

## 2022-2023 Local School Plan for Improvement (LSPI)

**School: Phoenix High School      Principal: Niki Ross**

Accountability and flexibility are hallmarks of Gwinnett County Public Schools' success. Key to that success is ensuring that each school community understands the progress being made by its schools, as well as what plans will drive improvement. Each school creates a collaborative Local School Plan for Improvement (LSPI) to increase student achievement results, with targeted goals based on the four strategic priorities within the district's [Blueprint for the Future: Empathy, Equity, Effectiveness, and Excellence](#). All schools across the district will focus on goals **2A- Multi-tiered Systems of Support and 2B- Opportunity and Access**. However, schools are required to select one goal from each of the other strategic priorities for the 2022-2023 school year. LSPI goals are dynamic, like our schools, and are updated to reflect changes that occur in schools. Multiple data points are used to determine areas needing improvement and to identify specific, measurable, annual objectives. Key Performance Indicators (KPIs) are the way we will measure success for each goal. Schools then determine how to use research-based strategies to achieve these goals, using flexibility as needed. The LSPI development process involves teachers, parents, students, and community members, so the entire school community has the opportunity to be involved in conversations about school improvement.

<b>Strategic Priorities &amp; Goals Focus Work</b>	<b>Rationale</b>	<b>Action Steps (Implementation Design)</b>	<b>How will you measure growth? Growth Factors (KPI Baseline &amp; Targets)</b>
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<p>Empathy 1B: Staff and student wellbeing</p>	<p>Phoenix High School will promote student and staff wellbeing through prioritizing self-care, physical and mental health, and social emotional learning to ensure that the focus is on the whole individual.</p>	<ol style="list-style-type: none"> <li>1. Activities to reduce stress and encourage connection between students and staff, such as but not limited to: Phoenix Fall Fun Week, Winter Games, March Madness, and Spring Fun Week.</li> <li>2. Positive Behavior Intervention Strategies</li> <li>3. W.I.L.D. Out Wednesdays (Wellness, Independence, Life Skills, Discovery) – Advisement/Social and Emotional Learning activities</li> <li>4. Phoenix Health Fair</li> <li>5. Simon Youth Foundation Student Center – games, mural coloring stations, puzzles</li> <li>6. Valentine's Day Ice Cream Truck for students and staff</li> <li>7. Open gym during common lunch</li> <li>8. Pickleball tournaments for staff and students</li> <li>9. Ping pong in the Commons Area</li> <li>10. College and Careers Fairs for planning for the future</li> <li>11. Post-secondary planning - individual and small group to relieve stress about the future</li> <li>12. Academic Coaches – providing support for class work, schedule, and load of classes</li> <li>13. Plan to hire an additional counselor</li> </ol>	<ul style="list-style-type: none"> <li>● Percent of students responding positively to the following student wellbeing EES Student Survey items (weighted average):             <ol style="list-style-type: none"> <li>1. I feel safe at this school (87%).</li> <li>2. I enjoy coming to this school (70%).</li> <li>3. I am hopeful about my future (86%).</li> <li>4. I can calm myself down when I am excited or upset (74%).</li> <li>5. Setbacks don't discourage me (72%).</li> </ol> </li> </ul> <p>KPI Baseline: 77.8% KPI Target: 80%</p> <ul style="list-style-type: none"> <li>● Student to Counselor ratio based on the October FTE enrollment count.</li> </ul> <p>KPI Baseline: 175:1 KPI Target: 140:1</p> <ul style="list-style-type: none"> <li>● Percent of staff responding positively to the following staff support EES Staff Survey items (weighted average):             <ol style="list-style-type: none"> <li>1. When there is a problem in my school, we talk about how to solve it (82%).</li> <li>2. My principal/administrator cares about me as a person (88%).</li> <li>3. My principal facilitates systems/processes to support school improvement (85%).</li> <li>4. Support from my principal/supervisor leads to progress on instructional improvement (or professional growth) (86%).</li> </ol> </li> </ul> <p>KPI Baseline: 85.2% KPI Target: 88%</p>
