

Lake County Schools

# Beverly Shores Elementary School



## 2021-22 Schoolwide Improvement Plan

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# Beverly Shores Elementary School

1108 GRIFFIN RD, Leesburg, FL 34748

<https://bse.lake.k12.fl.us/>

## Demographics

**Principal: Cindy Christidis**

Start Date for this Principal: 6/28/2021

<b>2019-20 Status</b> (per MSID File)	Active
<b>School Type and Grades Served</b> (per MSID File)	Elementary School PK-5
<b>Primary Service Type</b> (per MSID File)	K-12 General Education
<b>2020-21 Title I School</b>	Yes
<b>2020-21 Economically Disadvantaged (FRL) Rate</b> (as reported on Survey 3)	100%
<b>2020-21 ESSA Subgroups Represented</b> (subgroups with 10 or more students) (subgroups below the federal threshold are identified with an asterisk)	Students With Disabilities* English Language Learners Black/African American Students* Hispanic Students Multiracial Students White Students Economically Disadvantaged Students
<b>School Grades History</b>	2018-19: F (31%) 2017-18: D (38%) 2016-17: C (45%)
<b>2019-20 School Improvement (SI) Information*</b>	
<b>SI Region</b>	Central
<b>Regional Executive Director</b>	<a href="#">Lucinda Thompson</a>
<b>Turnaround Option/Cycle</b>	N/A
<b>Year</b>	
<b>Support Tier</b>	
<b>ESSA Status</b>	

\* As defined under Rule 6A-1.099811, Florida Administrative Code. For more information, [click here](#).

## School Board Approval

This plan is pending approval by the Lake County School Board.

## SIP Authority

Section 1001.42(18), Florida Statutes, requires district school boards to annually approve and require implementation of a Schoolwide Improvement Plan (SIP) for each school in the district that has a school grade of D or F. This plan is also a requirement for Targeted Support and Improvement (TS&I) and Comprehensive Support and Improvement (CS&I) schools pursuant to 1008.33 F.S. and the Every Student Succeeds Act (ESSA).

To be designated as TS&I, a school must have one or more ESSA subgroup(s) with a Federal Index below 41%. This plan shall be approved by the district. There are three ways a school can be designated as CS&I:

1. have a school grade of D or F
2. have a graduation rate of 67% or lower
3. have an overall Federal Index below 41%.

For these schools, the SIP shall be approved by the district as well as the Bureau of School Improvement.

The Florida Department of Education (FDOE) SIP template meets all statutory and rule requirements for traditional public schools and incorporates all components required for schools receiving Title I funds. This template is required by State Board of Education Rule 6A-1.099811, Florida Administrative Code, for all non-charter schools with a current grade of D or F, or a graduation rate 67% or less. Districts may opt to require a SIP using a template of its choosing for schools that do not fit the aforementioned conditions. This document was prepared by school and district leadership using the FDOE's school improvement planning web application located at [www.floridacims.org](http://www.floridacims.org).

## Purpose and Outline of the SIP

The SIP is intended to be the primary artifact used by every school with stakeholders to review data, set goals, create an action plan and monitor progress. The Florida Department of Education encourages schools to use the SIP as a "living document" by continually updating, refining and using the plan to guide their work throughout the year. This printed version represents the SIP as of the "Date Modified" listed in the footer.

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## Beverly Shores Elementary School

1108 GRIFFIN RD, Leesburg, FL 34748

<https://bse.lake.k12.fl.us/>

### School Demographics

School Type and Grades Served (per MSID File)	2020-21 Title I School	2020-21 Economically Disadvantaged (FRL) Rate (as reported on Survey 3)
Elementary School PK-5	Yes	100%
Primary Service Type (per MSID File)	Charter School	2018-19 Minority Rate (Reported as Non-white on Survey 2)
K-12 General Education	No	80%

### School Grades History

Year	2020-21	2019-20	2018-19	2017-18
Grade		F	F	D

### School Board Approval

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### SIP Authority

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The Florida Department of Education (FDOE) SIP template meets all statutory and rule requirements for traditional public schools and incorporates all components required for schools receiving Title I funds. This template is required by State Board of Education Rule 6A-1.099811, Florida Administrative Code, for all non-charter schools with a current grade of D or F (see page 4). For schools receiving a grade of A, B, or C, the district may opt to require a SIP using a template of its choosing. This document was prepared by school and district leadership using the FDOE's school improvement planning web application located at

<https://www.floridacims.org>.

### Purpose and Outline of the SIP

The SIP is intended to be the primary artifact used by every school with stakeholders to review data, set goals, create an action plan and monitor progress. The Florida Department of Education encourages schools to use the SIP as a "living document" by continually updating, refining and using the plan to guide their work throughout the year. This printed version represents the SIP as of the "Date Modified" listed in the footer.

## Part I: School Information

### School Mission and Vision

#### **Provide the school's mission statement.**

Our mission is to provide a safe environment that cultivates and develops student skills leading to mastery of rigorous state standards. "We will Build Student Excellence by Finding the Hidden Gift in Each Child".

#### **Provide the school's vision statement.**

Beverly Shores Elementary will be a model school where each and every student will be equipped and prepared for the next level of education at the end of each school year.

### School Leadership Team

#### **Membership**

Identify the name, email address, position title, and job duties/responsibilities for each member of the school leadership team.:

Name	Position Title	Job Duties and Responsibilities
Christidis, Cindy	Principal	<ul style="list-style-type: none"> <li>*To establish a safe and welcoming environment. This attitude enables us to meet the challenges of academic excellence in a positive, fun and nurturing environment.</li> <li>*The function and responsibility is to create a system of supports for both classroom teachers and students according to the intervention design outlined in the MTSS process. All decision making is focused on our school's four goals.</li> <li>*Oversee, evaluate, provide assistance and give meaningful feedback in a timely manner as an instructional leaders for instructional and non-instructional staff.</li> <li>*Maintain compliance with state and federal policies and guide lines.</li> <li>*Provide strategies, interventions, resources for teachers and parents to help their students make the needed gains to be successful.</li> <li>*Oversee data chats of progress monitoring for both academics and behavior.</li> <li>*Secures and track all necessary resources that are needed to support our students so that they can be successful.</li> <li>*Facilitate collaborative team meetings, faculty meeting, leadership meeting</li> <li>*Oversees budgets</li> <li>*Attends and Participates in PTO, SAC</li> <li>*Partner with local community stakeholder</li> <li>*Assisting in the implementation safety plan, safety drills</li> <li>*Learning Walks</li> <li>*Parent Conference</li> <li>* Mentor lowest quartile students</li> </ul>
Werner, Stacia	Assistant Principal	<ul style="list-style-type: none"> <li>• Set the tone for implementing highly effective teaching strategies across all grade levels</li> <li>* Discipline (assist as needed)</li> <li>• Professional Development</li> <li>• District/State Testing Admin.</li> <li>• Hiring (assist as needed)</li> <li>• Safe School/Emergency Plans/Active Shooter</li> <li>• SAI Budget</li> <li>• TQR</li> <li>• TEAM Assessments</li> <li>• Oversee data chats of progress monitoring for both academics and behavior.</li> <li>* Mentor lowest quartile students</li> <li>2nd/3rd/Enrichment Administrator</li> <li>Master Schedule</li> <li>Grants/Budgets</li> </ul>
Cohen, Carolyn	Assistant Principal	<ul style="list-style-type: none"> <li>• Set the tone for implementing highly effective teaching strategies across all grade levels</li> <li>* Discipline (assist as needed)</li> <li>• Professional Development</li> <li>• SIP Coordinator</li> <li>• FTE/Scheduling Admin.</li> <li>• Hiring (assist as needed)</li> </ul>



Name	Position Title	Job Duties and Responsibilities
		<ul style="list-style-type: none"> <li>• Oversee data chats of progress monitoring for both academics and behavior.</li> <li>* Mentor lowest quartile students</li> </ul> 4th/5th Grade Administrator CHAMPS/PBIS Administrator MTSS/EWS Administrator Transportation Administrator FTE Administrator Social Media Administrator
Dopico, Alejandro	Assistant Principal	<ul style="list-style-type: none"> <li>• Set the tone for implementing highly effective teaching strategies across all grade levels</li> <li>* Discipline (assist as needed)</li> <li>• SAC Liaison</li> <li>• Hiring (assist as needed)</li> <li>• TOY-RTOY-SREOY</li> <li>• Safe School/Emergency Plans/Active Shooter</li> <li>• ESE Admin.</li> <li>• TEAM Assessments</li> <li>• Oversee data chats of progress monitoring for both academics and behavior.</li> <li>* Mentor lowest quartile students</li> </ul> PreK - 1st Grade Administrator Safety Health Coordinator Textbook PASS Administrator
Buggs, Semon	Other	<ul style="list-style-type: none"> <li>*Set the tone for implementing highly effective teaching strategies across all grade levels.</li> <li>*Provide coaching and mentoring with standards instructional practices. Support teachers ensuring all instruction is aligned to the standards and that it matches the full intent of the mastery. Collaborate, observe and give meaningful feedback in a timely manner.</li> <li>*Leadership mentoring to the Lowest quartile students.</li> <li>*Monthly Data Chats</li> <li>*Small group instruction</li> <li>*MTSS/Intervention Coach</li> <li>*Literacy Block Coordinator</li> <li>*SIPPS/LLI</li> </ul>
Wright, Ashton	Curriculum Resource Teacher	<ul style="list-style-type: none"> <li>*Set the tone for implementing highly effective teaching strategies across all grade levels.</li> <li>*Provide coaching and mentoring with standards instructional practices. Support teachers ensuring all instruction is aligned to the standards and that it matches the full intent of the mastery. Collaborate, observe and give meaningful feedback in a timely manner. (All coaches)</li> <li>*Leadership mentoring to the Lowest quartile students.(All leadership team)</li> <li>*Monthly Data Chats (All coaches)</li> </ul>

