

# **John F. Kennedy Elementary School School Improvement Plan 2022-2026**



## **(PROPOSED) MISSION STATEMENT:**

Holbrook Public Schools (HPS), in partnership with parents, the school committee and the community, will provide all students the opportunities to become responsible and contributing members of a diverse and 21st century global society. We will motivate and enable each student to develop intellectually, physically, socially, and emotionally through a rigorous, supportive, and culturally proficient educational program within an inclusive and safe environment that nurtures creative and critical thinking, the development of values, and the pursuit of lifelong learning.

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**(PROPOSED) VISION STATEMENT & STUDENT OUTCOMES:** All students who attend the HPS will have access to culturally proficient tools, curriculum and resources necessary to:

- Read, write, and communicate effectively
  - Exhibit proficiency in a wide range of content areas
  - Define, analyze, and solve complex problems
  - Acquire, integrate, and apply essential knowledge in the seven core subject areas
  - Study and work purposefully
  - Practice culturally competent, civically minded and responsible mindsets which embrace diversity.
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## **CORE VALUES**

Respect \* Pride \* Responsibility \* Tolerance \* Integrity \* Perseverance \* Positive Attitude

**Objective #1:** To ensure that all students PK-5 are prepared for future success and are equipped with 21st century skills.

Initiatives	Strategies/Actions	Responsibility	Timeline	Resources
Implement effective instructional practices (Tier 1).	<ul style="list-style-type: none"> <li>● Administrative walkthroughs and observations to ensure that evidence-based practices, including supports, scaffolds, and universal design learning principles are being implemented.</li> <li>● Use of peer modeling for teachers to observe best practices in action.</li> </ul>	Administration Office of Curriculum Classroom teachers	By June 30, 2026, effective instructional practices will be utilized with fidelity during each classroom walkthrough.	District Curriculum Accommodation Plan (DCAP)
Review and revise grade level curriculum documents to ensure they are standards aligned.	<ul style="list-style-type: none"> <li>● Devote PLC time to review/revise grade level documents to ensure horizontal and vertical alignment.</li> <li>● Develop common rubrics that are vertically aligned.</li> <li>● Develop common assessments that are vertically aligned.</li> </ul>	Administration Office of Curriculum Classroom teachers	By June 30, 2026, grade level curriculum documents will be updated and revised.	<ul style="list-style-type: none"> <li>● MA Curriculum Frameworks</li> <li>● Curriculum Documents (Scope &amp; Sequence for all subject areas)</li> <li>● Common Rubrics</li> <li>● Common Assessments</li> </ul>
Implement and refine the PLC cycle of teaching and learning.	<ul style="list-style-type: none"> <li>● Review PLC Cycle</li> <li>● Create PLC SMART Card</li> <li>● Review and discuss data</li> <li>● Administrative observations to provide feedback on the implementation of the PLC Cycle</li> </ul>	Administration Office of Curriculum Classroom teachers	By June 30, 2026, a PLC SMART Card will be established, utilized, and data will drive decisions for instruction and learning.	Guiding Questions for PLC Team Cycle PLC SMART Card
Ensure all personnel are held to high standards aligned to the evaluation system.	<ul style="list-style-type: none"> <li>● Update and Revise evaluation walkthrough checklist</li> <li>● Administrative walkthroughs and observations to provide feedback</li> </ul>	Administration Office of Curriculum Classroom teachers	By June 30, 2026, all teacher goals and instructional practices will reflect district wide initiatives.	Walkthrough Checklist DESE Classroom Teacher Rubric for Educator Evaluation
Provide relevant professional development	<ul style="list-style-type: none"> <li>● Surveys to staff to elicit feedback and needs.</li> <li>● Yearly PD Schedule will be released to staff in August</li> </ul>	Administration Office of Curriculum	By the start of each school year, a PD plan and schedule will be released to staff outlining meeting and PD dates and topics.	PD Plan PD Schedule Staff Survey Results

<p>Utilize data to ensure student success</p>	<ul style="list-style-type: none"><li>• Individual teacher data meetings</li><li>• PLC meetings</li></ul>	<p>Administration Office of Curriculum Classroom teachers</p>	<p>By June 30, 2026, progress monitoring tools and timelines will be clearly established, utilized, and followed with fidelity.</p>	<ul style="list-style-type: none"><li>• District assessments and data (MAZE, OG, ORF, Bridges pre/post tests, etc.)</li></ul>
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**Objective #2:** To ensure all students PK-5 receive appropriate support and services to achieve success.