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LSPI 90 DAY UPDATE	AVAILABLE DATA MEASURES
<p>A. The following programs that support student and staff well-being have been implemented:</p> <ul style="list-style-type: none"> <li>• <a href="#">Phoenix Fall Fun Week</a> (9/12-9/15) Students and Staff Interacted in 9 Different Engaging Activities during lunch.</li> <li>• <a href="#">Phoenix Oktoberfest</a> (10/24-10/27) Students and Staff Interacted in 11 Different Engaging Activities during lunch.</li> <li>• Staff Pickleball Round Robins (7/27,9/16,11/8,12/6,1/4,2/3).</li> <li>• Open gym held three times a week.</li> <li>• Spring Fun Week is planned for 4<sup>th</sup> mini-semester.</li> </ul> <p>B. The following Positive Behavior Intervention Strategies have been implemented:</p> <ul style="list-style-type: none"> <li>• Course completion incentives.</li> <li>• Attendance and progress incentives (candy/snacks given out in class).</li> <li>• Creation of school matrix.</li> </ul> <p>C. Wild Out Wednesdays have been implemented:</p> <ul style="list-style-type: none"> <li>• Student engagement and well-being events: Welcome Back Ice Cream Social, Bingo, PIE Day, Mid-Day Movie Day, Cookie decorating, Ornament decoration, Student Appreciation Day and Student Pizza Day.</li> <li>• Students represented Phoenix High School at the Board of Education District wide school counselor's meeting.</li> <li>• Planning for the future presentations: Delta TechOps, Goodwill, Voter Registration, Gwinnett Technical College, Georgia Gwinnett College, US Army, US Navy, A.I.M., Motivational Speaker "I Am" Youth Empowerment presentation with Tierica Berry</li> <li>• SEL Monthly Series: S.M.A.R.T Goals (Vison Board Party), Building Healthy Relationships, College and Career Planning, Financial Management</li> </ul> <p>D. Phoenix Health Fair was held on February 2, 2023:</p> <ul style="list-style-type: none"> <li>• Nineteen organizations participated (108 presenters).</li> <li>• Over 300 students participated.</li> <li>• Fifteen students were vaccinated.</li> </ul> <p>E. College and Career Fair:</p> <ul style="list-style-type: none"> <li>• Two College and Career Fairs were planned.</li> <li>• One was held in October 2022.</li> <li>• The next fair is planned March 2023.</li> </ul> <p>F. An Academic Advisor has been added to each student's schedule:</p> <ul style="list-style-type: none"> <li>• Advisors meet with students individually to plan class schedules, set goals with students and add new classes to the student's schedule when classes are completed.</li> </ul> <p>G. Post-secondary planning:</p>	<ul style="list-style-type: none"> <li>• Percent of students responding positively to the following student wellbeing EES Student Survey items (weighted average):             <ol style="list-style-type: none"> <li>1. I feel safe at this school (87%).</li> <li>2. I enjoy coming to this school (70%).</li> <li>3. I am hopeful about my future (86%).</li> <li>4. I can calm myself down when I am excited or upset (74%).</li> <li>5. Setbacks don't discourage me (72%).</li> </ol> </li> </ul> <p>KPI Baseline: 77.8% KPI Target: 80%</p> <p><b>90 Day Update:</b> Measures will be available on 180 day update.</p> <ul style="list-style-type: none"> <li>• Student to Counselor ratio based on the October FTE enrollment count.</li> </ul> <p>KPI Baseline: 175:1 KPI Target: 140:1</p> <p><b>90 Day Update:</b> Current measurement is 140:1 ratio.</p> <ul style="list-style-type: none"> <li>• Percent of staff responding positively to the following staff support EES Staff Survey items (weighted average):             <ol style="list-style-type: none"> <li>1. When there is a problem in my school, we talk about how to solve it (82%).</li> <li>2. My principal/administrator cares about me as a person (88%).</li> <li>3. My principal facilitates systems/processes to support school improvement (85%).</li> <li>4. Support from my principal/supervisor leads to progress on instructional improvement (or professional growth) (86%).</li> </ol> </li> </ul>

