

Yorktown - School Action Plan - 2023-24 to 2025-26
Principal: Kevin Clark

Goal #1	Math - Opportunity Gaps - SOL		
Strategic Plan Goal Area	Student Success		
Strategic Plan Performance Objectives	PO-SS-1-By 2024, APS will reduce opportunity gaps for all reporting groups on state assessments.		
Baseline Data	Spring 2023 - SOL- Math Black - Pass 87% Hispanic 87% EL - 94% SWD - 85% Econ. Disadv - 90%	Identify if goal is required based on state or federal requirements, or other guidelines	
3 Year Performance Goal			
By June 2026, opportunity gaps on the Math SOL (aggregated for all grade levels) will be reduced by the following tiered goal:			
Black - Increase pass rate from 87% to at least a 90%, reducing the gap from 8% to 5% Hispanic - Increase pass rate from 87% to at least a 90%, reducing the gap from 8% to 5% EL - Increase pass rate from 94% to at least a 95%, reducing the gap from 1% to 1% SWD - Increase pass rate from 85% to at least a 90%, reducing the gap from 10% to 6% Econ Disadv. - Increase pass rate from 90% to at least a 91%, reducing the gap from 5% to 4%			
Annual Performance Goals			
Annual Performance Goal Year 1 (2023-24)	By June 2024, opportunity gaps on the Math SOL (aggregated for all grade levels) will be reduced by the following tiered goal: Black - Increase pass rate from 81% to at least 83%, reducing the gap from 13% to 12% Hispanic - Increase pass rate from 86% to at least 87%, reducing the gap from 8% to 7% EL - Increase pass rate from 87% to at least 88%, reducing the gap from 7% to 6% SWD - Increase pass rate from 86% to at least 87%, reducing the gap from 8% to 7% Econ. Disadv. - Increase pass rate from 88% to at least 89%, reducing the gap from 6% to 5%		
Annual Performance Goal Year 2 (2024-25)	By June 2025, opportunity gaps on the Math SOL (aggregated for all grade levels) will be reduced by the following tiered goal: Black - Increase pass rate from 83% to at least 84%, reducing the gap from 12% to 11% Hispanic - Increase pass rate from 87% to at least 89%, reducing the gap from 8% to 7% EL - Increase pass rate from 88% to at least 89%, reducing the gap from 7% to 6% SWD - Increase pass rate from 87% to at least 88%, reducing the gap from 8% to 7% Econ. Disadv. - Increase pass rate from 89% to at least 90%, reducing the gap from 6% to 5%		

Yorktown - School Action Plan - 2023-24 to 2025-26

Principal: Kevin Clark

Annual Performance Goal Year 3 (2025-26)	<p>By June 2026, opportunity gaps on the Math SOL (aggregated for all grade levels) will be reduced by the following tiered goal:</p> <p>Black - Increase pass rate from 84% to at least a 86%, reducing the gap from 11% to 10% Hispanic - Increase pass rate from 89% to at least a 90%, reducing the gap from 6 % to 5% EL - Increase pass rate from 89% to at least a 90%, reducing the gap from 6% to 5% SWD - Increase pass rate from 88% to at least a 90%, reducing the gap from 7% to 6% Econ Disadv. - Increase pass rate from 90% to at least a 91%, reducing the gap from 5% to 4.4%</p>		
Strategic Plan Strategies			
Strategic Plan Strategies- PRIMARY	S-SS-2-Deliver curriculum through innovative and relevant instruction that is differentiated to meet the diverse needs of each student.		
Strategic Plan Strategies- ADDITIONAL (OPTIONAL) -	S-EW-2-Provide growth opportunities by implementing a competency-based professional learning and evaluation framework inclusive of all staff members.		
Action Steps			
Action Steps	Timeline	Responsible & Accountable	Monitoring for Implementation
<p>Tier 1</p> <ul style="list-style-type: none"> * Implement Mathematics curriculum utilizing county provided curriculum and curricular resources. * Provide opportunities for EL and SpEd teachers to collaborate with Math Coach or grade-level CLT wherever they are supporting students. * Teacher will begin to use math workshop structures within each unit. * Every student will be required to meet regularly with the teacher in targeted small group. * Targeted groups are differentiated to meet each student's needs. * Provide just-in-time support to help students access grade level curriculum. 	Sept - June, ongoing	Classroom teachers, EL, SpEd teachers	Principal & AP will support with ATSS, Math, SPED & EL Office - will monitor by conducting walkthroughs and observations and attending CLTs.
<p>Tier 2</p> <ul style="list-style-type: none"> * Collaborative planning including EL and SpEd teachers to target identified needs. * Identify target areas (power standards), to address students still scoring in Below Basic and Basic quantile ranges. * Ensure that students have access to environmental and visual scaffolds (such as manipulatives, anchor charts for key vocabulary and processes, manipulatives, etc.) to aid comprehensible input and recall. * Additional targeted small group weekly using best instructional strategies, progress monitoring, and document progress. 	Sept - June, ongoing	Classroom teachers, EL, SpEd teachers, Math Coach	
<p>Tier 3</p> <ul style="list-style-type: none"> * Progress monitoring every 6-8 weeks and adjustment in time or group made as needed. Communication between classroom teacher and staff providing interventions to support station activities and guided-group activities. * Use very straight-forward, explicit instruction by breaking down mathematical concepts into smaller, more manageable steps. Clearly explain each step, provide guided practice, and offer opportunities for students to practice independently. 	Sept - June, ongoing	Classroom teachers, EL, SpEd teachers, Math Coach	

