews testing data and the comprehensive school improvement plan several times during the year to ensure that we are on track to accomplish our target goals and objectives.

School's Purpose

Provide the school's purpose statement and ancillary content such as mission, vision, values, and/ or beliefs, including the year in which they were last reviewed or revised. Describe how the school embodies its purpose through its program offerings and expectations for students and how stakeholders are involved in its development.

At Oak Grove we take great pride in our mission statement which is posted in each room in the building and recited by our students every morning. "The Mission of Oak Grove Elementary is to provide an education for all students and to ensure that all students learn with EXCELLENCE as the standard." Our school has a family atmosphere, and we base our foundation on the belief that "Children don't care how much you know until they know how much you care." At Oak Grove Elementary, the children will always come first. We go above and beyond to challenge each child so they can become the best they can be.

Our vision is for Oak Grove Elementary to be an exemplary learning center where students, parents, staff members and community partners come together to encourage each student to meet high expectations and reach his/her greatest potential. Oak Grove provides students with several programs that help them to excel and reach their potentials. We provide in school and after school Save the Children program. In school small group sessions provided intense focus on reading and math. After school, Save the Children provides our students with more focus on their reading studies and includes them in activities focused on healthy choices, as well as fostering parent engagement. Title 1, Reading Recovery, and Math Intervention are used to assist students in individual or small group interventions in the areas of reading and mathematics. 21st Century Program provide morning homework help and afterschool tutoring and enrichment activities in areas such as reading, math, STEM, visual and performing arts, practical living, etc. We also just received the AmeriCorps grant which provides a math tutor in school for grades 3rd-5th. Special Education services are provided for students who may have academic needs. For the students who may need to be challenged to further excel, we offer the Gifted and Talented Program and 21st Century Program for enrichment.

Notable Achievements and Areas of Improvement Describe the school's notable achievements and areas of improvement in the last three years. Additionally, describe areas for improvement that the school is striving to achieve in the next three years.

Oak Grove is the largest elementary school in the Whitley County school system and holds the district's largest elementary enrollment. Our school has maintained a reputation of being top ranked in all areas of team competition, including academic

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and sports. For the past couple of years prior to the pandemic, Oak Grove has met proficiency level on all state assessments and continued toward our mission of Excellence. Now we are working on closing the gap left from the pandemic. Each year we are striving to reach and maintain proficiency and continue showing student growth.

Since 2011-2012 Oak Grove has progressively improved according to KPREP data with a few decreases along the way. In spring of 2021, our 5th grade on-demand writing scores for proficient and distinguished were higher than the state and district average on the KSA. We will continue focusing on novice reduction and targeting individual students. Our PLC's meet weekly in the data room to address each child's individual needs. Teachers, administrators, and district level personnel meet to look at student data and discuss strategies to meet needs and help improve student achievement. We place each student's name and MAP scores on a "data wall" so that we can visually see the progress or any regression, and collaboratively discuss best practices to help each individual student.

Another notable achievement is that we have a National Board-Certified teacher. The teacher recently received her recertification as nationally certified teacher after her initial ten-year certificate.

All subject areas, attendance, and growth are areas of focus for Oak Grove this year. We are collaborating with district personnel to provide needed curriculum resources for our students in the area of science and discussing best practices during PLC meetings to address the science standards. This year, Oak Grove is participating in several activities to foster better attendance. We are having a "competition" among classrooms, and we are looking more closely at attendance interventions for those with chronic absenteeism. Furthermore, closing the gap is something that we are looking at more closely this year. We are looking at ways of differentiating the curriculum to meet the needs of the higher performing students as well to ensure growth in all students.

Additional Information

Provide any additional information you would like to share with the public and community that were not prompted in the previous sections.

NA

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Attachment Summary

Attachment Name

Description

Associated Item(s)



2023-2024 Phase Two: The Needs Assessment for Schools

2023-2024 Phase Two: The Needs Assessment for Schools

Oak Grove Elementary School Tonya Faulkner 4505 Cumberland Falls Hwy Corbin, Kentucky, 40701 United States of America

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2023-24 Phase Two: The Needs Assessment for Schools Understanding Continuous Improvement: The Needs Assessment for Schools

The Needs Assessment Diagnostic will facilitate the use of multiple sources of data to determine the current reality and establish a foundation for decision-making around school goals and strategies. Once completed, the diagnostic will lead to priorities to be addressed in the comprehensive school improvement plan to build staff capacity and increase student achievement. The needs assessment is to be conducted annually as an essential part of the continuous improvement process and precedes the development of strategic goals (i.e. desired state).

While the focus of continuous improvement is student performance, the work must be guided by the aspects of teaching and learning that affect performance. An effective improvement process should address the contributing factors creating the learning environment (inputs) and the performance data (outcomes).

The needs assessment provides the framework for all schools to clearly and honestly identify their most critical areas for improvement that will be addressed later in the planning process through the development of goals, objectives, strategies and activities. 703 KAR 2:225 requires, as part of continuous improvement planning for schools, each school to complete the needs assessment between October 1 and November 1 of each year and include: (1) a description of the data reviewed and the process used to develop the needs assessment; (2) a review of the previous plan and its implementation to inform development of the new plan; and, (3) perception data gathered from the administration of a valid and reliable measure of teaching and learning conditions.

Protocol

1. Clearly detail the process used for reviewing, analyzing and applying data results to determine the priorities from this year's needs assessment. Include names of school councils, leadership teams and stakeholder groups involved, a timeline of the process, the specific data reviewed, and how the meetings are documented.

Kentucky Summative Assessment (KSA) provides the opportunity to examine the data reports of the entire school and each individual student. The data is then broken down into disaggregated data by grade, by teacher, subject area, and by individual student scores, as well as demographic data. This breakdown provides us with a wealth of information that gives us the ability to identify both positive and negative trends. Through analysis of these trends, identification of areas of strength and weakness are easily identifiable. There are various ways that data can be compared to help pinpoint specific areas of weakness. For example, individual scores can be divided into classrooms from both the current year and the previous year to compare results and ensure that student achievement is being sustained between grade levels. From there individual student growth can be tracked and thus identification of needs be more specific. Another example is trends in content areas that need to be addressed. This identified trend could be used to address negative issues identified but could also be through identification of effective strategies that

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have had impact on students. After analysis of this data, school wide improvement can begin.

Data analysis teams look at individual students and their growth and achievement. Committees then meet to address needs and identify implementation strategies. At this time, teachers and administrators could have the opportunity to share ideas that worked and modify those that had obviously not had impact.

Oak Grove Elementary has a Data Room where all teachers and administrators meet weekly to analyze testing data. Using the linking of MAP Growth tests to KSA Assessments, individual cards are made for each student in Kindergarten through 6th grade. These cards are displayed on the walls according to test results. Teachers detail any interventions the student currently receives on the cards, and formulate watch lists to identify any students that may need further intervention and/or services. Then PLC groups meet to look at individual student needs, grade level strengths and weaknesses, and overall school trends.

We use various pieces of evidence in order to review our data: the school report card, KSA individual performances, special education students, state averages, district averages, etc. We consider the performance levels of each of the subgroups in our school. Teachers compare their findings to how the same groups of students performed in other content areas. Data analysis teams also analyze previous school improvement plans, various district program reports in order to identify objectives, strategies, and activities. Celebrations are noted and the instructional practices are identified that contributed to those successes. Additionally, we note areas that need improvement and included specific strategies that we believe would help improve these areas. We ask teachers to take this overall analysis further to include specific instructional practices that they would put in place to accomplish these goals.

The process of evaluating assessment data will involve continual review and refinement by PLC, team leaders, the entire faculty, the school administration, SBDM Council, and other stakeholders. Implementation of the improvement goals included in our CSIP is expected to meet all school improvement goals including state and federal grant requirements. The plan is expected to serve as the primary focus for accessing resources to meet the needs of the entire school community and ultimately transform our school so that we maximize student achievement. Because the school staff and faculty, through the school's standing committees, were instrumental in designing the plan, ownership is ensured. Teachers and instructional staff members, school and district administrators, the school technology coordinator, the youth service center director, employers, community members, parents, students, and all SBDM Council members were involved in the development and evaluation of the CSIP. Oak Grove Elementary will be taking many steps in the future to address areas of concern. Our PLC meetings will be refocused on data analysis, closing the gaps, student growth, and accelerating learning.

Review of Previous Plan

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2. Summarize the implementation of the goals, objectives, strategies and activities from the previous year's Comprehensive School Improvement Plan (CSIP). What was successful? How does it inform this year's plan?

Based upon progress made toward last year's CSIP goals, we will continue some of the same practices and approaches currently in use, and a few new initiatives will be added to ensure the 2023-2024 goals are met. We will continue to meet during PLC's to analyze data and standards. We were successful in surpassing our objective to increase the percentage of students scoring at the proficient/ distinguished level from 33% in 2022 to 35% by 2023 in the area of science with 43%. Furthermore, although we did increase the percentage of students scoring at the proficient/distinguished level from 50% to 52% in the area of social studies, we did fall short of our goal of 53%.

We are encouraged with progress in the area of science and will continue to build on these successes to encourage growth. Our 5th grade teachers are departmentalized this year in order to capitalize on subject area strengths to increase our scores in all areas at this level. During PLCs, we are looking at the standards and making sure that we are teaching and assessing to mastery at all grade levels. Furthermore, we will be having professional learning with our teachers to ensure that our new writing plan begins at the kindergarten level and continues throughout all grades here at Oak Grove. Reading specialists will be introducing helpful, research-based strategies at all grade levels to assist in addressing a decrease in our reading scores. We will also be including training in the area of math as well. In the area of Quality of School Climate and Safety, in addition to initiatives we currently have in place, we are implementing some team building activities, as well as performing safety walk-throughs, and bullying prevention activities.

Trends

3. Analyzing data trends from the previous two academic years, which academic, cultural and behavioral measures remain significant areas for improvement?

Example of Trends

• The number of behavior referrals increased from 204 in 2021-22 to 288 in 2022-23.

• From 2021 to 2023, the school saw an 11% increase in novice scores in reading among students in the achievement gap.

In the 2021-2022 school year, we saw growth in all subject areas. 2022-2023 we dropped in all subject areas except science. Over the last two years, we have continued to increase in science. We had seen a decrease in the percentage of students scoring proficient/distinguished in reading, math, and social studies.

We have a data room to identify and monitor the progress of all students. Utilizing the data room, we can focus on getting the growth of all students. We use this information to determine what students could benefit from small group pull out or

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after school services. We have purchased Chromebooks in an effort to offer more ways of differentiating for each student.

Another trend that could be identified would be the association of students with high absentees and low achievement. Attendance plays a vital role in student performance. Classroom teachers and administrators offer recognition and incentives for maintaining high attendance. Our teachers/paraprofessionals make personalized phone calls daily to each student who is absent. These contacts allow teachers to communicate with parents/guardians regarding assignments, lessons, projects, etc. Teachers gather and organize "make up" work for students. These interactions oftentimes bridge the instructional gap accompanied with absences. Additionally, the District's DPP and our school Family Resource personnel make home visits to students with attendance concerns.

Current State

4. Plainly state the current condition of the school using precise numbers and percentages as revealed by multiple sources of outcome data. Cite the source of data used.