Name	Position Title	Job Duties and Responsibilities
		<ul style="list-style-type: none"> <li>*Monitoring of the Lowest Quartile and providing strategies and support for teachers in increasing student success in Math and ELA/Reading</li> <li>*MTSS Team</li> <li>*Testing Coordinator</li> <li>*Progress Monitoring/Data Collection for Leadership/School</li> <li>*IReady Coordinator</li> </ul>
Williams, Tarhonda	Math Coach	<ul style="list-style-type: none"> <li>*Set the tone for implementing highly effective teaching strategies across all grade levels.</li> <li>*Provide coaching and mentoring with standards instructional practices. Support teachers ensuring all instruction is aligned to the standards and that it matches the full intent of the mastery. Collaborate, observe and give meaningful feedback in a timely manner.</li> <li>*Leadership mentoring to the Lowest quartile students.</li> <li>*Monthly Data Chats</li> <li>*Common Planning Facilitator</li> <li>*MTSS team</li> <li>Acaletics Coordinator K-5/Progress Monitoring for 3-5</li> </ul>
Baker, Thurman	School Counselor	<ul style="list-style-type: none"> <li>*Check in and Check out</li> <li>*Small group social skill lessons</li> <li>*Leadership mentoring to the Lowest quartile students.</li> <li>*Retention</li> <li>*Anti Bully</li> <li>*Red Ribbon Week</li> <li>*Small group and one on one counseling</li> <li>*Working with PASS and Mental Health Liaison</li> </ul>
Montez, Lueverne	Other	<ul style="list-style-type: none"> <li>*Set the tone for implementing highly effective teaching strategies across all grade levels.</li> <li>*Leadership mentoring to the Lowest quartile students.</li> <li>*Monthly Data Chats</li> <li>*MTSS team for behavior</li> <li>*Discipline</li> <li>*EWS Team</li> </ul>
Bledsoe, Laura	Reading Coach	<ul style="list-style-type: none"> <li>*Set the tone for implementing highly effective teaching strategies across all grade levels.</li> <li>*Provide coaching and mentoring with standards-aligned instructional practices. Support teachers ensuring all instruction is aligned to the standards and that it matches the full intent of mastery. Facilitate collaboration, observe and calibrate with other leadership members on trends, and give meaningful feedback to teachers in a timely manner.</li> <li>*Leadership mentoring to the Lowest quartile students.</li> <li>*Monthly Data Chats</li> <li>*Common Planning Facilitator 3-5 ELA</li> <li>*Literacy Night, Superintendent Reading Challenge, Tropicana Speech Contact</li> </ul>

Name	Position Title	Job Duties and Responsibilities
		<ul style="list-style-type: none"> <li>*MTSS Team Member</li> <li>*Progress Monitoring for ELA</li> <li>*Writing Coordinator</li> </ul>
Burch, Gayle	Reading Coach	<ul style="list-style-type: none"> <li>*Set the tone for implementing highly effective teaching strategies across all grade levels.</li> <li>*Provide coaching and mentoring with standards-aligned instructional practices. Support teachers ensuring all instruction is aligned to the standards and that it matches the full intent of mastery. Facilitate collaboration, observe and calibrate with other leadership members on trends, and give meaningful feedback to teachers in a timely manner.</li> <li>*Leadership mentoring to the Lowest quartile students.</li> <li>*Monthly Data Chats</li> <li>*PLCs</li> <li>*Small group instruction</li> <li>*Literacy Night, Superintendent Reading Challenge, Tropicana Speech Contact</li> <li>*MTSS Team Member</li> <li>*I-Ready Testing</li> </ul>
Mills, Jennifer	Math Coach	<ul style="list-style-type: none"> <li>*Set the tone for implementing highly effective teaching strategies across all grade levels.</li> <li>*Provide coaching and mentoring with standards instructional practices. Support teachers ensuring all instruction is aligned to the standards and that it matches the full intent of the mastery. Collaborate, observe and give meaningful feedback in a timely manner.</li> <li>*Leadership mentoring to the Lowest quartile students.</li> <li>*Monthly Data Chats</li> <li>*Common Planning Facilitator Grades K-2</li> <li>*MTSS team</li> <li>Acaletics Co-Coordinator K-5/Progress Monitoring for K-2</li> </ul>
Manning-White, Latoya	Other	<ul style="list-style-type: none"> <li>*Set the tone for implementing highly effective teaching strategies across all grade levels.</li> <li>*Provide coaching and mentoring with standards instructional practices. Support teachers ensuring all instruction is aligned to the standards and that it matches the full intent of the mastery. Collaborate, observe and give meaningful feedback in a timely manner.</li> <li>*Leadership mentoring to the Lowest quartile students.</li> <li>*Monthly Data Chats</li> <li>*Small group instruction</li> <li>*MTSS/Intervention Coach</li> <li>*Literacy Block Co-Coordinator</li> <li>*SIPPS/LLI</li> </ul>
Dancy, Zackery	Other	<ul style="list-style-type: none"> <li>*Check in and Check out</li> <li>*Small group social skill lessons</li> <li>*Leadership mentoring to the Lowest quartile students.</li> </ul>

Name	Position Title	Job Duties and Responsibilities
		<ul style="list-style-type: none"> <li>*Small group and one on one counseling</li> <li>*Working with PASS</li> <li>*Working with Guidance/Potential Specialist</li> <li>*Crisis Team</li> <li>*Threat Assessment Team</li> <li>*MTSS Team</li> <li>*EWS Team</li> </ul>
Lewis, Carolyn	Other	<ul style="list-style-type: none"> <li>*Check in and Check out</li> <li>*Small group social skill lessons</li> <li>*Leadership mentoring to the Lowest quartile students.</li> <li>*Retention</li> <li>*Anti Bully</li> <li>*Red Ribbon Week</li> <li>*Small group and one on one counseling</li> <li>*Working with PASS and Mental Health Liaison</li> </ul>

## Demographic Information

### Principal start date

Monday 6/28/2021, Cindy Christidis

**Number of teachers with a 2019 3-year aggregate or a 1-year Algebra state VAM rating of Highly Effective.** *Note: For UniSIG Supplemental Teacher Allocation, teachers must have at least 10 student assessments.*

3

**Number of teachers with a 2019 3-year aggregate or a 1-year Algebra state VAM rating of Effective.** *Note: For UniSIG Supplemental Teacher Allocation, teachers must have at least 10 student assessments.*

9

**Total number of teacher positions allocated to the school**

30

**Total number of students enrolled at the school**

628

**Identify the number of instructional staff who left the school during the 2020-21 school year.**

21

**Identify the number of instructional staff who joined the school during the 2021-22 school year.**

12

### Demographic Data

## Early Warning Systems

**2021-22**

**The number of students by grade level that exhibit each early warning indicator listed:**

Indicator	Grade Level													Total
	K	1	2	3	4	5	6	7	8	9	10	11	12	
Number of students enrolled	0	63	84	101	109	108	0	0	0	0	0	0	0	465
Attendance below 90 percent	0	29	39	37	43	52	0	0	0	0	0	0	0	200
One or more suspensions	0	10	14	14	25	39	0	0	0	0	0	0	0	102
Course failure in ELA	0	5	1	1	2	1	0	0	0	0	0	0	0	10
Course failure in Math	0	4	1	0	0	0	0	0	0	0	0	0	0	5
Level 1 on 2019 statewide FSA ELA assessment	0	0	0	0	0	20	0	0	0	0	0	0	0	20
Level 1 on 2019 statewide FSA Math assessment	0	0	0	0	0	14	0	0	0	0	0	0	0	14
Number of students with a substantial reading deficiency	0	0	56	74	25	63	0	0	0	0	0	0	0	218

**The number of students with two or more early warning indicators:**

Indicator	Grade Level													Total
	K	1	2	3	4	5	6	7	8	9	10	11	12	
Students with two or more indicators	0	21	33	29	37	60	0	0	0	0	0	0	0	180

**The number of students identified as retainees:**

Indicator	Grade Level													Total
	K	1	2	3	4	5	6	7	8	9	10	11	12	
Retained Students: Current Year	0	0	0	22	0	0	0	0	0	0	0	0	0	22
Students retained two or more times	0	0	0	0	2	3	0	0	0	0	0	0	0	5

**Date this data was collected or last updated**

Friday 6/25/2021

**2020-21 - As Reported****The number of students by grade level that exhibit each early warning indicator:**

Indicator	Grade Level													Total
	K	1	2	3	4	5	6	7	8	9	10	11	12	
Number of students enrolled	1	81	100	122	108	119	0	0	0	0	0	0	0	531
Attendance below 90 percent	1	14	13	21	17	15	0	0	0	0	0	0	0	81
One or more suspensions	0	3	2	5	12	7	0	0	0	0	0	0	0	29
Course failure in ELA	1	2	1	0	1	0	0	0	0	0	0	0	0	5
Course failure in Math	1	2	2	1	1	0	0	0	0	0	0	0	0	7
Level 1 on 2019 statewide ELA assessment	0	0	0	0	0	20	0	0	0	0	0	0	0	20
Level 1 on 2019 statewide Math assessment	0	0	0	0	0	14	0	0	0	0	0	0	0	14
	0	0	0	0	0	0	0	0	0	0	0	0	0	