Yorktown - School Action Plan - 2023-24 to 2025-26
Principal: Kevin Clark

Professional Learning: * Pre-service week Prof learning * Ongoing PD - through CLTs, Department Chair Meetings, * Excellence in Teaching and Learning work with Dr. Willingham		Sept - June, ongoing	Classroom teachers, EL, SpEd teachers, Math Coach	
Progress Monitoring				
Strategic Plan Measures (Dropdown) - To determine if goal was achieved	M-SS-3- Math SOLs	Results of Progress (End of Year)	Math SOL	
Evidence of Progress toward Annual Goal (MP1)	Evidence of Progress toward Annual Goal (MP2)	Evidence of Progress toward Annual Goal (MP3)	Evidence of Progress toward Annual Goal (MP4)	
School level- NWEA - MAP Growth (Alg 1 only) Teacher/CLT/Grade -VGA -SOL Quick Checks	Teacher/CLT/Grade -SOL Quick Checks	School level NWEA - MAP Growth (Alg 1 Only) Teacher/CLT/Grade -VGA -SOL Quick Checks	School level- NWEA - MAP Growth (Alg 1 Only) Teacher/CLT/Grade -SOL Quick Checks	

Goal #2		Reading - Opportunity Gaps - SOL		
Strategic Plan Goal Area	Student Success			
Strategic Plan Performance Objectives	PO-SS-1-By 2024, APS will reduce opportunity gaps for all reporting groups on state assessments.			
Baseline Data	Spring 2023 - SOL Black - Pass 79% (opp. gap%) Hispanic - 78% EL - 36% SWD - 77% Econ. Disadv - 74%	Identify if goal is required based on state or federal requirements, or other guidelines		
3 Year Performance Goal				

Yorktown - School Action Plan - 2023-24 to 2025-26

Principal: Kevin Clark

By June 2026, opportunity gaps on the Reading SOL (aggregated for all grade levels) will be reduced by the following tiered goal:

- Black - Increase pass rate from 79% to at least 85%, reducing the gap from 12% to 9%
- Hispanic - Increase pass rate from 78% to at least 84%, reducing the gap from 14% to 10%
- EL - Increase pass rate from 36% to at least 65%, reducing the gap from 56% to 29%
- SWD - Increase pass rate from 83% to at least 85%, reducing the gap from 12% to 11%
- Econ. Disadv. - Increase pass rate from 77% to at least 83%, reducing the gap from 16% to 11%