Example of Current Academic State:

• Thirty-four percent (34%) of students in the achievement gap scored proficient on Kentucky Summative Assessment (KSA) in reading.

• Fifty-four percent (54%) of our students scored proficient in math compared to the state average of 57%.

Example of Non-Academic Current State:

• Teacher attendance rate was 84% for the 2022-23 academic year.

• Survey results and perception data indicated 62% of the school's teachers received adequate professional development.

Students who are economically disadvantaged receive the same quality education and opportunities as those students who exceed the income guidelines. Enrichment opportunities are offered to all students through 21st Century, Save the Children, and Gifted and Talented.

Attendance is a crucial element in the academic progress of students. We offer incentives for perfect and good attendance. Teachers, administrators, and paraprofessionals make phone calls daily to students who are absent. Teachers organize make up assignments for students with absences, to bridge the instructional gap accompanying those absences. Furthermore, the District Director of Pupil Personnel, School Resource Officer, and the Family Resource personnel make home visits to students with attendance concerns.

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With the collaboration from Comp Care services, we offer counseling to meet individual student needs. Teachers, administrators and/or parents may refer a child for counseling services at the school. These counselors offer in school sessions, as well as after school and summer programs to support our students.

The Impact Kentucky Survey shows that 75% of teachers are favorable of the School Climate, 67% favorable of managing student behavior, and 69% favorable of school leadership. In order to address teacher concerns, we have a committee focused on school behavior and have developed a behavior plan. We have required professional learning in the area of positive behavior supports at the beginning of the school year.

In looking at the Quality of School Climate and Safety Survey, it is very favorable in that the majority of students feel safe, secure and cared for. The Opportunity to Learn Survey is favorable as well showing that the majority of students felt good about their learning through Non-Traditional Instruction.

Priorities/Concerns

5. Clearly and concisely identify the greatest areas of weakness using precise numbers and percentages.

NOTE: These priorities will be thoroughly addressed in the Comprehensive School Improvement Plan (CSIP) diagnostic and template.

Example: Sixty-eight percent (68%) of students in the achievement gap scored below proficiency on the Kentucky Summative Assessment (KSA) in reading as opposed to just 12% of non-gap learners.

The percentage of third grade students scoring in the P/D category decreased in the achievement areas of reading and math, and increased in novice. Although, our percentage of sixth grade students scoring in the P/D category increased in the achievement area of math, our novice increased by 10%. Our sixth grade math is the lowest score in the district. The most critical area in which we will focus much of our attention for this school year is third grade reading and sixth grade math, but we will continually work on closing the gap in all grades and subject areas.

Third Grade Reading Scores

Novice – 23% 24%	Apprentice – 28%	Proficient – 25%	Distinguished –
6th Grade Matl	h Scores		
Novice – 16%	Apprentice – 38%	Proficient – 40%	Distinguished -7%

Our data for K-2 IOWA scores from the 2022-2023 school year shows the following area of priorities and concerns: Each of these areas ranked in the 55th national percentile range or lower compared to same age peers.

-First grade students scored 53 National Percentile Rank in Reading.

-First grade students scored 49 National Percentile Rank in Extended ELA.

-First grade students scored 53 National Percentile Rank in Science.

-First grade students scored 46 National Percentile Rank in Social Studies.

-Second grade students scored 52 National Percentile Rank in Extended ELA.

Some non-academic areas we focus on would be attendance, behavior, and students who are economically disadvantaged. The student population who are economically disadvantaged receive the same quality education instruction and opportunities of those students who exceed the income guidelines. Additional enrichment opportunities are offered through the Save the Children Program, 21st Century programming, Gifted and Talented services, and morning tutoring sessions. Oftentimes, teachers, administration, and even parents refer students to participate in after school and morning tutoring sessions.

Attendance plays a vital role in student performance. Since the COVID-19 pandemic, quarantines, and virtual learning, attendance played a huge part in our test scores and closing the gap. Classroom teachers and administrators offer recognition and incentives for maintaining high attendance. Our teachers/ paraprofessionals make personalized phone calls daily to each student who is absent. These contacts allow teachers to communicate with parents/guardians regarding assignments, lessons, projects, etc. Teachers gather and organize "make up" work for students. These interactions oftentimes bridge the instructional gap accompanied with absences. Additionally, the District's DPP and our school Family Resource personnel make home visits to students with attendance concerns.

Our Family Resource Center provides school supplies to our economically disadvantaged students in order to ensure that they have the same resources as students with a higher socio-economic advantage. Our FRC also provides resources to the families of economically disadvantaged students in order to ensure that they have the same opportunities as other students. All students are treated equally with challenging materials. Faculty and staff also serve as mentors to students in order to provide supports to students that may not otherwise receive them at home.

Counseling is an asset our school utilizes to meet student needs and to help students with behavior concerns. Teachers, administrators, and often parents refer children to receive counseling services on site. Our school's counselors offer after school and summer programs to support identified/referred students. Within these programs they provide character education on topics such as: goal setting, consequences, decision making, anti-drug, anti-bullying, relationship building, and

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improving self-esteem. Also, we have a school wide behavior plan that helps us work on student behaviors.

In conclusion, we are concerned with the growth of all students due to the impact of the Covid-19 pandemic. We will continue to review data to identify areas of need and utilize all available resources in order to close the gap.

Strengths/Leverages

6. Plainly state, using precise numbers and percentages revealed by current data, the strengths and leverages of the school. Explain how they may be utilized to improve areas of concern listed above.

Example: Reading achievement has increased from 37% proficient to its current rate of 58%. The systems of support we implemented for reading can be adapted to address our low performance in math.

KSA 3rd-6th Grade 2022-2023

- The overall science, social studies, and writing status increased from 72.4 to 74.7.
- The percentage of 4th grade students scoring in the P/D category increased from 32% to 43% in the area of science.
- The percentage of 5th grade students scoring in the P/D category increased from 51% to 52% in the area of social studies.
- The percentage of 6th grade students scoring in the P/D category increased from 74% to 76% in the area of reading.

2022-2023 Iowa Scores Kindergarten- 2nd:

- Kindergarten students scored 72 National Percentile Rank in Reading.
- Kindergarten students scored 74 National Percentile Rank in Extended ELA.
- Kindergarten students scored 82 National Percentile Rank in Math.
- 1st students score 64 National Percentile Rank in Science.
- 2nd students scored 69 National Percentile Rank in Math.
- 2nd students score 70 National Percentile Rank in Science.
- 2nd students score 63 National Percentile Rank in Social Studies.

We will build on these strengths to improve our areas of concern. Utilizing interventions in the areas of reading and math through Save the Children, RTA, Reading Recovery, and Math Intervention we will foster the potential growth shown

Oak Grove Elementary School

by KSA and lowa Scores. Teachers will offer enrichment activities to challenge high performing students and offer 21st Century tutoring services and intervention services to address the needs of those students performing below average.

Evaluate the Teaching and Learning Environment

7 . Consider the processes, practices and conditions evident in the teaching and learning environment as identified in the six Key Core Work Processes outlined below:

KCWP 1: Design and Deploy Standards
KCWP 2: Design and Deliver Instruction
KCWP 3: Design and Deliver Assessment Literacy
KCWP 4: Review, Analyze and Apply Data Results
KCWP 5: Design, Align and Deliver Support
KCWP 6: Establish Learning Environment and Culture

Utilizing implementation data, perception data, and current policies and practices:

a. Complete the Key Elements Template.

• b. Upload your completed template in the attachment area directly below. <u>ATTACHMENTS</u>

Attachment Name

School Key Elements Template

8. After analyzing the Key Elements of your teaching and learning environment, which processes, practices or conditions will the school focus its resources and efforts upon in order to produce the desired changes?

Note that all processes, practices and conditions can be linked to the six Key Core Work Processes.

NOTE: These elements will be throughly addressed in the Comprehensive District Improvement Plan (CSIP) diagnostic and template.

At Oak Grove Elementary we recognize all key work elements as being essential in closing the gap and moving our school to the next level. We are choosing Key Work Process 1,2, and 4 as our priority focus area.

KCWP 1: We will continue to strengthen our PLC processes, and observation feedback to help close the gap and move forward. Also, we will continue to work on the following: Curriculum map, pacing guides, lesson plans, I can statements, learning targets, PLC meetings, grade level meetings, vertical/horizontal alignment, Literacy Design Collaborative (LDC), Math Design Collaborative (MDC), Striving Oak Grove Elementary School

Readers Comprehensive Literacy (SRCL), Houghton Mifflin Reading Series, MAP, STAR, KSA, formative/summative assessment.

KCWP 2: We will focus on PD's that builds teacher capacity around evidence based/ research based instructional practices. We will us PLC time to analyze and review classroom assessment and lesson plans ensuring both are aligned to standards. Based upon student data, we will assist teachers with providing differentiated learning opportunities.

KCWP 4: We will focus resources and efforts on building capacity around data analysis through PLC's. We will provide opportunities to analyze data during PLC's and faculty meetings. Efforts will be made to use data to inform instructional proactices and support student needs identified through data.

Oak Grove Elementary School

Attachment Summary

Attachment Name	Description	Associated Item(s)
School Key Elements Template	School Key Elements Template	• 7

Key Elements of the Teaching and Learning Environment – School

Utilizing implementation data, perception data, and current policies and practices, analyze the Key Elements of your teaching and learning environment. Identify in the chart below any processes, practices or conditions the school will focus its resources and efforts upon in order to produce the desired changes and improvement. Note that each element identified for focus should be addressed in the strategies of the Comprehensive School Improvement Plan (CSIP).