**The number of students with two or more early warning indicators:**

Indicator	Grade Level													Total
	K	1	2	3	4	5	6	7	8	9	10	11	12	
Students with two or more indicators	4	4	16	36	29	24	0	0	0	0	0	0	0	113

**The number of students identified as retainees:**

Indicator	Grade Level													Total
	K	1	2	3	4	5	6	7	8	9	10	11	12	
Retained Students: Current Year	1	0	0	0	0	0	0	0	0	0	0	0	0	1
Students retained two or more times	0	0	0	3	3	5	0	0	0	0	0	0	0	11

**2020-21 - Updated**

**The number of students by grade level that exhibit each early warning indicator:**

Indicator	Grade Level													Total
	K	1	2	3	4	5	6	7	8	9	10	11	12	
Number of students enrolled	63	84	101	109	108	81	0	0	0	0	0	0	0	546
Attendance below 90 percent	0	14	13	21	17	32	0	0	0	0	0	0	0	97
One or more suspensions	0	3	2	5	12	16	0	0	0	0	0	0	0	38
Course failure in ELA	1	2	1	0	1	1	0	0	0	0	0	0	0	6
Course failure in Math	1	2	2	1	1	0	0	0	0	0	0	0	0	7
Level 1 on 2019 statewide ELA assessment	0	0	0	0	0	20	0	0	0	0	0	0	0	20
Level 1 on 2019 statewide Math assessment	0	0	0	0	0	14	0	0	0	0	0	0	0	14
	0	0	0	0	0	0	0	0	0	0	0	0	0	

**The number of students with two or more early warning indicators:**

Indicator	Grade Level													Total
	K	1	2	3	4	5	6	7	8	9	10	11	12	
Students with two or more indicators	4	4	16	36	29	24	0	0	0	0	0	0	0	113

#### The number of students identified as retainees:

Indicator	Grade Level													Total
	K	1	2	3	4	5	6	7	8	9	10	11	12	
Retained Students: Current Year	0	0	0	22	0	0	0	0	0	0	0	0	0	22
Students retained two or more times	0	0	0	0	2	3	0	0	0	0	0	0	0	5

## Part II: Needs Assessment/Analysis

### School Data Review

Please note that the district and state averages shown here represent the averages for similar school types (elementary, middle, high school, or combination schools).

School Grade Component	2021			2019			2018		
	School	District	State	School	District	State	School	District	State
ELA Achievement				28%	58%	57%	39%	59%	56%
ELA Learning Gains				41%	57%	58%	44%	54%	55%
ELA Lowest 25th Percentile				41%	49%	53%	50%	46%	48%
Math Achievement				26%	60%	63%	36%	63%	62%
Math Learning Gains				27%	56%	62%	35%	54%	59%
Math Lowest 25th Percentile				23%	39%	51%	28%	41%	47%
Science Achievement				30%	54%	53%	34%	55%	55%

### Grade Level Data Review - State Assessments

**NOTE: This data is raw data and includes ALL students who tested at the school. This is not school grade data.**

ELA						
Grade	Year	School	District	School-District Comparison	State	School-State Comparison
03	2021					
	2019	27%	60%	-33%	58%	-31%
Cohort Comparison						
04	2021					
	2019	28%	60%	-32%	58%	-30%
Cohort Comparison		-27%				
05	2021					
	2019	33%	59%	-26%	56%	-23%
Cohort Comparison		-28%				

MATH						
Grade	Year	School	District	School-District Comparison	State	School-State Comparison
03	2021					
	2019	34%	62%	-28%	62%	-28%
Cohort Comparison						
04	2021					
	2019	31%	61%	-30%	64%	-33%
Cohort Comparison		-34%				
05	2021					
	2019	14%	57%	-43%	60%	-46%
Cohort Comparison		-31%				

SCIENCE						
Grade	Year	School	District	School-District Comparison	State	School-State Comparison
05	2021					
	2019	30%	56%	-26%	53%	-23%
Cohort Comparison						

### Grade Level Data Review - Progress Monitoring Assessments

**Provide the progress monitoring tool(s) by grade level used to compile the below data.**

Progress monitoring of English Language Arts and Math is conducted using the i-Ready program.  
Progress monitoring of Science is conducted using quarterly district Lake Standards Assessments.

Grade 1				
English Language Arts	Number/% Proficiency	Fall	Winter	Spring
	All Students	16/19%	22/26%	41/49%
	Economically Disadvantaged	16/19%	22/26%	41/49%
	Students With Disabilities	4/26%	3/19%	5/31%
	English Language Learners	0	0	3/50%
Mathematics	Number/% Proficiency	Fall	Winter	Spring
	All Students	5/6%	19/23%	42/50%
	Economically Disadvantaged	5/6%	19/23%	42/50%
	Students With Disabilities	3/19%	2/13%	6/38%
	English Language Learners	0	0	2/33%



Grade 2				
	Number/% Proficiency	Fall	Winter	Spring
English Language Arts	All Students	26/26%	42/42%	54/54%
	Economically Disadvantaged	26/26%	42/42%	54/54%
	Students With Disabilities	0	2/17%	2/17%
	English Language Learners	3/38%	3/38%	3/38%
	Number/% Proficiency	Fall	Winter	Spring
Mathematics	All Students	16/19%	22/26%	41/50%
	Economically Disadvantaged	16/19%	22/26%	41/50%
	Students With Disabilities	0	2/17%	2/17%
	English Language Learners	3/38%	3/38%	2/25%
	Number/% Proficiency	Fall	Winter	Spring
Grade 3				
	Number/% Proficiency	Fall	Winter	Spring
English Language Arts	All Students	45/42%	95/87%	68/62%
	Economically Disadvantaged	45/42%	95/87%	68/62%
	Students With Disabilities	7/32%	14/64%	14/64%
	English Language Learners	1/7%	0	4/29%
	Number/% Proficiency	Fall	Winter	Spring
Mathematics	All Students	26/24%	39/36%	0
	Economically Disadvantaged	26/24%	39/36%	0
	Students With Disabilities	4/18%	10/46%	0
	English Language Learners	1/14%	7/88%	0
	Number/% Proficiency	Fall	Winter	Spring

Grade 4				
	Number/% Proficiency	Fall	Winter	Spring
English Language Arts	All Students	25/23%	20/20%	0
	Economically Disadvantaged	25/23%	20/20%	0
	Students With Disabilities	3/12%	2/8%	0
	English Language Learners	2/25%	0/0	0
	Number/% Proficiency	Fall	Winter	Spring
Mathematics	All Students	28/26%	23/22%	0
	Economically Disadvantaged	28/26%	23/22%	0
	Students With Disabilities	3/12%	2/8%	0
	English Language Learners	2/25%	0/0	0
	Number/% Proficiency	Fall	Winter	Spring
Grade 5				
	Number/% Proficiency	Fall	Winter	Spring
English Language Arts	All Students	24/29%	22/28%	0
	Economically Disadvantaged	24/29%	22/28%	0
	Students With Disabilities	2/10%	1/5%	0
	English Language Learners	3/38%	0/0	0
	Number/% Proficiency	Fall	Winter	Spring
Mathematics	All Students	21/25%	21/26%	0
	Economically Disadvantaged	21/25%	21/26%	0
	Students With Disabilities	3/15%	1/5%	0
	English Language Learners	2/25%	0	0
	Number/% Proficiency	Fall	Winter	Spring
Science	All Students	47/58%	44/55%	41/50%
	Economically Disadvantaged	47/58%	44/55%	41/50%
	Students With Disabilities	12/52%	14/67%	8/39%
	English Language Learners	4/50%	3/38%	3/38%
	Number/% Proficiency	Fall	Winter	Spring

**Subgroup Data Review**

<b>2021 SCHOOL GRADE COMPONENTS BY SUBGROUPS</b>											
<b>Subgroups</b>	<b>ELA Ach.</b>	<b>ELA LG</b>	<b>ELA LG L25%</b>	<b>Math Ach.</b>	<b>Math LG</b>	<b>Math LG L25%</b>	<b>Sci Ach.</b>	<b>SS Ach.</b>	<b>MS Accel.</b>	<b>Grad Rate 2019-20</b>	<b>C &amp; C Accel 2019-20</b>
SWD	17	35		32	56		29				
ELL	14			34							
BLK	21	40	25	33	49	31	39				
HSP	22			42							
MUL	50			37							
WHT	47	41		52	71		47				
FRL	25	42	24	36	63	53	35				
<b>2019 SCHOOL GRADE COMPONENTS BY SUBGROUPS</b>											
<b>Subgroups</b>	<b>ELA Ach.</b>	<b>ELA LG</b>	<b>ELA LG L25%</b>	<b>Math Ach.</b>	<b>Math LG</b>	<b>Math LG L25%</b>	<b>Sci Ach.</b>	<b>SS Ach.</b>	<b>MS Accel.</b>	<b>Grad Rate 2017-18</b>	<b>C &amp; C Accel 2017-18</b>
SWD	11	15	15	20	25	29	8				
ELL	28	41	27	33	31		18				
BLK	20	35	45	16	15	14	22				
HSP	34	49	43	31	33	45	37				
MUL	45	50		30	20						
WHT	35	39		40	45		36				
FRL	25	42	47	23	25	24	27				
<b>2018 SCHOOL GRADE COMPONENTS BY SUBGROUPS</b>											
<b>Subgroups</b>	<b>ELA Ach.</b>	<b>ELA LG</b>	<b>ELA LG L25%</b>	<b>Math Ach.</b>	<b>Math LG</b>	<b>Math LG L25%</b>	<b>Sci Ach.</b>	<b>SS Ach.</b>	<b>MS Accel.</b>	<b>Grad Rate 2016-17</b>	<b>C &amp; C Accel 2016-17</b>
SWD	21	40	52	10	30	36	7				
ELL	23	50		33	31						
BLK	31	41	50	27	33	27	24				
HSP	35	47		36	34						
MUL	31	20		33							
WHT	58	51	40	51	41	45	48				
FRL	36	43	50	33	34	28	30				

**ESSA Data Review**

This data has been updated for the 2021-22 school year as of 10/19/2021.