Annual Performance Goals

Annual Performance Goal Year 1 (2023-24)	<p>By June 2024, opportunity gaps on the Reading SOL (aggregated for all grade levels) will be reduced by the following tiered goal:</p> <ul style="list-style-type: none"> Black - Increase pass rate from 80% to at least 82%, reducing the gap from 14% to 12% Hispanic - Increase pass rate from 81% to at least 83%, reducing the gap from 13% to 12% EL - Increase pass rate from 20% to at least 40%, reducing the gap from 74% to 55% SWD - Increase pass rate from 77% to at least 80%, reducing the gap from 15% to 14% Econ. Disadv. - Increase pass rate from 76% to at least 78%, reducing the gap from 18% to 16%
Annual Performance Goal Year 2 (2024-25)	<p>By June 2025, opportunity gaps on the Reading SOL (aggregated for all grade levels) will be reduced by the following tiered goal:</p> <ul style="list-style-type: none"> Black - Increase pass rate from 82% to at least 84%, reducing the gap from 12% to 11% Hispanic - Increase pass rate from 83% to at least 85%, reducing the gap from 12% to 11% EL - Increase pass rate from 40% to at least 52%, reducing the gap from 55% to 43% SWD - Increase pass rate from 80% to at least 82%, reducing the gap from 14% to 11% Econ. Disadv. - Increase pass rate from 78% to at least 80%, reducing the gap from 16% to 15%
Annual Performance Goal Year 3 (2025-26)	<p>By June 2026, opportunity gaps on the Reading SOL (aggregated for all grade levels) will be reduced by the following tiered goal:</p> <ul style="list-style-type: none"> Black - Increase pass rate from 84% to at least 85%, reducing the gap from 11% to 10% Hispanic - Increase pass rate from 85% to at least 86%, reducing the gap from 10% to 9% EL - Increase pass rate from 52% to at least 60%, reducing the gap from 43% to 36% SWD - Increase pass rate from 67% to at least 70%, reducing the gap from 10% to 9% Econ. Disadv. - Increase pass rate from 80% to at least 82%, reducing the gap from 15% to 14%

Strategic Plan Strategies

Strategic Plan Strategies- PRIMARY	S-SS-1-Embed the 5Cs (critical thinking, creative thinking, collaboration, communication, and citizenship skills) into curriculum and instruction.
Strategic Plan Strategies- ADDITIONAL (OPTIONAL) -	S-EW-2-Provide growth opportunities by implementing a competency-based professional learning and evaluation framework inclusive of all staff members.

Action Steps

Action Steps	Timeline	Responsible & Accountable	Monitoring for Implementation
--------------	----------	---------------------------	-------------------------------

Yorktown - School Action Plan - 2023-24 to 2025-26

Principal: Kevin Clark

<p>Tier 1:</p> <ul style="list-style-type: none"> * Utilize an explicit vocabulary routine to teach new words essential to the shared text-PACT strategy * Utilize strategies from Aspire Training and Staff Development in adolescent reading 	<p>Sept-June, ongoing</p>	<p>Admin, All Teachers, Reading Specialist,</p>	<p>Principal & APs will support with ATSS, ELA, SPED & EL Office - will monitor by conducting walkthroughs and observations and attending CLTs.</p>
<p>Tier 2:</p> <ul style="list-style-type: none"> * Teach a routine to determine the gist of the texts-PACT * Utilize Lexia-Build students decoding skills to read complex multisyllabic words, grammar, comp. 	<p>Sept-June, ongoing</p>	<p>Admin, All Teachers, Reading Specialist,</p>	
<p>Tier 3:</p> <ul style="list-style-type: none"> * multisyllabic word decoding routines * Immersive Reader, ed tech access for read aloud/translations 	<p>Sept-June, ongoing</p>	<p>Admin, All Teachers, Reading Specialist,</p>	
<p>Professional Learning</p> <ul style="list-style-type: none"> - Lexia aspire training for ELA cohort - PACT training for all staff - DEI Coordinator & DEI office will provide professional learning -CLT and Department meetings with DEI Coordinator -Equity Team will integrate Patriot Period lessons - Grading for Equity Sessions for new staff 	<p>Sept-June, ongoing</p>	<p>Admin, All Teachers, Reading Specialist,</p>	