Key Elements	Is this an area of focus? Yes/No	Specific Processes, Practices or Conditions Identified for Focus
KCWP 1: Design and Deploy Standards Does our school continually assess, review, and revise school curricula to support the assurance that all students have the knowledge, skills, and dispositions for future success?	Yes	Curriculum map, pacing guides, lesson plans, I can statements, learning targets, PLC meetings, grade level meetings, vertical/horizontal alignment, Literacy Design Collaborative (LDC), Math Design Collaborative (MDC), Striving Readers Comprehensive Literacy (SRCL), Houghton Mifflin Reading Series, MAP, STAR, KSA, formative/summative assessment, SBDM minutes
KCWP 2: Design and Deliver Instruction Does our instructional program include consistent implementation of evidence-based instructional practices essential for academic, behavioral, and social-emotional competencies that are aligned to Kentucky Academic Standards and current research?	Yes	Formative/Summative Assessments, KSA data, LDC coding tasks, lesson plans, Writing scrimmage, STAR, MAP, PLC meetings, individual learning plans, RTA, Math Intervention, & Title I data, Individualized progress reports from Study Island, Exact Path, and IXL, ReadWorks, Worldly Wise 300 Vocabulary, Spelling/Vocabulary City, and SBDM minutes
KCWP 3: Design and Deliver Assessment Literacy Does our school have a comprehensive, balanced assessment system that provides a variety of evidence to support educational decision making and includes four primary assessment purposes: formative, diagnostic, interim/benchmark, and summative?		PLC meetings, PD training, grade level team meetings, curriculum teams, vertical/horizontal alignment, data review, CSIP/CDIP, SBDM meetings, individual learning plans, individualized progress reports from Study Island, Exact Path, IXL, School Literacy Plan, TCTs, CERs
KCWP 4: Review, Analyze and Apply Data Does our school communicate and implement a sustainable system for reviewing, analyzing, and applying data results to ensure a uniform way to elicit, interpret, and act on meaningful evidence of student learning?	Yes	PLC minutes, STAR, MAP, IOWA, KSA, formative/summative assessment data, Individualized progress reports from Study Island, Exact Path, IXL, Lesson plans, student learning plans, LDC, grade level common assessments, RTI, data room, AIMSweb, district curriculum coaches

Key Elements of the Teaching and Learning Environment – School

Key Elements	Is this an area of focus? Yes/No	Specific Processes, Practices or Conditions Identified for Focus
KCWP 5: Design, Align and Deliver Support Has our school established a framework that organizes systems, data, and practices to promote positive, equitable and inclusive learning experiences for all students?		RTI, AimsWeb, Progress monitoring, PBIS, Review 360, formative/summative assessment, AR, MAP, STAR, KSA, PLC meetings, SBDM meetings, CSIP/CDIP, Math Intervention, Reading Recovery, STC, morning and afterschool extended services, 21 st Century programs, district curriculum coaches
KCWP 6: Establishing Learning Culture and Environment Has our school intentionally designed the learning environment to be inclusive and accessible for all students within a culture where learning and continued growth is the primary focus and foundation for all actions?		Oak Grove Elementary school wide rules and behavior plan, classroom management system, Family Reading and Math Night, PBIS, open house, parent teacher conferences, Counselor Services, Impact Survey results, Awards Day, Save the Children, Family Resource Center,, 21 st Century, ESS, Quality of School Climate and Safety Results, Opportunity to Learn Survey Results, Independent and Eager Reader Celebration, testing celebration



2023-2024 Phase Two: School Assurances

2023-2024 Phase Two: School Assurances

Oak Grove Elementary School Tonya Faulkner 4505 Cumberland Falls Hwy Corbin, Kentucky, 40701 United States of America

Diagnostics

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Oak Grove Elementary School

2023-24 Phase Two: School Assurances

Assurances are a required component of the improvement planning process (703 KAR 5:225). Please read each assurance carefully and indicate whether your school complies by selecting the appropriate response (Yes, No or N/A). If you wish to provide further information or clarify your response, space for comments is provided. Comments are optional. You may upload any supporting documentation as needed.

Federal Programs

1. If the school receives Title II, Part A funds, the school provides professional development for staff that is in accordance with the purpose of Title II, Part A of ESSA (job-embedded, evidence-based, sustainable, data-driven and classroom-focused); addresses the needs of all students; and, strives to ensure all students are transition ready as intended by Section 2103 of ESSA, which governs the local use of Title II, Part A funding.

• Yes • No • N/A <u>COMMENTS</u>

2. The school ensures that the use of federal funding, including expenditures for certified or classified positions (e.g. counselors, nurses, media specialists, etc.), is reasonable and necessary in compliance with 2 CFR 200.403 and 200.405.

• Yes • No • N/A <u>COMMENTS</u>

Title I Programs

3. The school distributes to parents and family members of participating children in a targeted assisstance program, or all children in a schoolwide program, a written parent and family engagement policy, which is agreed on by such parents, and describes the means for carrying out the requirements of ESSA Section 1116 (c) through (f). The school makes the policy available to the local community and updates it periodically to meet the changing needs of parents and the school. For reference, Section 1116(b) of ESSA allows existing parent and family engagement policies the school may have in place to be amended to meet the requirements under Title I, Part A.

• Yes • No • N/A <u>COMMENTS</u>

4. The school convenes an annual meeting, at a convenient time, to which all parents of participating children in a targeted assisstance program, or all children in a schoolwide program, are invited and encouraged to attend, to inform parents of their school's participation in Title I, Part A and to explain the requirements of Title I, Part A, and the right of the parents to be involved, as required under Section 1116(c)(1).

• Yes • No • N/A <u>COMMENTS</u>

5. The school offers a flexible number of meetings to parents, such as meetings in the morning or evening, and may provide, with funds provided under this part, transportation, child care, or home visits, as such services relate to parental involvement (ESSA Section 1116(c)(2).

• Yes • No • N/A <u>COMMENTS</u>

6. The school involves parents, in an organized, ongoing, and timely way, in the planning, review, and improvement of programs under Title I. This includes the planning, review, and improvement of the school parent and family engagement policy and the joint development of the schoolwide program plan undersection 1114(b). If a school has in place a process for involving parents in the joint planning and design of the school's programs, the school may use that process, if such process includes an adequate representation of parents of participating children (ESSA Section 1116 (c)(3)).

• Yes • No • N/A COMMENTS 7. The school provides parents of participating children, or all children in a schoolwide program—

A. timely information about programs under Title I;

B. a description and explanation of the curriculum in use at the school, the forms of academic assessment used to measure student progress, and the achievement levels of the challenging state academic standards; and

C. if requested by parents, opportunities for regular meetings to formulate suggestions and to participate, as appropriate, in decisions relating to the education of their children, and respond to any such suggestions as soon as practicably possible (ESSA Section 1116 (c)(4)).

• Yes • No • N/A <u>COMMENTS</u>

8. The school jointly develops with parents for all children served under this part a school-parent compact that outlines how parents, the entire school staff, and students will share the responsibility for improved student academic achievement and the means by which the school and parents will build and develop a partnership to help children achieve the state's high standards. The compact meets the requirements outlined in ESSA 1116(d)(1-2).

• Yes • No • N/A <u>COMMENTS</u>

9. The school provides assistance to parents of children served by the school in understanding such topics as the challenging state academic standards, state and local academic assessments, the requirements of Title I, and how to monitor a child's progress and work with educators to improve the achievement of their children, as required by ESSA Section 1116(e)(1).

• Yes • No • N/A <u>COMMENTS</u> 10. The school provides materials and training to help parents to work with their children to improve their children's achievement, such as literacy training and using technology (including education about the harms of copyright piracy), as appropriate, to foster parental involvement, as required in ESSA Section 1116(e)(2).

• Yes • No • N/A COMMENTS

11. The school educates teachers, specialized instructional support personnel, principals, other school leaders, and other staff, with the assistance of parents, in the value and utility of contributions of parents, and in how to reach out to, communicate with, and work with parents as equal partners, implement and coordinate parent programs, and build ties between parents and the school, as required in ESSA Section 1116(e)(3).

• Yes • No • N/A <u>COMMENTS</u>

12. To the extent feasible and appropriate, the school coordinates and integrates parent involvement programs and activities with other federal, state, and local programs, including public preschool programs, and conducts other activities, such as parent resource centers, that encourage and support parents in more fully participating in the education of their children (ESSA Section 1116(e)(4)).

• Yes • No • N/A <u>COMMENTS</u>

13. The school ensures that information related to school and parent programs, meetings, and other activities is sent to the parents of participating children, or all children in a schoolwide program, in a format and, to the extent practicable, in a language the parents can understand, as required in ESSA Section 1116(e)(5).

• Yes

0 N0 0 N/A <u>COMMENTS</u>

14. To the extent practicable, the school provides opportunities for the informed participation of parents and family members (including parents and family members who have limited English proficiency, parents and family members with disabilities, and parents and family members of migratory children), including providing information and school reports required under section 1111 in a format and, to the extent practicable, in a language parents understand (ESSA Section 1116(f)).

• Yes • No • N/A <u>COMMENTS</u>

Title I Schoolwide Programs

15. In a school implementing a schoolwide program, the school developed a comprehensive plan (the Comprehensive School Improvement Plan, or CSIP) during a 1-year period or qualifies for an exception under Section 1114(b)(1) of the Every Student Succeeds Act (ESSA).

• Yes • No • N/A COMMENTS

16. In a school implementing a schoolwide program, the school developed a comprehensive plan (CSIP) with the involvement of parents and other members of the community to be served as well as individuals who will carry out such plan (e.g. teachers, administrators, classified staff, etc.) as required by Section 1114(b)(2) of ESSA.

• Yes • No • N/A COMMENTS

17. In a school implementing a schoolwide program, the school developed a

comprehensive plan (CSIP) that will remain in effect for the duration of the school's participation under Title I, Part A of ESSA as required by Section 1114(b)(3) of ESSA.

• Yes
o No
0 N/A
COMMENTS

18. In a school implementing a schoolwide program, the school developed a comprehensive plan (CSIP) that is available to district leadership, parents, and the public and in an understandable and uniform format as required by Section 1114(b)(4) of ESSA.

• Yes • No • N/A COMMENTS

19. In a school implementing a schoolwide program, the school developed a comprehensive plan (CSIP) that, to the extent appropriate and applicable, coordinates with other federal, state, and local programs, including but not limited to the implementation of improvement activities in schools identified for comprehensive or targeted support and improvement, as required by Section 1114(b)(5) of ESSA.

• Yes • No • N/A COMMENTS

20. In a school implementing a schoolwide program, the school developed a comprehensive plan (CSIP) that is based on a comprehensive needs assessment, which included a review of academic achievement data, and includes, among other items, a description of the strategies the school will implement to address school needs as required by Section 1114(b)(6) of ESSA. The comprehensive needs assessment was developed with the participation of individuals who will carry out the schoolwide program plan, and the school documents how it conducted the needs assessment, the results it obtained, and the conclusions it drew from those results, as required by 34 CFR 200.26 (Code of Federal Regulations).

• Yes 0 N0 0 N/A

COMMENTS

21. In a school implementing a schoolwide program, the school developed, pursuant to Section 1114(b)(7), a comprehensive plan (CSIP) that includes a description of the strategies to be implemented to address school needs, including how such strategies: (1) provide opportunities for all children; (2) use methods and instructional strategies that strengthen the academic program in the school, increase learning time, and provide an enriched and accelerated curriculum; and, (3) address the needs of all children through, for example, the following activities: school-based mental health programs; a tiered model to prevent and address behavioral problems; professional development to improve instruction and use of data from academic assessments, and to recruit and retain effective teachers; and/or, strategies for assisting preschool children transition to local elementary school programs.

• Yes • No • N/A COMMENTS

22. The school regularly monitors the implementation and results achieved by the schoolwide program, using data from the state's annual assessments and other indicators of academic achievement. The school determines whether the schoolwide program has been effective in increasing the achievement of students in meeting the challenging state academic standards, particularly for those students who had been furthest from achieving the standards. The school revises the plan as necessary based on student needs and on the results of the regular monitoring, to ensure continuous improvement of students in the schoolwide program and to ensure that all students are provided opportunities to meet the challenging state academic standards, as required by Section 1114 (b)(3) of ESSA and 34 CFR 200.26.

• Yes • No • N/A <u>COMMENTS</u>

Title I Targeted Assistance School Programs

23. In a school implementing a targeted assistance school program, participating students are identified in accordance with Section 1115(c) and on the basis of multiple, educationally related, objective criteria.

o Yes o No • N/A <u>COMMENTS</u>

24. In a school implementing a targeted assistance school program, the school serves participating students using resources under Title I, Part of ESSA to meet challenging state academic standards as required by Section 1115(b)(2)(A) of ESSA.

o Yes o No • **N/A**

COMMENTS

25. In a school implementing a targeted assistance school program, the school serves, pursuant to Section 1115(b)(2)(B) of ESSA, participating students using methods and instructional strategies to strengthen the academic program of the school, which may include, for example, expanded learning time, summer programs, and/or a tiered model to prevent and address behavioral problems.