<b>ESSA Federal Index</b>	
ESSA Category (TS&I or CS&I)	
OVERALL Federal Index – All Students	43
OVERALL Federal Index Below 41% All Students	NO
Total Number of Subgroups Missing the Target	5
Progress of English Language Learners in Achieving English Language Proficiency	43
Total Points Earned for the Federal Index	340

ESSA Federal Index	
Total Components for the Federal Index	8
Percent Tested	99%
Subgroup Data	
Students With Disabilities	
Federal Index - Students With Disabilities	34
Students With Disabilities Subgroup Below 41% in the Current Year?	YES
Number of Consecutive Years Students With Disabilities Subgroup Below 32%	
English Language Learners	
Federal Index - English Language Learners	30
English Language Learners Subgroup Below 41% in the Current Year?	YES
Number of Consecutive Years English Language Learners Subgroup Below 32%	
Native American Students	
Federal Index - Native American Students	
Native American Students Subgroup Below 41% in the Current Year?	N/A
Number of Consecutive Years Native American Students Subgroup Below 32%	
Asian Students	
Federal Index - Asian Students	
Asian Students Subgroup Below 41% in the Current Year?	N/A
Number of Consecutive Years Asian Students Subgroup Below 32%	
Black/African American Students	
Federal Index - Black/African American Students	34
Black/African American Students Subgroup Below 41% in the Current Year?	YES
Number of Consecutive Years Black/African American Students Subgroup Below 32%	
Hispanic Students	
Federal Index - Hispanic Students	36
Hispanic Students Subgroup Below 41% in the Current Year?	YES
Number of Consecutive Years Hispanic Students Subgroup Below 32%	
Multiracial Students	
Federal Index - Multiracial Students	44
Multiracial Students Subgroup Below 41% in the Current Year?	NO

Multiracial Students	
Number of Consecutive Years Multiracial Students Subgroup Below 32%	
Pacific Islander Students	
Federal Index - Pacific Islander Students	
Pacific Islander Students Subgroup Below 41% in the Current Year?	N/A
Number of Consecutive Years Pacific Islander Students Subgroup Below 32%	
White Students	
Federal Index - White Students	52
White Students Subgroup Below 41% in the Current Year?	NO
Number of Consecutive Years White Students Subgroup Below 32%	
Economically Disadvantaged Students	
Federal Index - Economically Disadvantaged Students	40
Economically Disadvantaged Students Subgroup Below 41% in the Current Year?	YES
Number of Consecutive Years Economically Disadvantaged Students Subgroup Below 32%	

## Analysis

### Data Analysis

Answer the following analysis questions using the progress monitoring data and state assessment data, if applicable.

#### What trends emerge across grade levels, subgroups and core content areas?

Math---The Overall Placement data shows a need for a stronger foundation in number sense in grades K-2. The majority of students aren't gaining a deep understanding of number sense and are in the concrete and representational stages. This is apparent in grades 3-5 with Measurement/Data and Geometry. Students show a gap in critical thinking needed for abstract learning. More students fall into Tier 3 showing a two year or more deficit. The Overall Placement for each grade indicates a minimal achievement gap with our subgroups in grades K-2. It increases significantly in 3rd grade, indicating a need for early intervention in math.

ELA---A trend that appears in grades K-5 is a need for improvement with vocabulary, phonics and comprehension. Fourth and fifth grades show the greatest need for comprehension in literature and informational text. A decrease from grade level to grade level in vocabulary is indicated by the Overall Placement. A significant increase in the achievement gap starts occurring in 3rd grade. This indicates a need for early intervention in reading.

#### What data components, based off progress monitoring and 2019 state assessments, demonstrate the greatest need for improvement?

The data component that showed the greatest gap compared to the state average was 5th grade Math overall proficiency. The state average was 60% proficiency and Beverly Shores scored a 14%. All data components related to math achievement and learning gains fell significantly below both

district and state averages. This was also a decrease from the previous year's scores for the overall school.

The data component that showed the lowest performance on the 2018-2019 FSA was the math lowest quartile with 23% proficiency. The prior year the lowest quartile scored 28% proficiency, demonstrating a decrease in performance.

i-Ready indicates the strands in greatest need for improvement are Measurement/Data and Geometry for grades 1-5. Kindergarten shows a need for improvement with Algebra and Algebraic Thinking.

**What were the contributing factors to this need for improvement? What new actions would need to be taken to address this need for improvement?**

The data component that showed the greatest gap compared to the state average was 5th grade Math overall proficiency. The state average was 60% proficiency and Beverly Shores scored a 14%. All data components related to math achievement and learning gains fell significantly below both district and state averages. This was also a decrease from the previous year's scores for the overall school. The school was not fully staffed with certified teachers at the start of the school year and experienced turnover throughout the year after those positions were later filled. Many of the teachers on the grade level required and received extra support on instructional practices and lesson planning, provided by instructional coaches and district specialists.

New actions we will take this year include: having a full staff and not pulling coaches to cover classes; provide coaches to teachers to observe, give feedback, model and push in with students; provide math and reading remediation for Tier 2/3 students; provide another layer of intervention with Acaletics giving a spiral exposure/practice with all standards by Winter Break.

**What data components, based off progress monitoring and 2019 state assessments, showed the most improvement?**

The data component that showed the most improvement on FSA was the 4th grade overall math proficiency from 30% to 31%.

i-Ready indicates the most improvement in comprehension with informational text in grades K-5. Grades K-2 also show the most improvement in vocabulary and phonics.

**What were the contributing factors to this improvement? What new actions did your school take in this area?**

The implementation of coach led common planning twice a week allowing teachers to collaborate and learn from one another gave teachers an opportunity to practice strategies they discussed in common planning. Power point instruction gave a structure to teachers implementing the instructional framework while providing pacing, standards aligned tasks, and effective teaching strategies.

New actions we took to impact learning: LLI in grades 3-5 (focusing on gap standards) as well as reading remediation providing an extra layer of support on grade level expectations. In grades K-2 the Reading Coach provided constant modeling and coaching on expectations. Vocabulary words were posted so students could refer back to them and use them in writing and instruction.

**What strategies will need to be implemented in order to accelerate learning?**

The strategies that will be implemented in order to accelerate learning are:

1. Consistent evaluation and adjustments to school-wide systems and accountability.
2. Focus on standards-aligned "Instructional Delivery".
3. Early warning signs for both academic and behavioral concerns are proactively reduced as well as monitored and acted upon by the EWS team.

4. Remediation/Interventions
5. Professional Development
6. Teacher Induction Program
7. PBIS - classroom and on-campus behavior support and reward systems
8. Coaching, modeling and providing effective feedback

**Based on the contributing factors and strategies identified to accelerate learning, describe the professional development opportunities that will be provided at the school to support teachers and leaders.**

The professional development (PD) opportunities that will be provided to teachers to accelerate learning include training on the newly adopted Reading and ELA materials, continued training throughout the year on the new BEST Standards, Acaletics, i-Ready, and new teacher support. The PD provided to leadership include regular district coach trainings and Principal/AP Learning Walks.

**Provide a description of the additional services that will be implemented to ensure sustainability of improvement in the next year and beyond.**

1. New teacher training and coaching/mentoring in order to help our teachers close our student achievement gap and to help teachers improve on the quality and effectiveness of their instruction.
2. Common planning twice per week in order to collaborate and share student work and result-driven instruction.
3. Wondrous Wednesdays will be set in place in order to give teachers an opportunity to have more time problem solving with the MTSS team regarding their students, to look at student data and determine instructional next steps, and receive professional learning on effective strategies for instruction.
4. 3 APs that will focus on two grade levels providing an extra layer of support with academic instruction and provide behavioral strategies to help teachers with classroom management procedures.

## Part III: Planning for Improvement

### Areas of Focus:



**#1. Instructional Practice specifically relating to Standards-aligned Instruction****Area of Focus  
Description  
and  
Rationale:**

This area of focus was identified as a critical need through the low student proficiency rates in math, ELA, and/or science along with the low number of effective or highly effective teachers employed. By increasing students' access to standards-aligned instruction and effective teaching strategies, we will increase student proficiency in core content areas. By increasing teachers' capacity to prepare and deliver standards-aligned instruction that is aligned to our district instructional framework, we will increase the number of effective or highly effective teachers. There is an expectation that standards-aligned highly effective lessons will be created by a collaborative team of grade-level and/or content area teachers with their coach and overseen by their administrator in common planning twice a week. The same team plans pacing of lessons and common assessments then discusses student progress and next steps as a PLC during Wondrous Wednesday meetings. There will be a focus on instruction that aligns to the district instructional framework, with an emphasis on Independent Learning, the most important goal of good instruction. Ensuring students practice and apply skills and information in new ways independently with timely, specific feedback from teachers will increase student efficacy and proficiency.