Progress Monitoring

Strategic Plan Measures (Dropdown) - To determine if goal was achieved	M-SS-1- Reading SOLs	Results of Progress (End of Year)	Reading SOL
Evidence of Progress toward Annual Goal (MP1)	Evidence of Progress toward Annual Goal (MP2)	Evidence of Progress toward Annual Goal (MP3)	Evidence of Progress toward Annual Goal (MP4)
<p>School level- NWEA MAP Growth for ELA (BOY in 9th, only MOY & EOY if below proficient on BOY; Gr. 10-12 continue in upper grades if below proficient)</p> <p>Teacher/CLT/Grade- -End of Unit [Mastery Connect] -VGA for taught standards -Writing performance task embedded in curriculum</p>	<p>Teacher/CLT/Grade- -End of Unit [Mastery Connect] -Writing performance task embedded in curriculum</p>	<p>School level- -NWEA MAP Growth for ELA (BOY in 9th, only MOY & EOY if below proficient on BOY; Gr. 10-12 continue in upper grades if below proficient) -Gr. 11 Benchmark Assessment</p> <p>Teacher/CLT/Grade- -End of Unit [Mastery Connect] -VGA for taught standards -Writing performance task embedded in curriculum</p>	<p>School level NWEA MAP Growth for ELA (BOY in 9th, only MOY & EOY if below proficient on BOY; Gr. 10-12 continue in upper grades if below proficient)</p> <p>Teacher/CLT/Grade- -End of Unit [Mastery Connect] -VGA for taught standards -Writing performance task embedded in curriculum</p>

Yorktown - School Action Plan - 2023-24 to 2025-26

Principal: Kevin Clark

Goal #3	Student Well-Being		
Strategic Plan Goal Area	Student Well-Being		
Strategic Plan Performance Objectives	PO-SWB-3-Key findings on the Your Voice Matters survey will show improvements in student social, emotional, and mental Health.		
Baseline Data	50% Favorable response on Student Well-Being: Social, Emotional, and Mental Health Measure 2022 YVM	Identify if goal is required based on state or federal requirements, or other guidelines	
3 Year Performance Goal			
By 2026, Students perceptions on the Student Well-Being: Social, Emotional, and Mental Health measure of the 2026 YVM will increase to 70% Favorable on 2026 YVM			
Annual Performance Goals			
Annual Performance Goal Year 1 (2023-24)	By June 2024, Students perceptions on the Student Well-Being: Social, Emotional, and Mental Health measure of the 2022 YVM will increase to 60% Favorable on 2024 YVM		
Annual Performance Goal Year 2 (2024-25)	By June 2025, Students perceptions on the Student Well-Being: Social, Emotional, and Mental Health measure of the 2026 YVM will increase to 65% Favorable on 2026 YVM		
Annual Performance Goal Year 3 (2025-26)	By June 2026, (Students perceptions on the Student Well-Being: Social, Emotional, and Mental Health measure of the 2026 YVM will increase to 70% Favorable on 2026 YVM		
Strategic Plan Strategies			
Strategic Plan Strategies- PRIMARY	S-SWB-3-Implement an evidence-based curriculum that focuses on students' physical, social, emotional, and mental health needs.		
Strategic Plan Strategies- ADDITIONAL (OPTIONAL) -	S-SWB-4-Ensure all students can identify at least one school-based adult who supports and encourages their academic and personal growth.		
Action Steps			
Action Steps	Timeline	Responsible & Accountable	Monitoring for Implementation
Tier 1 * Implement SEL curricular resource (Second Step, Ruler, or RC) * Deliver 30 minutes twice a week of explicit SEL instruction * Establish a team to review data and determine student needs and interventions * Identify SEL Lead who will act as a liason between your school and central office * Facilitate ongoing Adult SEL for staff; implement 3 signature practices at all staff meetings and CLTs * Administer SEL survey in the fall and spring to all students grades 3-12	Sept-June, Ongoing	Admin, All Staff	
Tier 2 * Establish a school-based mental and behavioral health team that meets at least twice monthly, reviews students of concern, and assigns interventions for which data is collected to determine effectiveness.	Sept-June, Ongoing	Admin, All Staff	Principal & APs will support with Student Services Office - will monitor by conducting walkthroughs and observations and attending

