

ASFS - School Action Plan - School Year 2023-24 to 2025-26
Principal: Gina Miller

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

All Students: 89%
 Black - Pass 52% (opp. Gap 37%)
 Hispanic - Pass 75% (opp. gap 19%)
 EL - Pass 68% (opp. gap 21%)
 SWD - Pass 74 % (opp. gap 15%)
 Econ. Disadv - Pass 64% (opp. Gap 25%)

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:

- ALL: 89% ASFS**
- Black** - Increase pass rate from 52% to at least 67%, reducing the gap from 37% to 22%
- Hispanic** - Increase pass rate from 75% to at least 78%, reducing the gap from 14% to 11%
- EL** - Increase pass rate from 68% to at least 78 %, reducing the gap from 21% to 11%
- SWD** - Increase pass rate from 74% to at least 78%, reducing the gap from 15% to 11%
- Econ. Disadv.** - Increase pass rate from 64% to at least 69%, reducing the gap from 25% to 20%

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:

- ALL: 89% ASFS 3-year**
- Black** - Increase pass rate from 52% to at least 56%, reducing the gap from 37% to 33%
- Hispanic** - Increase pass rate from 75% to at least 78% (APS goal), reducing the gap from 14% to 11%
- EL** - Increase pass rate from 68% to at least 71%, reducing the gap from 21% to 18%
- SWD** - Increase pass rate from 74% to at least 76%, reducing the gap from 15% to 13%
- Econ. Disadv.** - Increase pass rate from 64% to at least 66%, reducing the gap from 25% to 23%

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:

- ALL 89% ASFS 3-year Target 92%**
- Black** - Increase pass rate from 56% to at least 63%, reducing the gap from 33% to 26%
- EL** - Increase pass rate from 71% to at least 74 %, reducing the gap from 18% to 15%
- SWD** - Increase pass rate from 76% to at least 78%, reducing the gap from 13% to 11%
- Econ. Disadv.** - Increase pass rate from 66% to at least 68%, reducing the gap from 23% to 21%

Annual Performance Goal
Year 3 (2025-26)

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

- ALL 89%**
- Black** - Increase pass rate from 63% to at least 67%, reducing the gap from 26% to 22%
- EL** - Increase pass rate from 74% to at least 78%, reducing the gap from 15% to 11%
- SWD** - Increase pass rate from 76% to at least 80%, reducing the gap from 13% to 9%
- Econ. Disadv.** - Increase pass rate from 68% to at least 69%, reducing the gap from 21% to 20%

Strategic Plan Strategies

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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) -			
Action Steps			
Action Steps	Timeline	Responsible & Accountable	Monitoring for Implementation
Tier 1 * 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 use all components of the 3 recommended math workshop structures within each unit. Every student will regularly meet with the teacher in targeted small group. * Targeted groups are differentiated to meet each students' 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.
Tier 2 *Additional targeted small group 2-5x weekly using research based programs/strategies, progress monitored and documented. (Including Kathy Richardson, Math in Practice, Bridges, Dreambox (assigned lessons only), and/or Do The Math (as appropriate and by need) *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 ELs 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.	Sept - June, ongoing	Classroom teachers, EL, SpEd teachers, Math Coach	
Tier 3 * In addition to the regular math-block, intensive one-on-one or very small group meeting 4-5x weekly using research based programs/strategies, progress monitored and documented. (Bridges, Do the Math, Math Recovery®(by trained Math Recovery teacher), Kathy Richardson) * Progress monitoring every 4-6 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.	Sept - June, ongoing	Classroom teachers, EL, SpEd teachers, Math Coach	
Professional Learning: Our focus will be to embed PD on utilizing all three math workshop structures-particularly focusing on the one task structure to reach deeper understanding and learning. This way we are ensuring teachers are actually using math workshop and strengthening the main structure, while building on the one task structure.	Sept - June, ongoing	Administrators, Math Coach	Principal & AP will support math coaches during CLTs and in identifying teachers for coaching cycles
Progress Monitoring			
Strategic Plan Measures (Dropdown) - To determine if goal was achieved		Results of Progress (End of Year)	
	M-SS-3- Math SOLs		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 Teacher/CLT/Grade -District Benchmarks [Mastery Connect] -SOL Quick Checks (Just in time Quick Checks) -Progress Monitoring Data from Interventions -VGA	Teacher/CLT/Grade -District Benchmarks [Mastery Connect] -SOL Quick Checks (Just in time Quick Checks) -Progress Monitoring Data from Interventions	School level NWEA - MAP Growth Teacher/CLT/Grade -District Benchmarks [Mastery Connect] -SOL Quick Checks (Just in time Quick Checks) -Progress Monitoring Data from Interventions -VGA	School level- NWEA - MAP Growth Teacher/CLT/Grade -District Benchmarks [Mastery Connect] -SOL Quick Checks (Just in time Quick Checks) -Progress Monitoring Data from Interventions"