**Measurable Outcome:**

By focusing on this area, we expect to see increases in student proficiency in all core content areas and across all grade levels and subgroups. Our goal is to increase the proficiency rate to at least 50% across the board. We expect to see teacher capacity increase as evidenced by growth shown in learning walk data, teacher evaluation data, and feedback from our capacity-building partners from the district and state.

**Monitoring:**

Standards-aligned instruction will be monitored by the administration through common planning observations, PLC discussions, learning walk data, and progress monitoring assessments. Teacher capacity building will be monitored by the administration through learning walk data, teacher evaluation data, progress monitoring data, district learning walk data, feedback from coaches, and feedback from our capacity-building partners from the district and state.

**Person responsible for monitoring outcome:**

Cindy Christidis (christidisc@lake.k12.fl.us)

**Evidence-based Strategy:**

We will be utilizing collaborative planning twice each week, facilitated by grade level assigned instructional coaches, and monitored by the administration. We will be implementing Wondrous Wednesdays, a day of MTSS and grade-level PLC, on a six-week rotation. This gives an opportunity for teachers and coaches to work collaboratively to examine student work and data; improve pedagogy; and create standards-aligned lessons, remediation, and acceleration. Instructional Coaches will also be using the learning walk data to determine areas of growth and provide ongoing supports of the coaching/feedback cycle.

**Rationale for Evidence-based Strategy:**

By implementing, monitoring, and supporting common planning two times a week, in addition to the Wondrous Wednesday, teachers and coaches will work collaboratively to create lessons and tasks that are standards-aligned, use research-based instructional practices aligned with the District Instructional Framework, and address the needs of all of our students. Teachers will use a uniform approach to the delivery of common lessons and academic strategies that will increase student achievement. Common assessments will be given to monitor progress toward mastery of the standards. By using data analysis of assessments, we will be able to identify and remediate any student areas of deficiency with those standards. In addition, acceleration lessons will be provided to students who have mastered those standards. Through the effective use of leadership utilizing learning walks



and supporting teaching and learning, teacher delivery and effectiveness will increase, which will result in improved academic achievement through all grade levels.

### Action Steps to Implement

To support teachers in their standards-aligned instructional practice, coaches will work closely with teachers in common planning and in the classroom. The instructional coaches include: K-2 Math Coach Mills, 3-5 Math Coach Williams, 3-5 Literacy Coach Bledsoe and Curriculum Resource Teacher Wright. By having coaches with grade-level and subject area expertise, we will be able to increase the amount of teacher support around instructional delivery, resulting in higher student achievement. Two additional assistant principals were hired to enable the administration to closely monitor coaches weekly. Each assistant principal is responsible for monitoring two grade levels: AP Dopico PreK-1; AP Werner 2-3; and AP Cohen 4-5.

**Person Responsible** Cindy Christidis (christidisc@lake.k12.fl.us)

Use the Florida Ready MAFS and LAFS textbooks in grades 2-5 to provide rigor and increased student stamina of standards-based tasks and question-types that are FSA-aligned.

**Person Responsible** Cindy Christidis (christidisc@lake.k12.fl.us)

Implement a Wonderous Wednesday in which teachers and coaches will have the opportunity every six weeks to have a full day dedicated to improving their instructional practice through collaboration as a PLC while students are attending enrichment with the specials teachers.

**Person Responsible** Cindy Christidis (christidisc@lake.k12.fl.us)

To improve the reading and ELA instruction, grades K-2 will be trained and supported in the new B.E.S.T. ELA standards and the new curriculum adoption. Fun-dations and Wit & Wisdom will be used for core ELA instruction as well as for remediation in small group instruction.

**Person Responsible** Cindy Christidis (christidisc@lake.k12.fl.us)

To improve the reading and ELA instruction, a standards alignment crosswalk will be created of the new B.E.S.T. ELA standards as compared to the tested LAFS standards. The newly-adopted Wit and Wisdom ELA curriculum will be checked for alignment to the tested LAFS standards and used for core instruction as much as possible. The LAFS-aligned lessons will be designed collaboratively by teachers and coaches with the supervision of the administrator in common planning which is held twice a week.

**Person Responsible** Cindy Christidis (christidisc@lake.k12.fl.us)

To increase teacher capacity and ensure standards-alignment of the fifth-grade science standards, teachers and coaches will collaboratively design lessons aligned to the NGSS standards supplemented by J & J Science Bootcamp and Study Island.

**Person Responsible** Cindy Christidis (christidisc@lake.k12.fl.us)

To increase teacher capacity and ensure standards-aligned instruction with appropriate pacing, collaborative Writing Teams consisting of coaches and teachers will meet to pre-plan lessons in Math and ELA .

**Person Responsible** Cindy Christidis (christidisc@lake.k12.fl.us)

To increase the instructional practice, a collaborative administration team will meet over the summer with a focus on teacher capacity-building. They will plan the upcoming years' teacher responsibilities and

expectations that will be presented to the teachers during Teacher Bootcamp week. They will also work on a professional development plan.

**Person Responsible** Cindy Christidis (christidisc@lake.k12.fl.us)

Ongoing professional development will be offered for i-Ready that will be used to supplement ELA and Math instruction and as a progress monitoring tool.

**Person Responsible** Cindy Christidis (christidisc@lake.k12.fl.us)

Professional development will be offered in the optimal use of the ALEKS math program that will provide remediation and acceleration.

**Person Responsible** Cindy Christidis (christidisc@lake.k12.fl.us)

To improve standards-aligned writing instruction, teachers will be trained in the use of Core Connections to supplement writing instruction in grades 4-5.

**Person Responsible** Cindy Christidis (christidisc@lake.k12.fl.us)

To improve math instruction, professional development of the newly implemented Acaletics math program will be provided to teachers in K-5. The program will be used to supplement the math core instruction. The program will be implemented during "Math Club" which occurs during the first 30-minute of each math block. Performance goals will be set, data will be tracked, and student success will be celebrated.

**Person Responsible** Cindy Christidis (christidisc@lake.k12.fl.us)

To improve reading and ELA instruction, ongoing professional development will be offered to build capacity in the implementation of the new B.E.S.T. standards and the new curriculum of Fun-dations and Wit & Wisdom while not losing the rigor and integrity of the LAFS standards in the tested grades of 3-5.

**Person Responsible** [no one identified]

**#2. Culture & Environment specifically relating to Early Warning Systems**

<b>Area of Focus Description and Rationale:</b>	<p>This area of focus was identified as a critical need because of the high number of our students who exhibit early warning signs. The percentage of students who exhibit more than one early warning sign is 46%. The only grade above the mean is fifth grade with 56%. During the 2020-21 school year, the number of students who had attendance less than 90% increased from the previous year from 15% to 43% which can partially be attributed to the pandemic. However, the number of students who were suspended more than once increased from 5% to 22%. In the 2019-20 school year, fourth grade students had the most students with one or more suspensions at 11%, but that cohort of students increased in the number of students with one or more suspensions to 36%. The current fourth grade students are the next concerning group with 23%. Our students also have a high rate of substantial reading deficiency at 47%, and third grade has the highest at 73%, followed by second grade with 67%, and fifth grade with 58%. These are all critical needs that will be focused on this year. With high expectations, faculty and staff will find the "hidden gem" and foster positive relationships with students, families, and community members that will cultivate a school culture and climate that strengthens collective efficacy and collective responsibility, strengthens teacher and student self-efficacy, and welcomes and engages students and families in learning. Recruiting and retaining highly qualified and effective staff will improve attendance, decrease behavior problems, increase proficiency in ELA and Math, and reduce the number of students who are reading deficient.</p>
<b>Measurable Outcome:</b>	<p>By focusing on Early Warning Signs, we expect to see a decrease in the number of students who are attending less than 90% of school from 43% to less than 10%. We expect to see a decrease in the number of students with suspensions decrease from 22% to less than 5%. Students with a substantial reading deficiency will decrease from 47% to less than 20%.</p>
<b>Monitoring:</b>	<p>The EWS team will monitor student out-of-school suspensions, grades and attendance daily/weekly/monthly during weekly team meetings, providing feedback to classroom teachers and the administration. Teachers turn in a parent contact log for students who have excessive absences for follow-up by the school social worker. The MTSS team will meet with each grade level on a six-week rotation to discuss student progress and needs. The administration will conduct quarterly data chats with teachers to monitor student performance and concerns. The leadership and administration will conduct regular, weekly learning walks to monitor the implemented programs' progress and teacher instructional practices around the campus. The Sanford Harmony curriculum and Restorative Practices will be implemented and monitored by the Social/Emotional Learning Team including the Mental Health Liaison and Guidance Counselor.</p>
<b>Person responsible for monitoring outcome:</b>	<p>Carolyn Cohen (cohenc@lake.k12.fl.us)</p>
<b>Evidence-based Strategy:</b>	<p>The school will engage families and community partners to be involved in the school activities. A PBIS system will be implemented to improve student behavior and increase academic engagement. The Sanford Harmony curriculum along with Restorative Practices to improve classroom communities. Suspensions will be In-school with the PASS teacher who will conduct restorative lessons and ensure academic instruction is not lost will be assigned as an alternative to out-of-school suspension. Home visits will be conducted by the Potential Specialist, Family School Liaison, and the district social worker to help with communication and attendance concerns. The EWS team will monitor student out-of-school suspensions, grades and attendance daily/weekly/monthly during weekly team</p>

meetings, providing feedback to classroom teachers and the administration. A Behavior Threat Assessment (BTA) team will meet monthly to monitor school safety concerns