Yorktown - School Action Plan - 2023-24 to 2025-26

Principal: Kevin Clark

Tier 3 * Establish a school-based mental and behavioral health team that meets at least twice monthly, reviews students of concern, and assigns interventions for which data is collected to determine effectiveness.		Sept-June, Ongoing	Admin, All Staff	Observations and attending CLTs.
Professional Learning 1) School leadership team will model Morning Meeting structure and facilitation and provide coaching throughout SY including staff meetings 2) Student Service staff will participating in training on the Tier 2 & 3 interventions (i.e. Coping Cat, Zones of Regulation, etc.)		1-2) August for initial training, Sept- June, Ongoing	Admin, School leadership team	
Progress Monitoring				
Strategic Plan Measures (Dropdown) - To determine if goal was achieved	M-SWB-9- YVM Student: Social, Emotional, and Mental Health	Results of Progress (End of Year)		Spring 2024 & 2026 YVM
Evidence of Progress toward Annual Goal (MP1)	Evidence of Progress toward Annual Goal (MP2)	Evidence of Progress toward Annual Goal (MP3)	Evidence of Progress toward Annual Goal (MP4)	
SEL Survey	School Survey (based on YVM Question)	SEL Survey	YVM	

Goal #4	Engaged Workforce		
Strategic Plan Goal Area	Student Success		
Strategic Plan Performance Objectives	PO-EW-2-By 2024, APS staff will respond at the 75th percentile or better on staff engagement and climate, as indicated by the Your Voice Matters survey.		
Baseline Data	38% favorable on Workplace Climate measure.	Identify if goal is required based on state or federal requirements, or other guidelines	
3 Year Performance Goal			
By 2026, YVM 2026 Workplace Climate Measure will go to 60%.			
Annual Performance Goals			
Annual Performance Goal Year 1 (2023-24)	By June 2024, YVM 2024 Workplace Climate Measure will go from 38% to 50%. Sub-goal: How much trust exists between teachers/staff and administrators/supervisors will be 50% favorable, up from 22% in 2022 YVM		
Annual Performance Goal Year 2 (2024-25)	By June 2025, YVM 2026 Workplace Climate Measure will go to 55%		

Yorktown - School Action Plan - 2023-24 to 2025-26

Principal: Kevin Clark

Annual Performance Goal Year 3 (2025-26)	By June 2026, YVM 2026 Workplace Climate Measure will go to 60%		
Strategic Plan Strategies			
Strategic Plan Strategies- PRIMARY	S-EW-2-Provide growth opportunities by implementing a competency-based professional learning and evaluation framework inclusive of all staff members.		
Strategic Plan Strategies- ADDITIONAL (OPTIONAL) -	S-EW-4-Develop integrated approaches that promote employee health and wellness.		
Action Steps			
Action Steps	Timeline	Responsible & Accountable	Monitoring for Implementation
Staff Advisory Council - monthly meetings with representatives from each department/scale.	Monthly	Admin, SAC reps	Principal and AP will attend Staff Advisory meeting, address staff concerns
Monthly department check-ins with principal and AP of dept, and Department meetings.	Monthly	Admin, Leadership Team	Principal & AP will monitor by sharing Meeting agendas with staff to show completion of identified tasks
Walkthroughs - quarterly for each teacher AP & Principal	Quarterly	Admin Team	Principal & AP's will monitor by completing walkthrough forms quarterly for all staff
Hospitality Committee Events	Beginning of year, middle of year	Leadership Team	Principal & AP will monitor through check-ins with Hospitality Committee Chairs and attending quarterly staff connection events.
Progress Monitoring			
Strategic Plan Measures (Dropdown) - To determine if goal was achieved	M-EW-6- YVM Staff: Engagement Results	Results of Progress (End of Year)	YVM
Evidence of Progress toward Annual Goal (MP1)	Evidence of Progress toward Annual Goal (MP2)	Evidence of Progress toward Annual Goal (MP3)	Evidence of Progress toward Annual Goal (MP4)
School Advisory Council Reports	Mid-year survey	School Advisory Council Reports	YVM