Initiatives	Strategies/Actions	Responsibility	Timeline	Resources
Establish entrance and exit criteria for all programs and services.	<ul style="list-style-type: none"> <li>● Develop and refine entrance and exit criteria for special education services (A grid, B grid, C grid).</li> <li>● Develop and refine entrance and exit criteria for Title I services.</li> <li>● Develop and refine entrance and exit criteria for substantially separate classrooms.</li> </ul>	Administration Director of Special Education Office of Curriculum Title I Teachers and Special Educators	By June 30, 2026, clear entrance and exit criteria have been established and implemented for all programs and services.	<ul style="list-style-type: none"> <li>● Individual Education Plans</li> <li>● Program/classroom criteria and descriptions</li> </ul>
Fully implement progress monitoring.	<ul style="list-style-type: none"> <li>● Create progress monitoring tools and templates for all subject areas</li> <li>● Individual teacher data meetings</li> <li>● Grade level data meetings</li> </ul>	Administration Office of Curriculum Teachers	By June, 2026, progress monitoring tools are utilized with fidelity.	<ul style="list-style-type: none"> <li>● Progress monitoring tools and templates</li> </ul>
Develop district wide MTSS protocols and procedures.	<ul style="list-style-type: none"> <li>● Develop and refine Student Support Team protocols and procedures</li> <li>● Vertically align SST protocols and procedures with HMHS.</li> </ul>	Administration Director of Special Education Office of Curriculum Guidance and Teachers	By June 30, 2026, the protocols and procedures for MTSS are in place and effective.	<ul style="list-style-type: none"> <li>● Panorama/Data</li> <li>● SST protocols and procedures</li> </ul>
Expand co-teaching inclusive practice and equitable access for a growing diverse population.	<ul style="list-style-type: none"> <li>● Provide continuing PD around co-teaching inclusive practices.</li> </ul>	Administration Director of Special Education Office of Curriculum Teachers	By June 30, 2026, co-teaching inclusive practices have been evident.	<ul style="list-style-type: none"> <li>● Professional Development</li> <li>● Peer observations</li> </ul>
Create and coordinate a district wide support system to address social emotional needs of students, staff, and families.	<ul style="list-style-type: none"> <li>● Implement Second Step bi-weekly at each grade level.</li> <li>● Incorporate monthly school wide challenges for students to practice positive behaviors.</li> </ul>	Administration Guidance Staff & Psychologist Teachers	By June 30, 2026, there will be a decrease in the number of students requiring mental health crisis intervention support.	<ul style="list-style-type: none"> <li>● Panorama/Data</li> <li>● Second Step</li> <li>● PBIS</li> </ul>

**Objective #3:** Improve school wide climate and culture to consolidate, streamline, and communicate processes and protocols.