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<p>Sixteen college and career in-class presentations from August to November have been held.</p>		<p>KPI Baseline: 85.2%          KPI Target: 88%  <b>90 Day Update:</b> Measures will be available on 180 day update.</p>	
<p>Equity 2A: Multi-tiered system of supports</p>	<p>Phoenix High School will implement a comprehensive framework to fully operationalize a multi-tiered system of supports to address academic and non-academic student needs and remove barriers to success. Further, Phoenix High School will use this multi-tiered system of supports to increase the Cohort Graduation rate by 3%.</p>	<p>Academic Interventions include, but are not limited to:</p> <ol style="list-style-type: none"> <li>1. Flexible scheduling/student choice</li> <li>2. Student choice with teacher</li> <li>3. Student choice with structure of learning environment</li> <li>4. Individualized, self-paced mastery learning</li> <li>5. Multiple attempts at tests and assignments</li> <li>6. Extended learning opportunities on Fridays and Saturdays for students to catch up, get extra help, or get ahead</li> <li>7. Using a variety of technology to enhance student learning</li> <li>8. Communication with students and parents about tutoring, extended learning opportunities, and academic coaching sessions</li> <li>9. Progress checks and goal setting with teachers and Academic Coaches</li> <li>10. Student Contact Database</li> <li>11. Small class sizes</li> </ol> <p>Supportive Community interventions include, but are not limited to:</p> <ol style="list-style-type: none"> <li>1. Free Daycare for teenage parents</li> <li>2. Positive Behavior Intervention Strategies</li> <li>3. Student choice in the hours he/she attends school</li> </ol>	<ul style="list-style-type: none"> <li>● Percent of students who are universally screened for wellbeing.</li> </ul> <p>KPI Baseline: N/A          KPI Target: 95%</p> <ul style="list-style-type: none"> <li>● Implementation of PBIS</li> </ul> <p>KPI Baseline: N/A          KPI Target: Initial implementation</p> <ul style="list-style-type: none"> <li>● Cohort Graduation Rate</li> </ul> <p>KPI Baseline:23%          KPI Target:26%</p>

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		<ol style="list-style-type: none"> <li>4. Registration/on-boarding process with an administrator and counselor including goal-setting and planning for the future</li> <li>5. Student Contact Database</li> <li>6. Dedicated Academic Advisor</li> <li>7. Connections made with teachers through the student well-being activities</li> </ol>	
<b>LSPI 90 DAY UPDATE</b>		<b>AVAILABLE DATA MEASURES</b>	
<p>A. Dedicated Academic Advisor:</p> <ul style="list-style-type: none"> <li>• An Academic Advisor has been added to each student’s schedule:</li> <li>• Advisors meet with students individually to plan class schedules, set goals with students and add new classes to the student’s schedule when classes are completed.</li> </ul> <p>B. Extended learning opportunities:</p> <ul style="list-style-type: none"> <li>• Held on Fridays and Saturdays during 1st and 2nd minis. These opportunities have been expanded 3rd mini to also include after school on Tuesdays and Thursdays.</li> <li>• Students are encouraged to attend to stay on track, get ahead or catch up in their classes.</li> <li>• Departments are rewarded based on the most classes represented at the end of each mini for Extended Learning Opportunities.</li> <li>• Students report attending Extending Learning Opportunities for over 100 different classes both 1<sup>st</sup> and 2<sup>nd</sup> minis.</li> </ul> <p>C. Student Contact Database:</p> <ul style="list-style-type: none"> <li>• Over 5,500 staff contacts to student or parent have been entered in the database for this year.</li> </ul> <p>D. New Student Registration On-Boarding Process implemented:</p> <ul style="list-style-type: none"> <li>• An administrator and/or counselor conferences with each new student to discuss goal setting and planning for the future.</li> <li>• There have been 650 new student registration appointments; 90% met with an administrator and 100% met with a counselor.</li> </ul> <p>E. Small class sizes</p> <ul style="list-style-type: none"> <li>• Class sizes are 25 students or less.</li> </ul> <p>F. The following Positive Behavior Intervention Strategies have been implemented:</p> <ul style="list-style-type: none"> <li>• Course completion incentives.</li> <li>• Attendance and progress incentives (candy/snacks given out in class).</li> <li>• Creation of school matrix.</li> </ul>		<ul style="list-style-type: none"> <li>• Percent of students who are universally screened for wellbeing.</li> </ul> <p>KPI Baseline: N/A KPI Target: 95% <b>90 Day Update:</b> 89% of students were screened in September.</p> <ul style="list-style-type: none"> <li>• Implementation of PBIS</li> </ul> <p>KPI Baseline: N/A KPI Target: Initial implementation <b>90 Day Update:</b> Implementation of PBIS strategies started</p> <ul style="list-style-type: none"> <li>• Cohort Graduation Rate</li> </ul> <p>KPI Baseline:23% KPI Target:26% <b>90 Day Update:</b> Measures will be available on 180 day update</p>	