• Yes • No • N/A <u>COMMENTS</u>

26. In a school implementing a targeted assistance school program, the school serves participating students by coordinating with and supporting the regular educational program as required by Section 1115(b)(2)(C) of ESSA.

o Yes o No • N/A <u>COMMENTS</u>

27. In a school implementing a targeted assistance school program, the school serves participating students by providing professional development to, for example, teachers, administrators, classified staff, and/or other school personnel who work with participating students as required by Section 1115(b)(2)(D) of ESSA.

o Yes

Oak Grove Elementary School

0 N0 ● N/A COMMENTS

28. In a school implementing a targeted assistance school program, the school serves, pursuant to Section 1115(b)(2)(E) of ESSA, participating students by implementing strategies to increase the involvement of parents of participating students in accordance with Section 1116 of ESSA.

o Yes o No • N/A COMMENTS

29. In a school implementing a targeted assistance school program, the school serves participating students, to the extent appropriate and applicable, by coordinating with other federal, state, and local programs, including but not limited to the implementation of improvement activities in schools identified for comprehensive or targeted support and improvement, as required by Section 1115(b)(2)(F) of ESSA.

o Yes o No • N/A COMMENTS

30. In a school implementing a targeted assistance school program, the school serves participating students by reviewing the progress of participating students on an ongoing basis and revising the targeted assistance program, if necessary, to provide additional assistance to meet challenging state academic standards as required by Section 1115(b)(2)(G) of ESSA.

o Yes o No • N/A <u>COMMENTS</u>

Schools Identified for Targeted Support and Improvement

31. If identified for targeted support and improvement, including additional targeted support and improvement, pursuant to Section 1111(d)(2) of ESSA, the school

developed and implemented a plan to improve student outcomes that, among other items, was informed by all indicators, including student performance against longterm goals; included evidence-based interventions; and, approved by local leadership. For reference, "evidence-based" is defined in ESSA Section 8101(21).

o Yes o No ● N/A COMMENTS

32. If identified for additional targeted support and improvement pursuant to Section 1111(d)(2)(C), the school developed and implemented a plan to improve student outcomes that also identified resource inequities to be addressed through implementation of such plan.

o Yes o No ● N/A <u>COMMENTS</u>

Attachment Summary

Attachment Name Description Associated Item(s)



2023-2024 Phase Three: Comprehensive School Improvement Plan

2023-2024 Phase Three: Comprehensive School Improvement Plan

Oak Grove Elementary School Tonya Faulkner 4505 Cumberland Falls Hwy Corbin, Kentucky, 40701 United States of America

Diagnostics

Oak Grove Elementary School

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2023-24 Phase Three: Comprehensive School Improvement Plan

Rationale

School improvement efforts are a collaborative process involving multiple stakeholders. During the improvement planning process, leaders focus on priority needs, funding, and closing achievement gaps between identified subgroups of students. When implemented with fidelity, the Comprehensive School Improvement Plan (CSIP) cultivates an environment that promotes student growth and achievement.

While the focus of continuous improvement is student performance, the work must be guided by the aspects of teaching and learning that affect performance. An effective improvement process should address the contributing factors creating the learning environment (inputs) and the performance data (outcomes).

For those schools operating a Title I Schoolwide Program, this plan meets the requirements of Section 1114 of the Every Student Succeeds Act as well as state requirements under 703 KAR 5:225. **No separate Schoolwide Program Plan is required.**

Operational Definitions

Goal: Long-term three- to five-year targets based on the required school level goals. Elementary/ middle schools must have goals for state assessment results in reading and mathematics, state assessment results in science, social studies and writing, achievement gap, English learner progress, and quality of school climate and safety. High schools must have goals for state assessment results in reading and mathematics, state assessment results in science, social studies and writing, achievement gap, English learner progress, quality of school climate and safety, postsecondary readiness, and graduation rate. Long-term targets should be informed by the Needs Assessment for Schools.

Objective: Short-term target to be attained by the end of the current academic year. Objectives should address state assessment results and/or aligned formative assessments. There can be multiple objectives for each goal.

Strategy: An approach to systematically address the process, practice, or condition that the school will focus its efforts upon, as identified in the Needs Assessment for Schools, in order to reach its goals or objectives. There can be multiple strategies for each objective. The strategy can be based upon Kentucky's six (6) Key Core Work Processes listed below or another established improvement approach (i.e. *Six Sigma, Shipley, Baldridge, etc.*).

Key Core Work Processes: A series of processes identified by the Kentucky Department of Education that involve the majority of an organization's workforce and relate to its core competencies. These are the factors that determine an organization's success and help it prioritize areas for growth.

KCWP 1: Design and Deploy Standards KCWP 2: Design and Deliver Instruction



2023-2024 Phase Three: Comprehensive School Improvement Plan - 2023-2024 Phase Three: Comprehensive School Improvement Plan - Generated on 12/15/2023

Oak Grove Elementary School

<u>KCWP 3: Design and Deliver Assessment Literacy</u> <u>KCWP 4: Review, Analyze and Apply Data Results</u> <u>KCWP 5: Design, Align and Deliver Support</u> <u>KCWP 6: Establish Learning Environment and Culture</u>

Activity: Actionable steps used to deploy the chosen strategy. There can be multiple activities for each strategy.

Measure of Success: Criteria that shows the impact of the work. The **measures** may be quantitative or qualitative but are observable in some way.

Progress Monitoring: Process used to assess the implementation of the plan, the rate of improvement, and the effectiveness of the plan. The description should include the artifacts to be reviewed, specific timelines, and responsible individuals.

Funding: Local, state, or federal funds/grants used to support (or needed to support) the improvement in

Requirements for Building an Improvement Plan The required goals for elementary/middle schools include the following:

- State Assessment Results in reading and mathematics
- State Assessment Results in science, social studies and writing
- English Learner Progress
- Quality of School Climate and Safety
- Achievement Gap

The required goals for high schools include the following:

- State Assessment Results in reading and mathematics
- State Assessment Results in science, social studies and writing
- English Learner Progress
- Quality of School Climate and Safety
- Postsecondary Readiness (high school only)
- Graduation Rate (high school only)
- Achievement Gap

Using the Comprehensive School Improvement Plan Template

The template is a complement to the Needs Assessment for Schools. Using your determined priorities, you will set both short- and long-term targets and outline the activities intended to produce the desired changes.

a. Develop your Strategic Goals using the <u>Comprehensive School Improvement Plan</u> <u>Template</u>. 2023-2024 Phase Three: Comprehensive School Improvement Plan - 2023-2024 Phase Three: Comprehensive School Improvement Plan - Generated on 12/15/2023 Oak Grove Elementary School

• b. Upload your completed template in the attachment area directly below. <u>ATTACHMENTS</u>

Attachment Name

CSIP Goals and Plans

Summarize the plan of action developed through your goal setting process.

Describe which objectives and strategies will be maintained and which will be added or modified to address current needs as outlined in your needs assessment diagnostic, especially those of any identified gap groups.

We kept all goals and objectives, but updated it with current scores.

2023-2024 Phase Three: Comprehensive School Improvement Plan - 2023-2024 Phase Three: Comprehensive School Improvement Plan - Generated on 12/15/2023

Oak Grove Elementary School

Attachment Summary

Attachment Name	Description	Associated Item(s)
CSIP Goals and Plans		•

Comprehensive School Improvement Plan (CSIP)

Rationale

School improvement efforts are a collaborative process involving multiple stakeholders. Through the improvement planning process, leaders focus on priority needs, funding, and closing achievement gaps among identified subgroups of students. When implemented with fidelity, the Comprehensive School Improvement Plan (CSIP) cultivates an environment that promotes student growth and achievement.

While the focus of continuous improvement is student performance, the work must be guided by the aspects of teaching and learning that affect performance. An effective improvement process should address the contributing factors creating the learning environment (inputs) and the performance data (outcomes). Through the Needs Assessment for Schools, priorities were identified and processes, practices, and/or conditions were chosen for focus. This goal building template will assist your improvement team to address those priorities and outline your targets and the activities intended to produce the desired changes. Progress monitoring details will ensure that your plan is being reviewed regularly to determine the success of each strategy.

Please note that the objectives (short-term targets) set by your school under the Achievement Gap section of this planning template will be used by the district's superintendent to determine whether or not your school met its targets to reduce the gap in student achievement for any student group for two consecutive years as required by KRS 158.649. Likewise, operational definitions for each required planning component can be found on page 2 of the planning template.

For those schools operating a Title I Schoolwide Program, this plan meets the requirements of Section 1114 of the Every Student Succeeds Act as well as state requirements under 703 KAR 5:225. No separate Schoolwide Program Plan is required.

Requirements for Building an Improvement Plan

- The required goals for **elementary/middle schools** include the following:
 - o State Assessment Results in reading and mathematics
 - o State Assessment Results in science, social studies and writing
 - o Achievement Gap
 - o English Learner Progress
 - o Quality of School Climate and Safety

- The required goals for **high schools** include the following:
 - State Assessment Results in reading and mathematics
 - o State Assessment Results in science, social studies and writing
 - o Achievement Gap
 - o English Learner Progress
 - o Quality of School Climate and Safety
 - o Postsecondary Readiness
 - o Graduation Rate

Alignment to Needs:

Results of the Phase Two needs assessment process should inform the development of the comprehensive school improvement plan. List the identified priorities below to be addressed in order to build staff capacity and increase student achievement.

Priorities/Concerns from Needs Assessment for Schools

List two or three of the greatest areas of weakness identified in question #5 of the Needs Assessment for Schools that will be thoroughly addressed in the strategies and activities outlined in this template.

The most critical area in which we will focus much of our attention for this school year is third grade reading, third grade math, and sixth grade math, but we will continually work on closing the gap in all grades and subject areas.

Processes, Practices, or Conditions to be Addressed from Key Elements Template

List two or three of the processes, practices, or conditions identified on the School Key Elements Template that the school will focus its resources and efforts upon and thoroughly address in the strategies and activities outlined in this template.

Oak Grove Elementary will use a variety of processes, practices and conditions to address our needs. Some of these include, but are not limited to curriculum map, pacing guides, lesson plans, I can statements, learning targets, PLC meetings, grade level meetings, vertical/horizontal alignment, Literacy Design Collaborative (LDC), Math Design Collaborative (MDC), Striving Readers Comprehensive Literacy (SRCL), Houghton Mifflin Reading Series, MAP, STAR, KSA, formative/summative assessment, SBDM minutes.

Indicator Scores

Indicator	Status	Change
State Assessment Results in reading and mathematics	70.6 High Yellow	-4.0
State Assessment Results in science, social studies and writing	74.7 High Green	+2.3
English Learner Progress	N/A	N/A
Quality of School Climate and Safety	79.7 High Green	-1.1
Postsecondary Readiness (high schools and districts only)	N/A	N/A
Graduation Rate (high schools and districts only)	N/A	N/A

List the overall scores of status and change for each indicator.