**Rationale  
for  
Evidence-  
based  
Strategy:**

By actively engaging families and community members to become productive members of our school community, students will be more academically and socially committed to their education. By incorporating the curriculum for Sanford Harmony and the use of Restorative Practices, teachers and students will be empowered with the ability to communicate, cooperate, connect and resolve conflict, resulting in higher student engagement in learning and self-efficacy, increase student attendance, and decrease discipline problems and/or classroom disruptions while creating an environment of safety and belonging to a collective community. Both Sanford Harmony and Restorative Practices will be key parts of the PASS room and curriculum as a means for attending to students' social/emotional needs. A BTA team will be proactive in providing needed support to students in an effort to prevent escalation of issues. By engaging families and community members in school activities, we expect to build positive relationships among all stakeholders which will increase collective and student efficacy, student attendance, and success for all.

### Action Steps to Implement

On-going professional development will be provided by the district and school-based trainers on the Sanford Harmony Curriculum and strategies, as well as how to use Restorative Practices as a means for creating and maintaining a positive classroom environment and culture. The EWS team will use the learning walk tool for ongoing implementation, support and assessment.

**Person Responsible** Carolyn Cohen (cohenc@lake.k12.fl.us)

The school will engage families and community members and host monthly family nights to increase opportunities for students and families to engage in fun learning activities that boost collective efficacy and build positive relationships among all stakeholders. By engaging families in their students' education, we will increase parental involvement which will increase student academic success and improve attendance and behavior.

**Person Responsible** Stacia Werner (werner1@lake.k12.fl.us)

A comprehensive PBIS system will be implemented, monitored, and supported to proactively decrease discipline incidents and classroom disruptions which will increase safety, academic engagement, and academic success. Teachers will use strategies to proactively prevent discipline issues and have a system in place to handle minor infractions which will reduce the number of referrals. A PBIS committee will meet monthly to monitor and collaborate on needed adaptations.

**Person Responsible** Carolyn Cohen (cohenc@lake.k12.fl.us)

Create an alternative to out-of-school suspensions by providing a PASS teacher who will conduct lessons using Sanford Harmony and Restorative Practices in addition to providing academic supports and acceleration. By providing ISS as an alternative to OSS, students will still receive academic support which will ensure students do not fall behind and improve students' academic success.

**Person Responsible** Carolyn Cohen (cohenc@lake.k12.fl.us)

Create an EWS team of Potential Specialists, Guidance counselors, Family School Liaison, Mental Health Liaison, social worker, and administration who will work together to identify students with early warning signs and provide appropriate support. To strengthen collective efficacy, teachers will contact parents/guardians with attendance concerns and complete weekly attendance logs that get turned into the EWS team for monitoring and follow-up to prevent the increase in absences. When students have missed 20 or more days of school, home visits will be conducted by the Potential Specialist, Family School Liaison, and

the district social worker. The EWS team will provide weekly updates to Assistant Principal Cohen for monitoring and support.

**Person Responsible** Carolyn Cohen (cohenc@lake.k12.fl.us)

Provide a Family School Liaison (FSL) who will communicate with families to determine needs and provide ongoing support for students and families to set them up for academic success and increased school attendance and strengthen collective efficacy. The FSL will meet weekly with AP Cohen for monitoring and support.

**Person Responsible** Carolyn Cohen (cohenc@lake.k12.fl.us)

Create a Behavior Threat Analysis (BTA) team that consists of the administration, Potential Specialists, School Resource Officer, school psychologist, social worker, Mental Health Liaison, and guidance counselor will meet monthly to address school safety. Assistant Principal Werner will monitor and support the team.

**Person Responsible** Stacia Werner (werners1@lake.k12.fl.us)

Create a Social Emotional Learning (SEL) team that consists of Guidance, Potential Specialist, and the Mental Health Liaison who will implement a social-emotional learning plan with a goal of providing a structure for classroom communities to build positive cultures and climates to improve attendance rates and improve student-student and student-teacher relationships. They will train teachers in the use of Restorative Practices and Sanford Harmony lessons. This will improve the ability of teachers to proactively build positive classroom cultures with morning meetings and discussions to resolve conflict. The SEL team will provide ongoing training and support in classrooms. The PASS teacher will provide lessons to students assigned In-school-suspension. The administration will monitor through learning walk data and support in staff meetings.

**Person Responsible** Carolyn Cohen (cohenc@lake.k12.fl.us)

**#3. Instructional Practice specifically relating to Differentiation****Area of Focus Description and Rationale:**

Based on the ESSA subgroups that are all below 41% proficient in both ELA and Math, Differentiation was identified as one of our most critical areas of focus. Differentiation was identified because all subgroups except Multi-racial in ELA and White in Math were all below 41%, and it will meet the needs of our bottom quartile. Differentiation will improve learning and success for all by ensuring instruction is designed and tailored to meet the needs of each individual student based on a needs assessment that is monitored before, during, and after instruction to determine the effectiveness of delivery of the lesson. Students would then receive needed remediation, intervention, or acceleration at different phases of their learning. This area of focus will ensure growth for each individual student that will develop into proficiency and beyond.

**Measurable Outcome:**

By focusing on differentiation, we expect to see learning gains for all students in ELA and Math. Proficiency in ELA and Math will increase in all subgroups, the number of Level 1 students will decrease from about 15% to less than 5%, and the number of Level 4 and 5 students will increase as evidenced by the Florida State Assessments. We expect to see student proficiency in ELA, Math, and Science increase in every subgroup to more than 50% proficient by Spring, as evidenced by i-Ready Math and Reading scores and district Lake Standards Assessments.

**Monitoring:**

Learning walk data, i-Ready data, LLI assessments, grade level lessons, grade level common assessments, Acaletics math mastery, Top Score writing performance, and district quarterly assessments will be utilized to monitor the progress of all students in ELA and Math toward the goal of increasing proficiency to at least 50% in each subgroup. All strategies will be monitored through: weekly learning walks by the administration and leadership; analysis of the progress monitoring data weekly by interventionists and monthly by the administration; and quarterly data chats with teachers, leadership, and the administration, and MTSS meetings on a six-week rotation.

**Person responsible for monitoring outcome:**

Carolyn Cohen (cohenc@lake.k12.fl.us)

**Evidence-based Strategy:**

The SIPPS program and/or Foundations will be implemented, monitored, and supported in grades K-3 to increase mastery of foundational reading skills to at least 50%. The LLI program will be implemented, monitored, and supported in grades 2-5 to increase reading fluency and comprehension to at least 50%. Differentiated small group instruction will be used to increase the proficiency of our striving students' performance in reading and mathematics to at least 50%. After-school tutoring will be offered to students as an additional intervention.

**Rationale for Evidence-based Strategy:**

By implementing, monitoring, and supporting SIPPS, Foundations, LLI, reading remediation small groups, and math remediation small groups, there will be an increase of proficiency in both ELA and Math with a target of at least 50%. SIPPS is a research-based program proven to help both new and struggling readers build foundational skills and confidence for fluent, independent reading. Foundations is the newly-adopted research-based reading foundations program. LLI is a proven research-based reading program that has a track record of showing two years of student growth within one school year. Small group instruction based on individual student needs in support of the core content is a best practice of differentiation. The research-based resources used during small group instruction and/or tutoring may include Ready Florida LAFS/MAFS, Performance Coach, J & J Math Bootcamp, and/or ALEKS.

**Action Steps to Implement**



Implementation, monitoring, and supporting of SIPPS in classrooms K-3 as a means of increasing student foundational reading skills. Implementation, monitoring, and supporting of Foundations Interventions in classrooms as a means of improving student performance in phonemic awareness, decoding, phonics, fluency, and vocabulary. Interventionists are responsible for the implementation of the program, supporting /training teachers, monitoring the student progress and program fidelity. Interventionists will analyze the student data and report the progress and trends to the administration monthly.

**Person Responsible** Carolyn Cohen (cohenc@lake.k12.fl.us)

Implementation, monitoring, and supporting of LLI in grades 2-5 as a means of building foundational skills and confidence for fluent, independent reading with comprehension. Interventionists are responsible for the implementation of the program, training/supporting teachers' assistants, monitoring student progress and program fidelity. Interventionists will conduct weekly learning walks to ensure fidelity of implementation. They will analyze the student progress monitoring data weekly and report the progress and trends to the administration monthly.

**Person Responsible** Carolyn Cohen (cohenc@lake.k12.fl.us)

Interventionists oversee the Reading Interventionist teacher and the Math Remediation teacher who conduct small group instruction for students targeted for needing additional support in the core content. Interventionists are responsible for the implementation of the program, coaching of the remediation teachers, and monitoring of student progress. Interventionists will conduct weekly learning walks to ensure fidelity of implementation. They will analyze the student progress monitoring data weekly and report the progress and trends to the administration monthly.