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<p>G. Procedure developed to retain students that would otherwise drop out.</p> <ul style="list-style-type: none"> <li>• Retention coaches receive a target list of potential drop-out students to contact for enrollment at SYF @ Main program.</li> <li>• Academic coaches now conduct new student tours during registration to create a supportive, inviting environment for students starting a new school.</li> </ul>		
<p>Equity 2B: Opportunity and access</p>	<p>Phoenix High School will expand student opportunities to engage in and have access to high quality, rigorous, culturally relevant curriculum, and enrichment activities.</p>	<ol style="list-style-type: none"> <li>1. Quality and rigor checks of courses within each subject and department</li> <li>2. Emphasis on document-based writing in Language Arts, Science, and Social Studies</li> <li>3. Regular use of Common Assessments</li> <li>4. Dual-enrollment in college</li> <li>5. College and Career Advisor and Counselors will meet with 12<sup>th</sup> graders to create plan for next steps.</li> <li>6. Implement Restorative Practices and PBIS to reduce disruption of learning resulting from exclusionary discipline practices.</li> </ol>
		<ul style="list-style-type: none"> <li>• Percent of 12<sup>th</sup> graders who graduate with a documented post-secondary plan of one of the following: enrolled in a post-secondary or technical institution, enlisted in a branch of the armed service, or employed.</li> </ul> <p>KPI Baseline: N/A KPI Target: 80%</p> <ul style="list-style-type: none"> <li>• Discipline Disproportionality – reduce the number of all student groups overrepresented in ISS and OSS. (Black = 2.4, Free and Reduced Lunch = 1.37)</li> </ul> <p>KPI Baseline: 2 KPI Target: 1</p>
<b>LSPI 90 DAY UPDATE</b>		<b>AVAILABLE DATA MEASURES</b>
<p>A. Quality and rigor checks of courses within each subject started in the summer and are on-going.</p> <p>B. College and Career Advisor and counselors are meeting with 12<sup>th</sup> graders to create plan for next steps.</p> <p>C. Dual enrollment has been advertised to students.</p> <p>D. Document-based writing activities were added in the Language Arts, Science and Social Studies self-directed learning courses.</p> <p>E. The following Positive Behavior Intervention Strategies have been implemented:</p> <ul style="list-style-type: none"> <li>• Course completion incentives.</li> <li>• Attendance and progress incentives (candy/snacks given out in class).</li> </ul> <p>Creation of school matrix.</p>		<ul style="list-style-type: none"> <li>• Percent of 12<sup>th</sup> graders who graduate with a documented post-secondary plan of one of the following: enrolled in a post-secondary or technical institution, enlisted in a branch of the armed service, or employed.</li> </ul> <p>KPI Baseline: N/A KPI Target: 80%</p> <p><b>90 Day Update:</b> Measures will be available on 180 day update</p>

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			<ul style="list-style-type: none"> <li>● Discipline Disproportionality – reduce the number of all student groups overrepresented in ISS and OSS. (Black = 2.4, Free and Reduced Lunch = 1.37)</li> </ul> <p>KPI Baseline: 2 KPI Target: 1 <b>90 Day Update:</b> KPI = 0 (Black = .37, Free and Reduced Lunch = .375)</p>
Effectiveness 3B: Talent management	Phoenix High School will transform human resources function into a strategic talent management organization that supports educators and staff to achieve district goals.	<ol style="list-style-type: none"> <li>1. Goal setting and collaboration</li> <li>2. Small class sizes</li> <li>3. Meaningful professional development</li> <li>4. Teacher led small groups in problem solving and input in school matters</li> <li>5. Community building activities and volunteer activities</li> <li>6. Staff Autonomy (attire, schedule)</li> </ol>	<ul style="list-style-type: none"> <li>● Retention rate of certified staff with 0-5 years of experience (1/1).</li> </ul> <p>KPI Baseline:100% KPI Target: 100%</p> <ul style="list-style-type: none"> <li>● Retention rate of certified staff with 6+ years of experience (48/51).</li> </ul> <p>KPI Baseline:94% KPI Target: 95%</p>
<b>LSPI 90 DAY UPDATE</b>			<b>AVAILABLE DATA MEASURES</b>
A. Three goal setting and collaboration meetings have been held with teachers. Community building and staff well-being activities have been implemented each mini.			<ul style="list-style-type: none"> <li>● Retention rate of certified staff with 0-5 years of experience (1/1).</li> </ul> <p>KPI Baseline:100% KPI Target: 100% <b>90 Day Update:</b> Measures will be available on 180 day update</p> <ul style="list-style-type: none"> <li>● Retention rate of certified staff with 6+ years of experience (48/51).</li> </ul> <p>KPI Baseline:94% KPI Target: 95%</p>