Explanations/Directions

Goal: Schools should determine long-term goals that are three- to five-year targets for each required school level indicator. Elementary/middle schools must address state assessment results in reading and mathematics, state assessment results in science, social studies and writing, achievement gap, English learner progress, and quality of school climate and safety. High schools must address state assessment results in reading and mathematics, state assessment results in reading and mathematics, state assessment results in science, social studies and writing, achievement gap, English learner progress, quality of school climate and safety, postsecondary readiness, and graduation rate. Long-term goals should be informed by The Needs Assessment for Schools.

Objective	Strategy	Activities	Measure of Success	Progress Monitoring	Funding
Schools should determine short-term objectives to be attained by the end of the current academic year. Objectives should address state assessment results and/or aligned formative assessments. There can be multiple objectives for each goal.	Describe your approach to systematically address a process, practice, or condition that was identified as a priority during the Needs Assessment for Schools. There can be multiple strategies for each objective. The strategy can be based upon <u>Kentucky's six (6) Key</u> <u>Core Work Processes</u> or another established improvement approach (i.e. <i>Six Sigma, Shipley, Baldridge,</i> <i>etc.).</i>	Describe the actionable steps the school will take to deploy the chosen strategy. There can be multiple activities for each strategy.	List the criteria that will gauge the impact of your work. The measures may be quantitative or qualitative but are observable in some way. Consider measures of input as well as outcomes for both staff and students.	Describe the process used to assess the implementation of the plan, the rate of improvement, and the effectiveness of the plan. Your description should include the artifacts to be reviewed, specific timelines, and responsible individuals.	List the specific federal, state, or local funding source(s) used to support each improvement initiative. If your school is a recipient of Title I, Part A funds, your CSIP serves as your annual plan and must indicate how Title I funds are utilized to carry out the planned activities.

Objective	Strategy	Activities	Measure of Success	Progress Monitoring	Funding
Objective Objective 1: Collaborate to increase the average reading KSA proficiency score for all students from 55.0% in 2023 to 60.0% by 2024 as measured by the state's new accountability NAPD calculation.	1. Review, Analyze and Apply Data	Activities A. Teachers and SBDM council will analyze student universal assessment results to monitor progress. Teachers will use their findings to plan instructional strategies, place students in groups, and close curricular gaps during weekly PLC meetings. Plans for improvement will be shared with SBDM council.	Measure of Success Summative assessment measures such as STAR Reading, MAP, IOWA, Common Assessments, and KSA	9/23-9/24 PLC and SBDM Minutes Teachers and SBDM Council	Funding Funding for assessments provided through board of education funds and approved grants
		 B. Teachers will keep data notebooks to monitor individual student progress toward meeting group and individual goals. Instruction will be driven by student needs, as evidenced by student data. 	Student growth as measured by STAR Reading, MAP, Iowa, Common Assessments, and KSA	9/23-9/24 Data Notebooks and PLC Minutes Teachers and Administrators	Funding for assessments provided through board of education funds and approved grants
	2. Design and Deploy Standards	A. Teachers will participate in district curriculum alignment sessions and will collaborate within grades, between grades, and between content areas to ensure curricular maps and instructional materials are aligned with common core standards/academic standards.	Summative assessment measures such as STAR Reading, MAP, Iowa, Common Assessments, and K-Prep	9/23-9/24 PD Logs, Teachers' Meeting Agendas, and PLC Minutes Teachers and District Curriculum Team	Funding for assessments provided through board of education funds and approved grants
		 B. Teachers and principal will conduct needs assessment to design learning opportunities for the 21st CCLC program to provide remediation, 	Growth & achievement, as measured by STAR Reading, MAP, IOWA,	9/23-9/24 21st CCLC Program offerings and attendance	21 st Century Grant

Goal 1: Increase the reading and math percentage of proficient/distinguished students from 55.0% in 2023 to 65.0% by 2025 in reading and 48.0% in 2023 to 58.0% by 2025 in math as measured by the state's accountability NAPD calculation. Measure of Success **Progress Monitoring** Objective Strategy Activities Funding homework help, and Common Assessments. Teachers and Administrators enrichment for all students and KSA through before school, after school, and summer school programs. C. We will have bi-monthly family Participation during Reading intervention team, and Title I reading nights to help bridge Family Reading Nights administration the gap between home literacy practices and school based practices. 3. Establishing Learning A. Teachers will participate in Participation in Google 9/23-9/24 Funding for Culture and training for Kagan, GRREC etc. Classroom. Teachers assessments and to ensure equitable access to a Environment participation in Zoom professional meaningful and rigorous sessions, and Administration development academic curriculum that is provided through achievement as respectful to diverse learners, measured by STAR board of education helps to develop their funds and approved Reading, MAP, character, and helps them to Common Assessments, grants be successful. IOWA, and KPREP A. Teachers and SBDM council will Objective 2: Collaborate to 1. Review, Analyze and Summative assessment 9/23-9/24 Funding for increase the average math Apply Data analyze student universal measures such as MAP. assessments KSA proficiency score for all assessment results to monitor IOWA, Common provided through PLC and SBDM Minutes progress. Teachers will use students from 48.0% in 2023 Assessments, and KSA board of education their findings to plan to 53.0% by 2024 as Teachers and SBDM Council funds and approved instructional strategies, place measured by the state's new grants students in groups, and close accountability NAPD curricular gaps during weekly calculation. PLC meetings. Plans for improvement will be shared with SBDM council.

Objective	Strategy	Activities	Measure of Success	Progress Monitoring	Funding
		 B. Teachers will keep data notebooks to monitor individual student progress toward meeting group and individual goals. Instruction will be driven by student needs, as evidenced by student data. 	Student growth as measured by MAP, Iowa, Common Assessments, and KSA	9/23-9/24 Data Notebooks and PLC Minutes Teachers and Administrators	Funding for assessments provided through board of education funds and approved grants
	2. Design and Deploy Standards	 A. Teachers will participate in district curriculum alignment sessions and will collaborate within grades, between grades, and between content areas to ensure curricular maps and instructional materials are aligned with common core standards. 	Summative assessment measures such as MAP, Iowa, Common Assessments, and KSA	9/23-9/24 PD Logs, Teachers' Meeting Agendas, and PLC Minutes Teachers and District Curriculum Team	Funding for assessments provided through board of education funds and approved grants
		 B. Teachers will emphasize to students the importance of applying the 8 mathematical practices when teaching math and will actively lead students in applying the practices during instruction. 	Increase in math achievement as evidenced by MAP, IOWA, Common Assessments, and KSA	9/23-9/24 Lesson Plans and Formal/Informal Observations Teachers	Funding for assessments provided through board of education funds and approved grants
		C. We will have bi-monthly family math nights to help bridge the gap between home math practices and school based practices.	Participation during family math nights	Math interventionist, and administration.	Title I
	3. Design and Deliver Instruction	 A. Teachers and principal will conduct needs assessment to design learning opportunities 	Growth & achievement, as measured by MAP,	9/23-9/24	21 st Century Grant

Objective	Strategy	Activities	Measure of Success	Progress Monitoring	Funding
		for the 21st CCLC program to	IOWA, Common	21st CCLC Program offerings and	
		provide remediation,	Assessments, and KSA	attendance	
		homework help, and			
		enrichment for all students		Teachers and Administrators	
		through before school, after			
		school, and summer school			
		programs.			
		B. Teachers will use Study Island,	Summative assessment	9/23-9/24	Instructional funds
		IXL, Google Classroom, Prodigy	measures by MAP,	Lesson Plans, Program Reports, and	and 21 st Century
		Math, River Deep, XTRA Math	IOWA, Common	Formal/Informal Observations	
		and Brain POP in order to	Assessments, and K-		
		enhance instruction in all	Prep and attendance in	Teachers	
		subject areas, increase studen	t 21 st CCLC		
		engagement, Edulastic, and			
		provide more individualized			
		instruction to all students.			
		C. Teachers will share research	Increase in math as	9/23-9/24	Instructional funds
		proven instructional strategies	measured by MAP,	Teachers	
		with peers during PLC meeting	s IOWA, Common		
		and/or professional	Assessment, and KSA		
		development sessions. Job-			
		embedded professional			
		development on the most			
		current, research-proven			
		teaching practices will ensure			
		teachers are able to maximize			
		math instruction for all			
		students.			
	4. Establishing Learning	A. Teachers will participate in	Participation in	9/23-9/24	Funding for
	Culture and	trainings for Kagan, GRREC etc	trainings, and	Teachers	assessments and
	Environment	to ensure equitable access to a			professional
		meaningful and rigorous	measured by STAR	Admin	development

Objective	Strategy	Activities	Measure of Success	Progress Monitoring	Funding
		academic curriculum that is	Reading, MAP,		provided through
		respectful to diverse learners,	Common Assessments,		board of education
		helps to develop their	IOWA, and KSA		funds and approved
		character, and helps them to			grants
		be successful.			

2: State Assessment Results in Science, Social Studies and Writing

Measure of Success	Strategy	Activities	Measure of Success	Progress Monitoring	Funding
Objective 1: Collaborate to increase the percentage of all students scoring at the proficient/distinguished level from 43.0% in 2023 to 48.0% by 2024 in the area of Science as measured by the state's new accountability calculator.	1. Review, Analyze and Apply Data	 A. Teachers and SBDM council will analyze student assessment results to monitor progress. Teachers will use their findings to plan instructional strategies, place students in groups, and close curricular gaps during weekly PLC meetings. Plans for improvement will be shared with SBDM council. 	Summative assessment measures, such as IOWA, MAP, Common Assessments, and KSA	9/23-9/24 PLC and SBDM Minutes Teachers and SBDM Council	Funding for assessments provided through board of education funds and approved grants.
		B. Teachers will use scrimmage tests to evaluate student progress toward mastery of standards. Results will be analyzed and used to inform instructional strategies, to make recommendations for remediation, re-teaching, and/or enrichment, and to identify need for supplemental resources.	Increase in science, social studies, and writing achievement as evidenced by scrimmage results, Common Assessments, and KSA	9/23-9/24 Lesson Plans and Formal/Informal Observations Teachers	No funding needed.
		C. Teachers will collaborate with District Science Instructional Coach, as well as with grade level team members, teachers across grade levels, and Special Education instructors/Interventionists to analyze student data results and will cooperate to make instructional decisions.	Growth in student data as provided by IOWA, Common Assessments, Classroom data, and KSA	9/23-9/24 PLC minutes and Data Notebooks Teachers and District Curriculum and Special Needs Staff	No funding needed.