**Person Responsible** Carolyn Cohen (cohenc@lake.k12.fl.us)

Small group instruction time is built into the daily classroom schedule for both ELA and Math to ensure students are receiving targeted and timely remediation. A reading remediation teacher will provide small group instruction in grades 4-5 during the small-group instruction time; a math remediation teacher will similarly provide small-group instruction for grades 3-5. Teacher assistants will be used to assist the students and classroom teachers during this time. The students will be monitored and tracked using progress monitoring data and subject area grades. The MTSS team, teachers, and an assistant principal meet every six weeks to review student data and progress and discuss the next steps.

**Person Responsible** Cindy Christidis (christidisc@lake.k12.fl.us)

A Potential Specialist will oversee students for Early Warning Signs (EWS). He/she will provide support for teachers in monitoring the EWS related to individual student success and progress. He/she will report the progress and trends to the Assistant Principal weekly.

**Person Responsible** Carolyn Cohen (cohenc@lake.k12.fl.us)

Tutoring will be offered to students who are not proficient in Math and/or ELA. Pre- and post-assessments will be given and reviewed by the administration. Learning walks will be conducted by leadership and the administration to monitor instruction and progress.

**Person Responsible** Carolyn Cohen (cohenc@lake.k12.fl.us)

Wonderous Wednesdays will be implemented to provide an entire Wednesday for one grade level to meet for MTSS and as a PLC; each grade level meeting every six weeks. The MTSS team will meet with the teachers, coaches, and an assistant principal to review student data and progress. When a student demonstrates a lack of appropriate growth, the MTSS team determines if a different research-based strategy or layering of tiers will provide the necessary support for academic success. Teachers, coaches,

and an assistant principal will meet as a PLC to review student work, analyze student data, and plan the next steps. Areas of focus for instructional planning of small group instruction will be identified. They will plan the next steps for students who have not demonstrated proficiency of the core content and need remediation and the next steps for students who need acceleration.

**Person Responsible** Cindy Christidis (christidisc@lake.k12.fl.us)

i-Ready ELA and Math program will be used, monitored, and supported as a differentiated, supplemental program in all classrooms.

**Person Responsible** Cindy Christidis (christidisc@lake.k12.fl.us)

ALEKS Math program will be used, monitored, and supported as a differentiated, supplemental program in all classrooms.

**Person Responsible** [no one identified]

Provide each grade level K-5 with a Teacher's Assistant who will assist in small group support for intervention and remediation of skills.

**Person Responsible** Cindy Christidis (christidisc@lake.k12.fl.us)



**#4. Leadership specifically relating to Leadership Development**

<b>Area of Focus Description and Rationale:</b>	This area of focus was identified as a critical need through the low number of effective or highly effective teachers employed; the low student proficiency rates in math, ELA, and/or science; and the high number of our students who exhibit early warning signs. With shared beliefs in a common vision and mission and collective commitments that are based on schoolwide data and School Improvement Plan areas of focus, we will build collective efficacy and collective responsibility among all of our stakeholders. This area of focus will build leadership and staff capacity, which will decrease early warning signs and increase student proficiency by ensuring the culture and climate and instructional practices have improved.
<b>Measurable Outcome:</b>	.By focusing on leadership development, we expect to see an increase in Math and ELA proficiency in all subgroups and learning gains in the bottom quartile of students. We expect to see increases in student proficiency from 28% to 50% proficient or higher in ELA, from 26% to 50% proficient or higher in Math. We expect learning gains to be made by at least 50% of all students, increased from 41% in ELA and 27% in Math. We expect 50% proficient or higher in 5th grade Science. We expect to have fewer school instructional vacancies throughout the year as compared to previous years. In addition, teacher and student daily attendance will increase.
<b>Monitoring:</b>	The monitoring of leadership development will occur through the administration attending common planning and PLC meetings, conducting learning walks, providing professional development and coaching opportunities, and weekly leadership meetings.
<b>Person responsible for monitoring outcome:</b>	Cindy Christidis (christidisc@lake.k12.fl.us)
<b>Evidence-based Strategy:</b>	The administration will provide a supportive environment in which leadership, instructional coaches, teachers, and staff will build their capacity. Coaches will facilitate biweekly collaborative planning and Wondrous Wednesdays with teachers, facilitate sessions modeling effective instructional practices, facilitate coaching cycles with teachers, and provide professional learning sessions. The Literacy Coaches will advise teachers in relevant content-area reading strategies and provide support for Reading Endorsement. Every staff member will serve on their choice of a committee to contribute and strengthen the programs and processes of the school. Each grade level will have a lead chairperson who will positively contribute to the communication and organization of the grade level. The administration will work with the district and state to support grade-level teams centered around instructional delivery and our turnaround status. The leadership team will be attending the PLC Institute conference to increase their knowledge and skills on how to improve their school PLC.
<b>Rationale for Evidence-based Strategy:</b>	By creating, implementing, and ensuring a system of capacity-building experiences, all faculty and staff will grow in their leadership capacity and effectiveness which will result in more effective support provided to teachers. Increased instructional effectiveness will lead to improved academic performance across all grade levels for all students.

**Action Steps to Implement**

Create and implement an ongoing professional development plan to address the developing needs of the staff to improve instructional strategies.

**Person Responsible** Cindy Christidis (christidisc@lake.k12.fl.us)

Provide Literacy Coaches for teachers who will advise teachers in relevant content-area reading strategies and provide support for the required Reading Endorsement.

**Person Responsible** Cindy Christidis (christidisc@lake.k12.fl.us)

The administration, leadership team, and staff members will attend professional development opportunities to advance their professional skillset and continue to grow in our dynamic profession. They will share their gained knowledge with coworkers to continue the learning opportunities.

**Person Responsible** Cindy Christidis (christidisc@lake.k12.fl.us)

The administration and leadership will conduct weekly learning walks that track data to monitor implemented strategies and provide professional growth feedback. The data will be analyzed to inform decisions on planning the next steps for coaching, professional development, and celebrations. The leadership team will meet weekly to monitor progress and provide support .

**Person Responsible** Carolyn Cohen (cohenc@lake.k12.fl.us)

We will invite and host district and state visitors for organized learning walks and instructional reviews in an effort to increase professional feedback related to the improvement of overall school systems and classroom instruction. Goals and action steps will be created based on the feedback.

**Person Responsible** Cindy Christidis (christidisc@lake.k12.fl.us)

As a professional learning community (PLC) during common planning, staff meetings, professional development, data chats, etc., we will work collaboratively with collective efficacy and collective responsibility to work toward the areas of focus on the School Improvement Plan.

**Person Responsible** Cindy Christidis (christidisc@lake.k12.fl.us)

Provide multiple opportunities for the students, parents/guardians, staff, and community members can come together in an academically focused environment for the common goal of student success. The mission, vision, and goals from the areas of focus will be shared with all stakeholders in multiple forms of communication to build collective efficacy and collective responsibility that will ensure learning gains for all students.

**Person Responsible** Cindy Christidis (christidisc@lake.k12.fl.us)

**#5. Instructional Practice specifically relating to ELA**

<b>Area of Focus Description and Rationale:</b>	This area was identified as a critical need area through FSA ELA scores. Based on the FSA ELA scores in grades 3-5, less than 50% of each grade level was proficient. 3rd grade 30%; 4th grade 24%; 5th grade 21% and overall school shows 30% reading proficiency. By increasing teacher's access to standards-aligned instruction coupled with research based interventions and accelerations, we will increase student reading proficiency in grades 3-5. For grades K-2, iReady 2020-2021 EOY data shows Kindergarten at 76% at or above grade level; 1st grade shows 48%; and 2nd grade shows 57%.
<b>Measurable Outcome:</b>	By focusing on reading proficiency in all grade levels, we expect to see an increase in FSA ELA scores for grades 3-5 by 4% in each grade level. 3rd grade will improve from 30% to 34%, 4th from 24% to 28%, 5th from 21% to 25% and the overall school improvement from 30% to 34%. We also expect to see an increase in the number of students at or above grade level as identified by iReady EOY Diagnostic Scores for grades K-2 Kindergarten will improve from 76% to 80%, 1st grade from 48% to 52%, and 2nd from 57% to 61%.
<b>Monitoring:</b>	An improvement in reading proficiency will be monitored by administration through common planning observations, learning walks to see common planning transfer into classroom teaching. Progress monitoring will be done by closely tracking APM data, iReady data, classroom assessments, and intervention data.
<b>Person responsible for monitoring outcome:</b>	Cindy Christidis (christidisc@lake.k12.fl.us)
<b>Evidence-based Strategy:</b>	Our strategy will include collaborative common planning twice each week facilitated by the grade level Literacy Coach. During this time, coaches will lead teachers in analyzing student work samples, creating standards aligned tasks, and discussing effective teaching strategies to meet the needs of all students. We will also monitor the implementation and fidelity of reading interventions provided to students, as well as the implementation of the new ELA curriculum. We will also use data from learning walks to determine areas of growth and provide ongoing supports of the coaching/feedback cycle. Weekly leadership meetings will be conducted to discuss all systems in place to guarantee optimal learning opportunities for all students.
<b>Rationale for Evidence-based Strategy:</b>	Teachers will utilize a uniform approach to the delivery of common lessons in order to identify trends to assist improving student achievement. Common assessments will be given to monitor the progress towards mastery of the ELA standards resulting in an increase of proficiency. Leadership meetings are held weekly to discuss EWS, core instruction, curriculum, professional development, interventions, SEL, data trends, and instructional practices. Identifying trends through progress monitoring common assessments and instruction will build teacher efficacy through collaboration with team members.