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			<b>90 Day Update:</b> Measures will be available on 180 day update
<p>Excellence 4A: Preferred education destination</p>	<p>Phoenix High School will be the first choice of students and families for excellent schools and the employer of choice for educators and staff to fulfill their careers to ensure that both students and staff feel valued and accepted.</p>	<ol style="list-style-type: none"> <li>1. Classes offered from 8:10 AM – 8:10 PM Monday – Thursday</li> <li>2. Student choice of schedule</li> <li>3. Individual Conferences with parents and students with Administrators available from 8:00 – 8:00</li> <li>4. Individual educational plans for each and every student</li> <li>5. Devoted Academic Advisor for student goal setting</li> <li>6. Communication made to parents in English and Spanish</li> <li>7. Student choice in learning environment</li> <li>8. Self-directed learning allows students to progress at their individual pace</li> </ol>	<ul style="list-style-type: none"> <li>● Retention rate of all staff (70/76).</li> </ul> <p>KPI Baseline: 92% KPI Target: 94%</p> <ul style="list-style-type: none"> <li>● Percent of families responding positively to the following family satisfaction EES Family Survey items (weighted average):</li> </ul> <ol style="list-style-type: none"> <li>1. The principal of this school is committed to quality education (89%).</li> <li>2. I believe adults in this school care about my student (73%).</li> <li>3. Parents/families and employees at this school talk respectfully with one another (100%).</li> <li>4. This school is doing a good job of preparing my student for a successful future (80%).</li> </ol> <p>KPI Baseline: 85.5% KPI Target: 88%</p> <ul style="list-style-type: none"> <li>● Percent of students responding positively to the following student satisfaction EES Student Survey items (weighted average):</li> </ul> <ol style="list-style-type: none"> <li>1. Adults in this school help me plan and set goals for my future (85%).</li> <li>2. Work I do in this school is useful and interesting to me (74%).</li> </ol>

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			<p>3. This school is doing a good job of preparing me to succeed in my life (85%).</p> <p>4. I feel proud of my school (83%).</p> <p>KPI Baseline: 81.75%</p> <p>KPI Target: 84%</p>
<b>LSPI 90 DAY UPDATE</b>			<b>AVAILABLE DATA MEASURES</b>
<p>A. New Student Registration On-Boarding Process implemented:</p> <ul style="list-style-type: none"> <li>• An administrator and/or counselor conferences with each new student to discuss goal setting and planning for the future.</li> <li>• There have been 650 new student registration appointments; 90% met with an administrator and 100% met with a counselor.</li> <li>• Over 1,000 students (new and current) have met with an administrator or academic advisor to create a plan for graduation.</li> </ul> <p>B. Student Contact Database:</p> <ul style="list-style-type: none"> <li>• Over 5,500 teacher contacts to student or parent have been entered in the database for this year.</li> </ul> <p>C. Staff well-being activities have been held this year: Thanksgiving Luncheon, Hotdog Cookouts, Pickleball Tournaments and Christmas Luncheon.</p>			<ul style="list-style-type: none"> <li>• Retention rate of all staff (70/76).</li> </ul> <p>KPI Baseline: 92%</p> <p>KPI Target: 94%</p> <p><b>90 Day Update:</b> Measures will be available on 180 day update</p> <ul style="list-style-type: none"> <li>• Percent of families responding positively to the following family satisfaction EES Family Survey items (weighted average):</li> <li>1. The principal of this school is committed to quality education (89%).</li> <li>2. I believe adults in this school care about my student (73%).</li> <li>3. Parents/families and employees at this school talk respectfully with one another (100%).</li> <li>4. This school is doing a good job of preparing my student for a successful future (80%).</li> </ul> <p>KPI Baseline: 85.5%</p> <p>KPI Target: 88%</p> <p><b>90 Day Update:</b> Measures will be available on 180 day update</p>

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• Percent of students responding positively to the following student satisfaction EES Student Survey items (weighted average):

1. Adults in this school help me plan and set goals for my future (85%).
2. Work I do in this school is useful and interesting to me (74%).
3. This school is doing a good job of preparing me to succeed in my life (85%).
4. I feel proud of my school (83%).

KPI Baseline: 81.75%

KPI Target: 84%

**90 Day Update:** Measures will be available on 180 day update