Measure of Success	Strategy	Activities	Measure of Success	Progress Monitoring	Funding
	2. Design, align, and Deliver Support	A. Teachers and principal will collaborate to design learning opportunities for the 21 st CCLC program to provide remediation, homework help, and enrichment in the area of Science for all students through before-school, after-school, and summer school programs.	Growth & achievements, as measured by IOWA, Common Assessments, Classroom data, and KSA	9/23-9/24 21 st CCLC Program offerings and attendance Teachers and Administrators	21 st Century Grant
		 B. Teachers will use Study Island, IXL, Google Classroom, Brain Pop, Edulastic, Generation Genisis, and other digital resources in order to enhance instruction in Science, increase student engagement; and provide more individualized instruction to all students. 	Summative assessment measures, IOWA, Common Assessments, classroom data, KSA and attendance in 21 st CCLC	9/23-9/24 Lesson Plans and Formal/Informal Observations Teachers	KyCL Grant, 21 st Century Grant, and instructional funds
		C. Teachers in accountability grades will administer Science assessments in formats similar to those used on KSA in order to acclimate students to the rigor of the assessment. They will use scoring guides like those used on KSA assessments and will teach students to use self-evaluation as a tool to enhance their writing literacy and test taking skills.	Student performance on KSA, as well as individual performance on formative and summative products	9/23-9/24 Scrimmage Test results Teachers	No funding needed
		D. 21 st CCLC staff will collaborate with classroom teachers and	Student achievement and growth as	On-going Data notebooks, KSA results	21 st Century Grant

Special Education instructors to

differentiate, provide

evidenced by IOWA,

common assessments,

Regular Education Teachers; Special Education Teachers; 21st Century Staff

easure of Success	Strategy	Activities	Measure of Success	Progress Monitoring	Funding
		remediation, extend learning, and enrich instructional content for students attending before-school, after-school, and summer programs.	classroom data, and KSA		
	3. Design and Deliver Instruction	A. School staff will communicate high expectations for all students, students will be included in analyzing their own learning results, and student achievements will be celebrated. Staff will communicate learning goals and expectations to students and parents and will share educational progress with students and parents at regular intervals through progress reports, report cards, and exit criteria. Students will set goals for achievement and growth and will identify strategies to meet their goals.	Student achievement and growth as evidenced by classroom data IOWA, and KSA; data from Impact KY Survey	On-going student data	No funding needed.
	4. Design and Deploy Standards	A. Teachers in all grade levels will ensure that Science is being taught at optimal instructional levels to promote success. Teachers will collaborate to design instruction and activities that are aligned with New Generation Science Standards. Students will be provided differentiation to address their individual needs.	Student achievement and growth as evidenced by classroom data, common assessments, scrimmage results, and KSA	9/23-9/24 Lesson Plans, PLC minutes, Formal/Informal Observations, KSA results Teachers	KyCL Grant: Wordly Wise and IReady

Measure of Success	Strategy	Activities	Measure of Success	Progress Monitoring	Funding
	5. Establishing Learning Culture and Environment	 A. Teachers will participate in trainings for Kagan, GRREC, etc. to ensure equitable access to a meaningful and rigorous academic curriculum that is respectful to diverse learners, helps to develop their character, and helps them to be successful. 	Participation in Google Classroom, participation in Zoom sessions, and achievement as measured by STAR Reading, MAP, Common Assessments, IOWA, and KSA	9/23-9/24 Teachers Admin	Funding for assessments and professional development provided through board of education funds and approved grants
Objective 2: Collaborate to increase the percentage of all students scoring at the proficient/distinguished level from 52.0% in 2023 to 57.0% by 2024 in the area of Social Studies as measured by the state's new accountability calculator.	 Review, Analyze and Apply Data 	 A. Teachers and SBDM council will analyze student universal assessment results to monitor progress. Teachers will use their findings to plan instructional strategies, place students in groups, and close curricular gaps during weekly PLC meetings. Plans for improvement will be shared with SBDM council. 	Summative assessment measures, such as IOWA, Common Assessments, and KSA	9/23-9/24 PLC and SBDM Minutes Teachers and SBDM Council	Funding for Assessments provided through board of education funds and approved grants.
		 B. Teachers will use scrimmage tests to evaluate student progress toward mastery of standards. Results will be analyzed and used to inform instructional strategies, to make recommendations for remediation, re-teaching, and/or enrichment, and to identify need for supplemental resources. 	Increase in science, social studies, and writing achievement as evidenced by scrimmage results, Common Assessments, and KSA	9/23-9/24 Lesson Plans and Formal/Informal Observations Teachers	No funding needed.
		C. Teachers will collaborate with District Instructional Coaches, as well as with grade level team	Growth in student data as provided by IOWA, Common Assessments,	9/23-9/24 PLC minutes	No funding needed.

Neasure of Success	Strategy	Activities	Measure of Success	Progress Monitoring	Funding
		members, teachers across grade levels, and Special Education instructors/Interventionists to analyze student data results and will cooperate to make instructional decisions.	classroom data, and KSA	Teachers and District Curriculum and Special Needs Staff	
	2. Design, Align, and Deliver Support	A. Teachers will use Study Island, IXL, Google Classroom, Edulastic, MyOn, Simple Solutions, Flocabulary, News ELA, Renaissance Place (AR), Brain Pop, and other digital resources in order to enhance instruction in Social Studies, increase student engagement; and provide more individualized instruction to all students.	Growth & achievements, as measured by IOWA, Common Assessments, classroom data, and KSA	9/23-9/24 21 st CCLC Program offerings and attendance Teachers and Administrators	KyCL Grant; 21 st Century Grant; Instructional Funds
		 B. Teachers in accountability grades will administer Social Studies assessments in formats similar to those used on KSA in order to acclimate students to the rigor of the assessment. They will use scoring guides like those used on KSA assessments and will teach students to use self-evaluation as a tool to enhance their writing literacy and test taking skills. 	Summative assessment measures, IOWA, Common Assessments, classroom data, and KSA and attendance in 21 st CCLC	9/23-9/24 Lesson Plans and Formal/Informal Observations Teachers	KyCL Grant; 21 st Century Grant; Instructional Funds
		C. 21 st CCLC staff will collaborate with classroom teachers and Special Education instructors to	Student performance on KSA, as well as individual performance	9/23-9/24 Scrimmage Test results	No funding needed

Measure of Success	Strategy	Activities	Measure of Success	Progress Monitoring	Funding
		differentiate, provide remediation, extend learning, and enrich instructional content for students attending before-school, after-school, and summer programs.	on formative and summative products	Teachers	
		 D. 21st CCLC staff will collaborate with classroom teachers and Special Education instructors to differentiate, provide remediation, extend learning, and enrich instructional content for students attending before-school, after-school, and summer programs. 	Student achievement and growth as evidenced by IOWA, common assessments, classroom data, and KSA	On-going KSA results Regular Education Teachers; Special Education Teachers; 21 st Century Staff	21 st Century Grant
	3. Establishing Learning Culture and Environment	 A. Teachers will participate in trainings, Kagan, GRECC, etc. in order to ensure equitable access to a meaningful and rigorous academic curriculum that is respectful to diverse learners, helps to develop their character, and helps them to be successful. 	Participation trainings, and achievement as measured by STAR Reading, MAP, Common Assessments, IOWA, and KSA	9/23-9/24	Funding for assessments and professional development provided through board of education funds and approved grants
Objective 3: Collaborate to increase the percentage of all students scoring at the proficient/distinguished level and from 64.0% in 2023 to 69.0% by 2024 in writing as measured by the state's new accountability calculator.	1. Review, Analyze and Apply Data	A. Teachers and SBDM council will analyze student universal assessment results to monitor progress. Teachers will use their findings to plan instructional strategies, place students in groups, and close curricular gaps during weekly PLC meetings. Plans for	Summative assessment measures, such as IOWA, MAP Language, Common Assessments, and KSA	9/23-9/24 PLC and SBDM Minutes Teachers and SBDM Council	Funding for assessments provided through board of education funds and approved grants.

Measure of Success	Strategy	Activities	Measure of Success	Progress Monitoring	Funding
		improvement will be shared with SBDM council.			
		 B. Teachers will use scrimmage tests in the areas of Writing to evaluate student progress toward mastery of standards. Results will be analyzed and used to inform instructional strategies, to make recommendations for remediation, re-teaching, and/or enrichment, and to identify need for supplemental resources. 	Increase in writing achievement as evidenced by scrimmage results, Common Assessments, and KSA	9/23-9/24 Lesson Plans and Formal/Informal Observations Teachers	No funding needed
		C. Teachers will collaborate with District Writing Instructional Coach, as well as with grade level team members, teachers across grade levels, and Special Education instructors/Interventionists to analyze student data results and will cooperate to make instructional decisions.	Growth in student data as provided by IOWA, Common Assessments, classroom data, and KSA	9/23-9/24 PLC minutes and Data Notebooks Teachers and District Curriculum and Special Needs Staff	No funding needed
		D. Teachers will collaborate with District Writing Coach to evaluate student writing products, analyze student strengths and weaknesses, and individualize writing instruction to maximize student performance.	Student performance on KSA, as well as individual performance on formative and summative writing products	9/32-9/24 Scrimmage Test results, Data Notebooks, and PLC Minutes Teachers and District Writing Coach	No funding needed
		E. Students will track their progress in writing, will set	Student performance on KSA, as well as	9/23-9/24	No funding needed

Measure of Success	Strategy	Activities	Measure of Success	Progress Monitoring	Funding
		growth goals for themselves, and will participate in writing activities that are specifically designed for their developmental levels and interest level. Students in 5 th and 6 th grades, for example, will be presented with on-demand tasks that address situations encountered in and/or important to middle school aged students. These strategies will increase student engagement, self-awareness, and motivation.	individual performance on formative and summative writing products	Teachers	
	2. Design, Align, and Deliver Support	A. Teachers and principal will collaborate to design a new writing curriculum to be implemented across grade levels.	Growth and achievements, as measured by IOWA, Common Assessments, classroom data, and KSA	9/23-9/24 Teachers and Administrators	No funding needed.
		 B. Teachers will use Study Island, IXL, Google Classroom, MyOn, Edulastic, Flocabulary, News ELA, Renaissance Place (AR), Brain Pop, and other digital resources in order to enhance instruction in Writing; increase student engagement; and provide more individualized instruction to all students. 	Summative assessment measures, IOWA, Common Assessments, classroom data, KSA, and attendance in 21 st CCLC	9/22-9/23 Lesson Plans and Formal/Informal Observations Teachers	KyCL Grant; 21 st Century Grant; Instructional Funds
		C. Teachers in accountability grades will administer Writing assessments in formats similar to those used on KSA in order	Student performance on KSA, as well as individual performance	9/23-9/24 Data Notebooks and Scrimmage Test results	No funding needed.

Measure of Success	Strategy	Activities	Measure of Success	Progress Monitoring	Funding
		to acclimate students to the rigor of the assessment. They will use scoring guides like those used on KSA assessments and will teach students to use self-evaluation as a tool to enhance their writing literacy and test taking skills.	on formative and summative products	Teachers	
		 D. 21st CCLC staff will collaborate with classroom teachers and Special Education instructors to differentiate, provide remediation, extend learning, and enrich instructional content for students attending before-school, after-school, and summer programs. 	Student achievement and growth as evidenced by IOWA, common assessments, classroom data, and KSA	On-going data notebooks, KSA results Regular Education Teachers; Special Education Teachers; 21 st Century Staff	21 st Century Grant
	3. Establish Learning Culture and Environment	A. School staff will communicate high expectations for all students, students will be included in analyzing their own learning results, and student achievements will be celebrated. Staff will communicate learning goals and expectations to students and parents and will share educational progress with students and parents at regular intervals through progress reports, report cards, and exit criteria. Students will set goals for achievement and growth	Student achievement and growth as evidenced by classroom data IOWA, and KSA; data from Impact KY Survey	Ongoing student data notebooks Teachers	No funding needed.