Goal #5	Partnerships
Strategic Plan Goal Area	Partnerships

Yorktown - School Action Plan - 2023-24 to 2025-26

Principal: Kevin Clark

Strategic Plan Performance Objectives	PO-P-1-By 2024, at least 90% of APS families will respond favorably on student and family engagement on the Your Voice Matters survey results.		
Baseline Data	82% favorable on YVM 2022 Family engagement	Identify if goal is required based on state or federal requirements, or other guidelines	
3 Year Performance Goal			
By 2026, At least 94% of Yorktown Families will respond favorably on Family Engagement in 2024 YVM Survey			
Annual Performance Goals			
Annual Performance Goal Year 1 (2023-24)	By June 2024, At least 90% of Yorktown Families will respond favorably on Family Engagement in 2024 YVM Survey Improve favorable rating on how well teacher and staff communicate (47% favorable to 60% favorable) and how well teachers partner with families from 38% to 50%.		
Annual Performance Goal Year 2 (2024-25)	By June 2025, At least 92% of Yorktown Families will respond favorably on Family Engagement in 2026 YVM Survey Improve favorable rating on how well teacher and staff communicate (47% favorable to 60% favorable) and how well teachers partner with families from 38% to 50%.		
Annual Performance Goal Year 3 (2025-26)	By June 2026, At least 94% of Yorktown Families will respond favorably on Family Engagement in 2026 YVM Survey Improve favorable rating on how well teacher and staff communicate (47% favorable to 60% favorable) and how well teachers partner with families from 38% to 50%.		
Strategic Plan Strategies			
Strategic Plan Strategies- PRIMARY	S-P-3-Partner with advisory committees, nonprofits, and other local organizations to strengthen engagement with all families and provide wrap-around services to students including healthcare, nutrition, academic, and social and emotional supports.		
Strategic Plan Strategies- ADDITIONAL (OPTIONAL) -	S-P-4-Build a comprehensive structure for defining strategic partnerships, setting expectations, monitoring performance, and measuring quality.		
Action Steps			
Action Steps	Timeline	Responsible & Accountable	Monitoring for Implementation

Yorktown - School Action Plan - 2023-24 to 2025-26

Principal: Kevin Clark

<p>Action 1 (Welcoming All Families) COMMUNICATING EFFECTIVELY</p> <ul style="list-style-type: none"> • Our school communicates with families in a wide variety of ways. • Our school address barriers to communication <p>WELCOMING ALL FAMILIES</p> <ul style="list-style-type: none"> • The school environment feels welcoming and inclusive to all families. • Staff develops respectful, trusting relationships with families. 	<p>Sept- June, ongoing</p>	<p>Admin Team, BFS, Counseling stff</p>	<p>Meeting Agendas Professional Learning agendas & ParentSquare Training Accountability for quarterly teacher communicaiton</p>
<p>Action 2 (Communicating Effectively):</p> <ul style="list-style-type: none"> * Utilize ParentSquare as a tool to support staff to engage in proactive, timely, and meaningful two-way communication so that all families can contribute to their child's education. * Co-develop communication expectations to address student learning, social emotional development, and communication in times of crisis. * Provide time and training for best practice for staff and families to exchange information in culturally and linguistically sustaining ways. 	<p>Sept- June, ongoing</p>	<p>Admin Team, BFS, Counseling stff</p>	<p>Training on ParentSquare Quarterly communication from teachers</p>
<p>Action 3 (Student Success):</p> <ul style="list-style-type: none"> * Host at least four parent workshops/information/training sessions that directly support student success, specifically (List the focus area that connects to key focus area in your Action Plan) 	<p>Sept- June, ongoing</p>	<p>Admin Team, BFS, Counseling stff</p>	<p>Agendas from workshops Workshops for Spanish Families</p>

Progress Monitoring

Strategic Plan Measures (Dropdown) - To determine if goal was achieved	M-P-3- YVM Family: Engagement	Results of Progress (End of Year)	YVM
Evidence of Progress toward Annual Goal (MP1)	Evidence of Progress toward Annual Goal (MP2)	Evidence of Progress toward Annual Goal (MP3)	Evidence of Progress toward Annual Goal (MP4)
<p>ParentSquare Engagement</p>	<p>Mid-Year Survey</p>	<p>ParentSquare Engagement</p>	<p>YVM</p>