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Goal #2		English - 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 - Reading ALL: Pass 88% Black - Pass 42% (opp. gap 51%) Hispanic - Pass 83% (opp. gap 4%) EL - Pass 50% (opp. gap 33%) SWD - Pass 68% (opp. gap 24%) Econ. Disadv - Pass 58% (opp. gap 19%)	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 Reading SOL (aggregated for all grade levels) will be reduced by the following tiered goal: ALL: 88% Black - Increase pass rate from 42% to at least 66%, reducing the gap 22% EL - Increase pass rate from 50% to at least 66%, reducing the gap 16% SWD - Increase pass rate from 63 % to at least 73%, reducing the gap 10% Econ. Disadv. - Increase pass rate from 58% to at least 78%, reducing the gap 20%			
ALL			
Annual Performance Goal Year 1 (2023-24)	By Jun 2024, opportunity gaps on the Reading SOL (aggregated for all grade levels) will be reduced by the following tiered goal: All Students: 88% Black - Increase pass rate from 42% to at least 50%, reducing the gap from 46% to 38% EL - Increase pass rate from 50% to at least 55%, reducing the gap from 35% to 33% SWD - Increase pass rate from 63% to at least 67%, reducing the gap from 25% to 21% Econ. Disadv. - Increase pass rate from 58% to at least 65%, reducing the gap from 30% to 23%		
Annual Performance Goal Year 2 (2024-25)	By June 2025, opportunity gaps on the Reading SOL (aggregated for all grade levels) will be reduced by the following tiered goal: ALL: 88% ASFS Black - Increase pass rate from 50% to at least 59%, reducing the gap from 38% to 29% EL - Increase pass rate from 55% to at least 62%, reducing the gap from 35% to 28% SWD - Increase pass rate from 67% to at least 70%, reducing the gap from 23% to 20% Econ. Disadv. - Increase pass rate from 65% to at least 71%, reducing the gap from 23% to 17%		
Annual Performance Goal Year 3 (2025-26)	By June 2026, opportunity gaps on the Reading SOL (aggregated for all grade levels) will be reduced by the following tiered goal: ALL:88% Black - Increase pass rate from 59% to at least 66%, reducing the gap from 31% to 22% EL - Increase pass rate from 62% to at least 66%, reducing the gap from 29% to 25% SWD - Increase pass rate from 70% to at least 73%, reducing the gap from 21% to 18% Econ. Disadv. - Increase pass rate from 71% to at least 78%, reducing the gap from 17% to 11%		
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) -			

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Action Steps

Action Steps	Timeline	Responsible & Accountable	Monitoring for Implementation
Tier 1: * Implement Systematic Core Phonics in K-3 with fidelity (95% Core Phonics or Foundations) * Implement CKLA in K-5 for language comprehension	Sept-June, ongoing	Admin, All Teachers, Reading Specialist,	Principal & APs will support with ATSS, ELA, SPED & EL Office - will monitor by conducting walkthroughs and observations and attending CLTs.
Tier 2: * Lexia recommended usage for structured literacy at students level * Lexia English for EL 1 and EL 2	Sept-June, ongoing	Admin, All Teachers, Reading Specialist,	
Tier 3: * Structured literacy lessons in addition to core ELA block * Multisensory decoding/encoding lessons; repeated opportunities for practice	Sept-June, ongoing	Admin, All Teachers, Reading Specialist,	
Professional Learning: We would provide PD embedded in the CLT framework. There needs to be 3 strands of PD. For New Teachers: Content and Curriculum work with the coaches. For K-2: Using Dibles data to support students in small groups and intervention groups. For 3-5: using progress monitoring data for comprehension	Sept-June, ongoing	Admin, All Teachers, Reading	

Progress Monitoring

Strategic Plan Measures (Dropdown) - To determine if goal was achieved	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)
School level- DIBELS Teacher/CLT/Grade- -End of Unit [Mastery Connect] -Quarterly Assessments [Mastery Connect] -VGA for taught standards"	M-SS-1- Reading SOLs Teacher/CLT/Grade- -End of Unit [Mastery Connect] -Quarterly Assessments [Mastery Connect] -VGA for taught standards"	School level- DIBELS Teacher/CLT/Grade- -End of Unit [Mastery Connect] -Quarterly Assessments [Mastery Connect] -VGA for taught standards"	School level DIBELS Teacher/CLT/Grade- -End of Unit [Mastery Connect] -Quarterly Assessments [Mastery Connect] -VGA for taught standards

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	Student Success: High Expectations 67% with 132 responses (2020-71% Then 2022-67%)	Identify if goal is required based on state or federal requirements, or other guidelines	Yes
3 Year Performance Goal			

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By 2026, 80% students will complete the YVM survey to answer in the affirmative that they are challenged in class and 80% of students in the affirmative that they have high expectations of themselves.