Measure of Success	Strategy	Activities	Measure of Success	Progress Monitoring	Funding
		and will identify strategies to meet their goals.			
		B. Teachers will participate in trainings Kagan, GRREC, etc. in	Participation in trainings, and	9/23-9/24	Funding for assessments and
		order to ensure equitable access to a meaningful and rigorous academic curriculum that is respectful to diverse learners, helps to develop their character, and helps them to be successful during this time of remote learning.	achievement as measured by STAR Reading, MAP, Common Assessments, IOWA, and KSA	Teachers	professional development provided through board of education funds and approved grants
	4. Design and Deploy Standards	 A. Teachers in all grade levels will ensure Writing is being taught at optimal instructional levels to promote success. Teachers will collaborate to design instruction and activities that are aligned with KY Academic Standards for Writing along with district writing plan. Students will be provided with differentiation to address their individual needs. Teachers in all grade levels will incorporate Wordly Wise supplemental resources into writing activities. 	Student achievement and growth as evidenced by classroom data, common assessments, scrimmage results, and KSA	9/23-9/24 Lesson Plans, PLC minutes, Data Notebooks, Formal/Informal Observations, KSA results Teachers	KyCL Grant

3: Achievement Gap

KRS 158.649 requires the school-based decision making (SBDM) council, or the principal if no council exists, to set the school's yearly targets for eliminating any achievement gap. The targets should be established with input from parents, faculty, and staff and submitted to the superintendent for consideration and the local board of education for adoption. In addition to being a statutory requirement, intentionally focusing on the achievement gaps that exist among a school's underserved student populations is also a vital component of the continuous improvement process. Schools should use a variety of measures and analysis when conducting its review of its achievement gaps, including a review of the school's climate and culture. Schools are not required to establish long term achievement gap goals; however, schools must establish yearly targets (objectives).

Activities	Strategy	Activities	Measure of Success	Progress Monitoring	Funding
Objective 1: Increase the proficiency score in reading for students in the economically disadvantaged population from 55.0% in 2023 to 60.0% in 2024 as measured by the state's NAPD calculation.	1. Review, Analyze and Apply Data	 A. Universal screeners will be used to identify students at-risk in reading, and language in order to place students in RTA, Save the Children, and Title I groups, to plan for instructional differentiation, and to identify students in need of MTSS. 	Student growth as evidenced by MAP and STAR Reading results; RTA & Title I	9/23-9/24 Progress Reports and Data Sheets for students receiving services Teachers	RTA, Title I funding, and Board of Education funds and approved grants.
		 B. Students identified as at -risk in reading, and/or language will be screened using AIMS Web Plus, and progress monitoring will be used to assess further need for intervention. Students with behavioral issues which impact achievement will be monitored using Review 360. 	Student growth, as evidenced by MAP, STAR Reading, & AIMS Web Plus and data provided through progress monitoring	Ongoing Progress monitoring data Teachers	Funding for assessments provided through Board of Education funds and approved grants.
		C. Teachers will collaborate with RTA, STC, Title I, and Special Education instructors to analyze student data results and will cooperate to make instructional and placement decisions.	Growth in student data as provided by MAP, STAR Reading, AIMS Web Plus, IOWA, Common Assessments, classroom data, and KSA.	9/23-9/24 PLC minutes and Progress monitoring Teachers	RTA, Title I funding, and Board of Education funds and approved grants.
	2. Design, Align, and Deliver Support	A. RTA, STC, Title I, and Special Education instructors will	Growth in student data as provided by MAP,	Ongoing	Funding for assessments

Activities	Strategy	Activities	Measure of Success	Progress Monitoring	Funding
		collaborate with classroom teachers and each other to provide small group instruction, one on one instruction, and in- class collaboration. Tier II and Tier III intervention services will be provided, in addition to support for Tier I interventions.	STAR Reading, AIMSWeb Plus, IOWA, Common Assessments, classroom data, and KSA.	Student data notebooks and teacher schedules Teachers	provided through Board of Education funds and approved grants.
		B. Teachers will collaborate with their peers, instructional leaders, district curriculum design specialists, and instructional coaches to employ research driven instructional strategies and identify resources necessary to provide highly engaging, content-rich instruction for all students.	Student growth as evidenced by MAP, STAR Reading, AIMS Web Plus, IOWA, Common Assessments, classroom data, and KSA	Ongoing Lesson Plans, PLC minutes, and Formal/Informal observations Teachers and District Curriculum Team	Funding for assessments provided through Board of Education funds, approved grants.
		C. Technology will be integrated in all subject areas to provide differentiation and increase student engagement. IXL, Study Island, River Deep, MyOn, Read Theory, Flocabulary, News ELA, Google Classroom, and BrainPop will be utilized across content areas and grade levels as remediation, enrichment, and to extend learning.	Student achievement and growth as evidenced by MAP, STAR Reading, IOWA, and KSA	Ongoing Lesson Plans, PLC minutes, and Formal/Informal observations Teachers	Funding for assessments and technology programs provided through Board of Education funds, approved grants, and instructional funds.
		D. 21 st CCLC staff will collaborate with classroom teachers, RTA, Title I, and Special Education instructors to differentiate,	Student achievement and growth as evidenced by MAP,	Ongoing Lesson Plans and Formal/Informal observations	Funding for assessments provided through Board of Education

Activities	Strategy	Activities	Measure of Success	Progress Monitoring	Funding
		provide remediation, extend learning, and enrich instructional content for students attending before- school, after-school, and summer school programs.	STAR Reading, IOWA, and KSA	Teachers	funds, approved grants, 21 st Century Grant, RTA, MIT Grants, and Title I Funding.
		E. Family Resource Center staff, along with 21 st CCLC staff will collaborate with teachers, parents, and the community to provide services to reduce barriers and to facilitate family involvement. A variety of outreach services to target specific needs identified in surveys conducted throughout the year, as well as opportunities for families to participate in educational activities will be employed to ensure all students are able to overcome obstacles and learn at high levels.	Student achievement and growth as evidenced by MAP, STAR Reading, IOWA, and KSA; data from Impact KY Survey	Ongoing Sign-in sheets for 21 st CCLC, FRC, and school events Teachers, FRC Staff, and 21 st Century Staff	FRC, 21 st Century Grants, funding for assessments provided through Board of Education funds and approved grants.
	3. Establishing Learning Culture and Environment	 A. School staff will communicate high expectations for all students, students will be included in analyzing their own learning results, and student achievements will be celebrated. Staff will communicate learning goals and expectations to students and parents and will share educational progress with students and parents at regular 	Student achievement and growth as evidenced by MAP, STAR Reading, IOWA, and KSA; data from Impact KY Survey	Ongoing Student data notebooks Teachers	Funding for assessments provided through Board of Education funds and approved grants.

Activities	Strategy	Activities	Measure of Success	Progress Monitoring	Funding
		intervals through progress reports, report cards, and exit criteria. Students will set goals for achievement and growth and will identify strategies to meet their goals.			
		 B. Teachers will participate in technology trainings for Google Classroom, Google Forms, Zoom, etc. in order to ensure equitable access to a meaningful and rigorous academic curriculum that is respectful to diverse learners, helps to develop their character, and helps them to be successful during this time of remote learning. 	Participation in Google Classroom, participation in Zoom sessions, and achievement as measured by STAR Reading, MAP, Common Assessments, IOWA, and KSA	9/23 – 9/24	Funding for assessments and professional development provided through board of education funds and approved grants
Objective 2: Increase the proficiency score in math for students in the economically disadvantaged population from 44.0% in 2023 to 49.0% in 2024 as measured by the state's NAPD calculation.	1. Review, Analyze and Apply Data	 A. Universal screeners will be used to identify students at-risk in math, and language in order to place students in math intervention and Title I groups, to plan for instructional differentiation, and to identify students in need of MTSS. 	Student growth as evidenced by MAP and STAR Math results;, Math Intervention, & Title I	9/23-9/24 Progress Reports and Data Sheets for students receiving services Teachers	Title I funding, and Board of Education funds and approved grants.
		 B. Students identified as at -risk in math will be screened using AIMS Web Plus, and progress monitoring will be used to assess further need for intervention. Students with behavioral issues which impact 	Student growth, as evidenced by MAP, & AIMS Web Plus and data provided through progress monitoring	Ongoing Progress monitoring data Teachers	Funding for assessments provided through Board of Education funds and approved grants.

Goal 3 : Increase the reading and math proficiency scores for students in economically disadvantaged population from 55% in 2023 to 65% by 2025 in reading and for math from 44% in 2023 to 54% in 2025 as measured by the state's NAPD calculation.

Activities	Strategy	Activities	Measure of Success	Progress Monitoring	Funding
		achievement will be monitored using Review 360.			
		C. Teachers will collaborate with Math Intervention, Title I, and Special Education instructors to analyze student data results and will cooperate to make instructional and placement decisions.	Growth in student data as provided by MAP, AIMS Web Plus, IOWA, Common Assessments, classroom data, and KSA	9/23-9/24 PLC minutes and Progress monitoring Teachers	Title I funding, and Board of Education funds and approved grants.
	2. Design, Align, and Deliver Support	A. Math Intervention, Title I, and Special Education instructors will collaborate with classroom teachers and each other to provide small group instruction, one on one instruction, and in- class collaboration. Tier II and Tier III intervention services will be provided, in addition to support for Tier I interventions.	Growth in student data as provided by MAP, STAR Math, AIMSWeb Plus, IOWA, Common Assessments, classroom data, and KSA	Ongoing Student data notebooks and teacher schedules Teachers	Funding for assessments provided through Board of Education funds and approved grants.
		B. Teachers will collaborate with their peers, instructional leaders, district curriculum design specialists, and instructional coaches to employ research driven instructional strategies and identify resources necessary to provide highly engaging, content-rich instruction for all students.	Student growth as evidenced by MAP, STAR Math, AIMS Web Plus, IOWA, Common Assessments, classroom data, and KSA	Ongoing Lesson Plans, PLC minutes, and Formal/Informal observations Teachers and District Curriculum Team	Funding for assessments provided through Board of Education funds, approved grants
		C. Technology will be integrated in all subject areas to provide differentiation and increase student engagement. IXL,	Student achievement and growth as evidenced by MAP,	Ongoing Lesson Plans, PLC minutes, and Formal/Informal observations	Funding for assessments and technology programs provided

Goal 3 : Increase the reading and math proficiency scores for students in economically disadvantaged population from 55% in 2023 to 65% by 2025 in reading and for math from 44% in 2023 to 54% in 2025 as measured by the state's NAPD calculation.