Initiatives	Strategies/Actions	Responsibility	Timeline	Resources
Promote a climate and culture of positivity.	<ul style="list-style-type: none"> <li>Establish yearly PBIS plans and initiatives</li> <li>Outside presentations and shows to encourage and support PBIS plans and initiatives.</li> </ul>	Administration Teachers HEPG	By June 30, 2026, the district's climate and culture allow students to meet or exceed standards and expectations.	<ul style="list-style-type: none"> <li>PBIS Documents/resources</li> </ul>
Set clear expectations for communication.	<ul style="list-style-type: none"> <li>Implement one communication tool for school.</li> <li>Increase translation services</li> </ul>	Administration Office of Curriculum Teachers	By June 30, 2026, the tiers of expected communication are effective and in place.	<ul style="list-style-type: none"> <li>Talking Points</li> <li>Translated Documents</li> </ul>
Offer parents/guardians educational workshops in the areas of high interest related to student academic and social skills.	<ul style="list-style-type: none"> <li>Send out surveys to parents to collect data around workshops of interest. Develop, implement, and review evaluation surveys to track workshop effectiveness.</li> <li>Offer workshops in various areas of interest.</li> <li>Continue to offer yearly Bridges Math Nights for the newly adopted math program.</li> <li>Continue to offer yearly Title I and Family Reading Nights.</li> <li>Continue to offer family STEAM nights to enhance the science, technology, and engineering curriculum.</li> <li>Video workshops for parents/guardians that are unable to attend.</li> </ul>	Administration Office of Curriculum School Council HCAM	By June 30, 2026, there will be monthly opportunities (in person or virtually) for parents to engage with JFK.	<ul style="list-style-type: none"> <li>School Council survey</li> <li>Curriculum consultants</li> <li>HCAM studios</li> </ul>
Improve full day attendance statistics by reducing instances of tardiness through increased accountability for absences not related to illness.	<ul style="list-style-type: none"> <li>Continue to track attendance of students with 5+ absences or tardies per trimester.</li> <li>Attendance/tardy letters will be issued at the end of each month.</li> <li>Schedule meetings with parents/guardians to assess progress with tardiness/absences.</li> <li>Initiate the CRA or Failure to Send process when extensive</li> </ul>	Administration Guidance Department Nurse Classroom Teacher Probation Officer	By June 30, 2026, attendance statistics will have improved school wide per Panorama data.	<ul style="list-style-type: none"> <li>Attendance/tardy letter</li> <li>Aspen</li> <li>Panorama</li> </ul>

	<p>absenteeism/tardiness is reported.</p> <ul style="list-style-type: none"><li>• Contact parents/guardians daily to notify and verify student absences and rationale.</li><li>• Continue to require parent notes or phone calls of absent students.</li></ul>			
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**Objective #4:** Provide all students and staff with a clean, safe, and secure learning environment.

Initiatives	Strategies/Actions	Responsibility	Timeline	Resources
Evaluate JFK space for the most efficient use.	<ul style="list-style-type: none"> <li>● Project future growth at JFK based on new building project timelines.</li> <li>● Develop a plan for future years to accommodate an increase in student population.</li> </ul>	Administration Facilities Director Town Officials	By June 30, 2026, space is utilized more effectively and a plan for future enrollment growth has been established.	<ul style="list-style-type: none"> <li>● New building project timelines</li> </ul>
Revise and expand upon best practices for safety for all stakeholders.	<ul style="list-style-type: none"> <li>● Refine procedures and protocols for Shelter in Place</li> <li>● Refine procedures and protocols for Lock Down drill.</li> <li>● Professional development for ALICE training for all staff</li> <li>● Implement a parent/student safety drill</li> </ul>	Administration HPD HFD	By June 30, 2026, best practices for safety are in place and followed.	<ul style="list-style-type: none"> <li>● ALICE procedures and trainings</li> <li>● Fire drill procedures and trainings</li> <li>● Lock Down procedures and trainings</li> <li>● Safety procedure teacher manual</li> </ul>
Ensure proper treatment and use of all district materials, property, and grounds (including technological devices).	<ul style="list-style-type: none"> <li>● Develop and refine a computer and internet safety program that will be implemented K-5 each year</li> <li>● Signed computer policy notice</li> </ul>	Administration Facilities Director IT Director	By June 30, 2026, there will be a decrease in vandalism and destruction of property.	<ul style="list-style-type: none"> <li>● Revised internet safety program developed by computer teacher</li> </ul>



## Acronym Key

- ALICE Alert, Lockdown, Inform, Counter, Evacuate
- CRA Child Requiring Assistance
- DCAP District Curriculum Accommodation Plan
- DESE Department of Elementary and Secondary Education
- HCAM Holbrook Community Access and Media
- HEPG Holbrook Elementary Parent Group
- HFD Holbrook Fire Department
- HMHS Holbrook Middle High School
- HPD Holbrook Police Department
- IT Instructional Technology
- MTSS Multi Tiered Systems and Supports
- OG Orton Gillingham
- ORF Oral Reading Fluency
- PBIS Positive Behaviors Interventions and Supports
- PD Professional Development
- PLC Professional Learning Community
- SMART Specific, Measurable, Achievable, Relevant, and Timely
- SST Student Support Team