Annual Performance Goals

Annual Performance Goal Year 1 (2023-24)	On the 2024 YVM Student Success will move to 71% in the sub area of High Expectations
Annual Performance Goal Year 2 (2024-25)	By 2025, on a school based survey, 75% students will answer in the affirmative
Annual Performance Goal Year 3 (2025-26)	On the 2026 YVM, 80% students will answer in the affirmative

Strategic Plan Strategies

Strategic Plan Strategies- PRIMARY	S-SS-4-Address unconscious racial bias by implementing implicit bias training throughout APS.
Strategic Plan Strategies- ADDITIONAL (OPTIONAL) -	S-SWB-3-Implement an evidence-based curriculum that focuses on students' physical, social, emotional, and mental health needs.

Action Steps

Action Steps	Timeline	Responsible & Accountable	Monitoring for Implementation
Tier 1 * Implement SEL curricular resource (RC) * Deliver 20-30 minutes daily 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	Principal & APs will support with Student Services Office - will monitor by conducting walkthroughs and observations and attending CLTs.
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	
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	
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 participate in training on the Tier 2 & 3 interventions (i.e. Coping Cat, Zones of Regulation, etc.)	1-2) August for initial traning, 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	

Goal #4

Engaged Workforce

Strategic Plan Goal Area

Engaged Workforce

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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	Your Voice Matters (2022) Engagement Workforce: Workplace Trust- 46%	Identify if goal is required based on state or federal requirements, or other guidelines	No
3 Year Performance Goal			
By 2026, 80% of staff will answer in the affirmative that they feel trusted by their supervisors/administrators as demonstrated by staff surveys 2023 and YVM 2024 and 2026			
Annual Performance Goals			
Annual Performance Goal Year 1 (2023-24)	By 2024, 60% of staff will answer in the affirmative that they feel trusted by their supervisors/administrators as demonstrated by YVM survey 2024		
Annual Performance Goal Year 2 (2024-25)	By 2024, 70% of staff will answer in the affirmative that they feel trusted by their supervisors/administrators as demonstrated by staff survey 2025		
Annual Performance Goal Year 3 (2025-26)	By 2026, 80% of staff will answer in the affirmative that they feel trusted by their supervisors/administrators as demonstrated by YVM survey 2026		
Strategic Plan Strategies			
Strategic Plan Strategies- PRIMARY	PO-EW-3-By 2024, all staff participate in training that meets or exceeds industry standards for their position.		
Strategic Plan Strategies- ADDITIONAL (OPTIONAL) -			
Action Steps			
Action Steps	Timeline	Responsible & Accountable	Monitoring for Implementation
Staff will participate in School Action Plan process including data discussion, data collecting and end of year data summary	3 times a year	School Leadership team and administration	Principal & AP will review sign-in sheets and Leadership team notes
K Staff will participate in creation of classlists	2 times a year	Kindergarten team and school leadership team	Principal & AP will review created class lists
All staff will have access to online data resources such as past assessment data relevant to instructional growth of all students	All year	All staff	Principal & AP will review Google Hub to ensure it holds all relevant information for ASFS staff
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 2024
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)
	Staff Mid-Year and End of Year survey		YVM 2024
Goal #5			
Strategic Plan Goal Area	Partnerships		
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.		

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Baseline Data	Your Voice Matters (2022) Partnerships: Family Engagement - How challenged does your child feel in what they learn? YVM: 2022 63% of parents responded positively.	Identify if goal is required based on state or federal requirements, or other guidelines	No
3 Year Performance Goal			
By the 2026 YVM survey results, parents will respond positively 83% that their children will feel challenged in school			
Annual Performance Goals			
Annual Performance Goal Year 1 (2023-24)	By the 2024 YVM survey, parents will respond positively 72% that their children feel challenged at school		
Annual Performance Goal Year 2 (2024-25)	By the 2025 PTA survey, parents will respond positively 79% that their children feel challenged at school		
Annual Performance Goal Year 3 (2025-26)	By the 2026 YVM survey, parents will respond positively 83% that their children feel challenged at school		
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) -			
Action Steps			
Action Steps	Timeline	Responsible & Accountable	Monitoring for Implementation
Action 1 (Welcoming All Families) We will work on advocating for every student to develop a personal learning plan, and connecting families with resources.	Sept- June, ongoing	All staff, administration and gifted resource teacher	Principal & AP will review Checklists of resources and mentoring with Gifted Resource Teacher
Action 2 (Communicating Effectively): Utilize ParentSquare as a tool to support staff engage in proactive, timely, and meaningful two-way communication so that all families can contribute to their child's education. Have Gifted Resource teacher share detailed explanation of the referral process at the October PTA meeting Have Gifted Resource teacher share resources and enrichment within the curriculum available for students at home and in school	Sept- June, ongoing	All staff, administration and gifted resource teacher	Principal & AP will meet with Gifted Resource teacher in advance of meetings to discuss agenda. PTA agendas
Action 3 (Student Success): Provide students enrichment opportunities as a regular part of instruction.	Sept- June, ongoing	All staff, administration and gifted resource teacher	Principal & AP will monitor through classroom observations and walkthroughs
Progress Monitoring			
Strategic Plan Measures (Dropdown) - To determine if goal was achieved	M-P-4- Feedback from participants in school-based family learn	Results of Progress (End of Year)	YVM 2024
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)
	Results from school created parent survey		YVM 2024