Activities	Strategy	Activities	Measure of Success	Progress Monitoring	Funding
		Study Island, Prodigy Math, River Deep, Google Classroom, and BrainPop will be utilized across content areas and grade levels as remediation, enrichment, and to extend learning.	STAR Math, IOWA, and KSA	Teachers	through Board of Education funds, approved grants, and instructional funds.
		 D. 21st CCLC staff will collaborate with classroom teachers, Math Intervention, Title I, and Special Education instructors to differentiate, provide remediation, extend learning, and enrich instructional content for students attending before-school, after-school, and summer school programs. 	Student achievement and growth as evidenced by MAP, STAR Math, IOWA, and KSA	Ongoing Lesson Plans and Formal/Informal observations Teachers	Funding for assessments provided through Board of Education funds, approved grants, 21 st Century Grant, RTA, and Title I Funding.
		E. Family Resource Center staff, along with 21 st CCLC staff will collaborate with teachers, parents, and the community to provide services to reduce barriers and to facilitate family involvement. A variety of outreach services to target specific needs identified in surveys conducted throughout the year, as well as opportunities for families to participate in educational activities will be employed to ensure all students are able to overcome obstacles and learn at high levels.	Student achievement and growth as evidenced by MAP, STAR Math, IOWA, and KSA; data from Impact KY Survey	Ongoing Sign-in sheets for 21 st CCLC, FRC, and school events Teachers, FRC Staff, and 21 st Century Staff	FRC, 21 st Century Grants, funding for assessments provided through Board of Education funds and approved grants.

Goal 3 : Increase the reading and math proficiency scores for students in economically disadvantaged population from 55% in 2023 to 65% by 2025 in reading and for math from 44% in 2023 to 54% in 2025 as measured by the state's NAPD calculation.

Activities	Strategy	Activities	Measure of Success	Progress Monitoring	Funding
	3. Establishing Learning Culture and Environment	A. School staff will communicate high expectations for all students, students will be included in analyzing their own learning results, and student achievements will be celebrated. Staff will communicate learning goals and expectations to students and parents and will share educational progress with students and parents at regular intervals through progress reports, report cards, and exit criteria. Students will set goals for achievement and growth and will identify strategies to meet their goals.	Student achievement and growth as evidenced by MAP, STAR Math, IOWA, and KSA; data from Impact KY Survey	Ongoing Student data notebooks Teachers	Funding for assessments provided through Board of Education funds and approved grants.
		 B. Teachers will participate in technology trainings for Google Classroom, Google Forms, Zoom, etc. in order to ensure equitable access to a meaningful and rigorous academic curriculum that is respectful to diverse learners, helps to develop their character, and helps them to be successful during this time of remote learning. 	Participation in Google Classroom, participation in Zoom sessions, and achievement as measured by STAR Math, MAP, Common Assessments, IOWA, and KSA	9/23 – 9/24	Funding for assessments and professional development provided through board of education funds and approved grants

4: English Learner Progress

Goal 4 (State your English Learner goal.):						
Objective	Strategy	Activities	Measure of Success	Progress Monitoring	Funding	
Objective 1						
Objective 2						

5: Quality of School Climate and Safety

Goal 5: Increase the indicator score of 78.6 in 2023 to 88.6 in 2025 for the Quality of School Climate and Safety based on the ratings from the Spring 2023 Kentucky Summative Assessment Quality of School Climate & Safety Survey.

Objective	Strategy	Activities	Measure of Success	Progress Monitoring	Funding
Objective 1: Increase the	1. Establishing Culture and	A. School Wide Rules and BRUIN	Behavior incidents as	9/23 - 9/24	No funding needed.
indicator score of 78.6% in	Environment.	Pride posters are posted in every	reported in Infinite		
2023 to 83.6% in 2024 for the		classroom and above every set of	Campus.		
Quality of School Climate and		water fountains to help build a			
Safety.		culture of good behavior, respect,			
		unity, integrity, nobleness, and self-			
		control.			
		B. Character building activities such	Nomination and	9/23 - 9/24	Family Resource,
		as the leadership club, UNITE, Too	membership in		21 st Century, UNITE,
		Good for Drugs, Comp Care	character building		and Too Good for
		Counseling.	clubs.		Drugs Funding
					Comp Care
	2. Design, Align, and Deliver	A. Behavior screenings take place	Review 360 Scores	9/23 - 9/24	Review 360 is
	Support Processes	periodically throughout the year			purchased by the
		using Review 360.			Whitley County
					Board of Education
Objective 2					

6: Postsecondary Readiness (High School Only)

Goal 6 (State your postsecondary goal.):						
Objective	Strategy	Activities	Measure of Success	Progress Monitoring	Funding	
Objective 1						
Objective 2						

7: Graduation Rate (High School Only)

Goal 7 (State your graduation goal.):						
Objective	Strategy	Activities	Measure of Success	Progress Monitoring	Funding	
Objective 1						
Objective 2						

8: Other (Optional)

Goal 8 (State your separate goal.):						
Objective	Strategy	Activities	Measure of Success	Progress Monitoring	Funding	
Dbjective 1						
-						
bjective 2						

Addendum for Schools Identified for Targeted or Comprehensive Support

In accordance with 703 KAR 5:280, a school improvement plan means the plan created by schools identified for targeted support and improvement (TSI) or additional targeted support and improvement (ATSI) pursuant to KRS 160.346(4)-(5) and embedded in the comprehensive school improvement plan required pursuant to 703 KAR 5:225. A turnaround plan means the plan created by schools identified for comprehensive support and improvement (CSI) pursuant to KRS 160.346(8)(g) and embedded in the comprehensive school improvement plan required pursuant to 703 KAR 5:225.

All TSI/ATSI improvement plans and CSI turnaround plans are required to address all components of the comprehensive school improvement plan (CSIP), including all diagnostics associated with the development of that plan, as well as additional specific requirements. The following pages outline specific requirements to be addressed by identified schools that must be embedded in the strategies and activities detailed within the indicator goals developed throughout the previous pages of this goal template. Evidence-based practices and activities chosen to address any goal area or additional requirement must be informed by the Needs Assessment for Schools and feedback from any on-site review conducted by the Kentucky Department of Education (KDE).

Special Considerations for Targeted Support and Improvement (TSI) including Additional Targeted Support and Improvement (ATSI) Schools

TSI schools (including ATSI schools) must embed their subgroup(s) plan for improvement within their CSIPs. TSI stakeholders, including the principal and other school leaders, teachers, and parents, should carefully consider what must be done to ensure the subgroup(s) perform(s) at high levels in the state accountability system. In addition to identifying strategies and activities within the CSIP that address the specific needs of underperforming groups, provide narrative information regarding the additional requirements for TSI schools in the following chart:

Components of Turnaround Leadership Development and Support:

Consider: How will you ensure that school leadership has or develops the skills and disposition to achieve accelerated, meaningful, and sustainable increases in student achievement for underperforming subgroups? **Response:**

Identification of Critical Resources Inequities:

Consider: Describe the process used to review the allocation and use of resources (people, time, and money), any resource inequities that were identified that may contribute to underperformance, and how identified resource inequities will be addressed. **Response:**

Additional Actions That Address the Causes of Consistently Underperforming Subgroups of Students

Consider: Describe the process used to review the learning culture related to your targeted subgroup(s) and any additional actions that were determined to address the causes of underperformance.

Response:

Targeted Subgroups and Evidence-Based Interventions:

Consider: Identify the areas of need revealed by the analysis of academic and non-academic data that will be addressed through CSIP activities for your targeted subgroup(s). What evidence-based practice(s) will the school incorporate that specifically targets the subgroup(s) achievement that contributed to the TSI identification? How will we monitor the evidence-based practice to ensure it is implemented with fidelity?

Response:

Complete the table on the next page to document the evidence that supports the Activities outlined in this plan. Additional rows may be added to accommodate additional pieces of evidence.

TSI/ATSI Evidence-based Practices

The Every Student Succeeds Act (2015) created new expectations for evidence-based decision making at school and district levels. More specific information regarding evidence-based practices (EBP) and requirements can be found on the Kentucky Department of Education's <u>Evidence-based Practices website</u>. While evidence documentation in the CSIP is only required for schools identified for Targeted Support and Improvement (TSI) including Additional Targeted Support and Improvement (ATSI) and Comprehensive Support and Improvement (CSI), KDE encourages all school leaders to review evidence related to new programs, practices, or interventions being implemented in the school. In addition to documenting the evidence below, TSI, ATSI and CSI schools are expected to upload a description of their evidence review process, the findings of their evidence review, and a discussion of the local implications into the CIP.

Specific directions regarding documentation requirements for each chosen EBP can be found in the "<u>Compliance Requirements</u>" resource available on KDE's <u>Evidence-based Practices website</u>. Marking the "Uploaded in CIP" box indicates that you have uploaded required documentation along with this goal template into the platform.

Complete the table below to document the evidence that supports the Activities outlined in this plan. Additional rows may be added to accommodate additional pieces of evidence.

Evidence-based Activity	Evidence Citation	Uploaded in CIP
Train staff to implement inductive teaching strategies.	Hattie, J. (2009). Visible Learning: a synthesis of over 800 meta-analyses relating to achievement. Routledge: New York, NY.	\boxtimes

Special Considerations for Comprehensive Support and Improvement (CSI) Schools

Schools identified for Comprehensive Support and Improvement (CSI) must complete the CSIP process and meet all applicable deadlines while identified for Comprehensive Support and Improvement (CSI). Following the completion of the school audit, CSI schools must revise their CSIP to account for the improvement priorities identified by the audit team. The newly revised CSIP, referred to as a Turnaround Plan, must include the following items: (1) evidence-based interventions to be utilized to increase student performance and address the critical needs identified in the school audit, (2) a comprehensive list of persons and entities involved in the turnaround efforts and the specific roles each shall play in the school's turnaround process, and (3) a review of resource inequities, which shall include an analysis of school level budgeting to ensure resources are adequately channeled towards school improvement (703 KAR 5:280). Each of the three aforementioned requirements must be embedded throughout the CSIP document. Once the CSIP has been revised, the turnaround plan must be submitted to the LEA for approval before it is submitted to the Commissioner of Education for final approval.

Provide narrative information regarding the additional requirements for CSI schools in the following chart:

Turnaround Team: Consider: Provide a comprehensive list of persons and entities involved in the turnaround efforts and the specific roles each shall play in the school's turnaround process Response:

Identification of Critical Resources Inequities:

Consider: Describe the process used to review the allocation and use of resources (people, time, and money), any resource inequities that were identified that may contribute to underperformance, and how identified resource inequities will be addressed.

Response:

CSI Evidence-based Practices

The Every Student Succeeds Act (2015) created new expectations for evidence-based decision making at school and district levels. More specific information regarding evidence-based practices (EBP) and requirements can be found on the Kentucky Department of Education's <u>Evidence-based Practices website</u>. While evidence documentation in the CSIP is only required for schools identified for Targeted Support and Improvement (TSI) including Additional Targeted Support and Improvement (ATSI) and Comprehensive Support and Improvement (CSI), KDE encourages all school leaders to review evidence related to new programs, practices, or interventions being implemented in the school. In addition to documenting the evidence below, TSI, ATSI and CSI schools are expected to upload a description of their evidence review process, the findings of their evidence review, and a discussion of the local implications into the Continuous Improvement Platform (CIP).

Specific directions regarding documentation requirements for each chosen EBP can be found in the "<u>Compliance Requirements</u>" resource available on KDE's <u>Evidence-based Practices website</u>. Marking the "Uploaded in CIP" box indicates that you have uploaded required documentation along with this goal template into the platform.

Complete the table below to document the evidence that supports the Activities outlined in this plan. Additional rows may be added to accommodate additional pieces of evidence.

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