**Action Steps to Implement**

- Common Planning- To support teachers with their standards aligned instructional practices, Literacy coaches will work closely with teachers in common planning and in the classroom. They will analyze student work, create standards-based lessons, and identify students and areas of focus for small group instruction. Literacy Coaches will ensure that work stations are aligned to the standards and that teachers know exactly how to check for understanding and have a plan in place for all students who do not master the standards during the initial lesson.

**Person Responsible** Cindy Christidis (christidisc@lake.k12.fl.us)

- LLI – A research based intervention created by Fountas and Pinnell. When done with fidelity while following all curriculum protocols, students are able to move two full grades levels within a school year. We follow all the system protocols and the intervention is done with fidelity 4 days per week for 30 minutes per day. It is used as a T3 intervention for all students who need an additional layer of support in grades 3-5. The primary focus of the intervention is to improve comprehension and reading fluency. Students who scored a Level 1 on their previous year ELA FSA are the students who receive this intervention. Within a 30 minute lesson, students are exposed to 10 minutes of phonics, 15 minutes of reading comprehension and 5 minutes of writing.

**Person Responsible** Semon Buggs (buggss@lake.k12.fl.us)

- SIPPS- SIPPS is a scripted intervention program that focuses on systematic instruction in Phonics, Phonemic Awareness and Sight Words. This intervention is provided in grades K-3 for all students who require this additional layer of support. The SIPPS program allows students to receive explicit instruction in phonics to help students towards being able to read more complex text with automaticity. It is used in the capacity of a T2 intervention. Teachers receive ongoing training and support throughout the school year to be able to effectively provide this intervention for students. Every student on campus is given a SIPPS screener and they are placed based on their screener results. Each grade level groups by ability level to provide instruction for their grade level. SIPPS is provided 5 days per week for 30 minutes per day.

**Person Responsible** Semon Buggs (buggss@lake.k12.fl.us)

Reading Remediation acts as one of the T2 interventions that we have in place for students in grades 2-5. Reading Remediation focuses on increasing reading comprehension and reading fluency for students. The reading remediation teacher, uses STARS/CARS curriculum to improve comprehension and progress monitor the results. Students who show that they are 2 grade levels or more below their current grade level, as identified by iReady comprehension, are the students who are scheduled for Reading Remediation.

**Person Responsible** Semon Buggs (buggss@lake.k12.fl.us)

Learning Walks are conducted to observe the implementation of the instructional framework. Administrators as well as the leadership team, all conduct weekly learning walks to monitor if teachers are teaching to the full intent of the standards, as well as to see if the transfer from common planning to classroom is taking place. Administrators and leadership members then meet weekly to discuss trends, noticings, and any teachers who are in need of extra support.

**Person Responsible** Cindy Christidis (christidisc@lake.k12.fl.us)

- Coaching & Feedback Cycle- Based on learning walks conducted by instructional coaches, areas of need and trends are identified for both teachers and students. The intensity of coaching varies for each teacher based on need, which can include side-by-side, on the spot, modeling, coaching cycle and pulling small groups. Instructional Coaches use a tiering system when providing supports for teachers. Tier 3 teachers receive the most support, while everyone will receive Tier 1 support. Tier 1 supports include classroom walk throughs, feedback, common planning, and the creation of PowerPoint led lessons. Based on the summer training that instructional coaches received, that was driven by the book Get Better Faster, coaches are now allowing teachers the opportunity to rehearse with them prior to the implementation any new practices in their classroom.

**Person Responsible** Cindy Christidis (christidisc@lake.k12.fl.us)

- Leadership Meetings- Leadership Meetings are held weekly and the attendance of each member of the leadership team is required. Each member must also be prepared to present data at each meeting that

shows the progression of literacy instruction. Literacy Coaches present data from common planning, learning walks, and classroom assessments. The Curriculum Resource Teacher provides data on district and state assessments. The MTSS Coordinators provide data on how fast any gaps that students may have are closing (based on intervention progress monitoring data).

**Person Responsible** Cindy Christidis (christidisc@lake.k12.fl.us)

- Implementation of Wit & Wisdom/ Foundations/ Geodes- The implementation of the curriculum in each classroom ensures that effective literacy instruction is taking place. The Wit and Wisdom curriculum is used for whole group instruction, while the Foundations curriculum is used as the intervention portion of the grade level standards. Geodes ties it all together with guided reading while building phonics, phonemic awareness skills, fluency, and comprehension skills.

**Person Responsible** Cindy Christidis (christidisc@lake.k12.fl.us)

- Acceleration- While we provide many interventions, we also provide opportunities for acceleration. Students who are at or above grade level are given the opportunity to participate in book studies while the rest of the grade level participates in interventions. For Kindergarten, any students who are receiving SIPPS in the first part of the school year is an acceleration. In 1st grade, all students who are in a SIPPS Challenge group is an acceleration. In grades 2-5 students have an opportunity to participate in Book Studies, Reader's Theater and Socratic Seminars to allow the students to dig deep into their reading and to cite evidence as well as have a discussion on books being read.

**Person Responsible** Semon Buggs (buggss@lake.k12.fl.us)

- Integration of BEST Standards with Florida Standards- During this school year, teachers are teaching BEST Standards in grades K-5. Within grades 3-5, in addition to implementing the BEST Standards with the new curriculum the teachers are doing a cross-walk with the Florida Standards by providing instruction and practice on FSA formatting and question types.

**Person Responsible** Laura Bledsoe (bledsoel@lake.k12.fl.us)

- Implementation of Wondrous Wednesdays- The implementation of Wondrous Wednesdays gives each grade level the opportunity to have a half day of MTSS meetings and a half day of planning with the Literacy Coaches. During this time, the implementation of the new curriculum is reviewed as well as data that can be used to drive their instruction. They also look at student samples and establish what an exemplar is, and how they will scaffold their instruction to get students to the highest level of performance.

**Person Responsible** Cindy Christidis (christidisc@lake.k12.fl.us)

- Professional Development- During this school year, teachers have had professional developments on the Wit and Wisdom curriculum as well as Foundations and Geodes curriculums. Teachers are preparing to receive training on iReady and how they can use the iReady information to group students for small group reading practice.

**Person Responsible** Carolyn Cohen (cohenc@lake.k12.fl.us)

## Additional Schoolwide Improvement Priorities



Using the [SafeSchoolsforAlex.org](https://www.safeschoolsforalex.org), compare the discipline data of the school to discipline data across the state and provide primary or secondary areas of concern that the school will monitor during the upcoming school year. Include how the school culture and environment will be monitored through the lens of behavior or discipline data.

**When compared to all elementary schools statewide for the 2019-20 school year, BSE fell into the very high category with 5.4 incidents per 100 students. We ranked number 1,346 out of 1,395 elementary schools statewide. The primary area of concern is fighting followed by bullying. Our leadership team will focus on improving the culture and climate of our school through a Positive Behavior and Intervention Support (PBIS) system and be proactive to prevent fights and bullying from occurring. The Sanford Harmony curriculum along with Restorative Practices will be used to improve classroom communities. The leadership and administration will conduct regular, weekly learning walks to monitor the culture, climate, and student behavior around the campus. The EWS team of Potential Specialists, Guidance counselors, Family School Liason, Mental Health Liason, PASS teacher, social worker, and administration will work together to provide restorative lessons and guidance for students who are exhibiting behavior that could lead to fighting and/or bullying. The Behavior Threat Analysis (BTA) team will meet monthly to identify social/emotional needs of high-risk students and develop a plan to proactively improve relationships and prevent or decrease fights and bullying. The EWS team will monitor behavior incidents and intervene to address issues that arise. The Social/Emotional Learning Team including the Mental Health Liason and Guidance Counselor will provide professional development to teachers and monitor the implementation of the Sanford Harmony curriculum and Restorative Practices. The MTSS team will meet with each grade level on a six-week rotation to discuss student progress and needs. The administration will conduct quarterly data chats with teachers to monitor student performance and any behavior concerns.**

#### **Part IV: Positive Culture & Environment**

A positive school culture and environment reflects: a supportive and fulfilling environment, learning conditions that meet the needs of all students, people who are sure of their roles and relationships in student learning, and a culture that values trust, respect and high expectations. Consulting with various stakeholder groups to employ school improvement strategies that impact the positive school culture and environment are critical. Stakeholder groups more proximal to the school include teachers, students, and families of students, volunteers, and school board members. Broad stakeholder groups include early childhood providers, community colleges and universities, social services, and business partners.

Stakeholders play a key role in school performance and addressing equity. Consulting various stakeholder groups is critical in formulating a statement of vision, mission, values, goals, and employing school improvement strategies.

#### **Describe how the school addresses building a positive school culture and environment.**

Our mission and vision drive our commitment to build a culture of finding the "hidden gem" in all people. Whether it is with our staff, teachers, students, families, or community partners, we strive to focus on the strengths and gifts that each individual brings to our campus that contribute to student success. With a focus on collective efficacy and responsibility, high expectations will strengthen teacher and student self-efficacy. The leadership and administration attend a week of learning over the summer with other leaders in our district to reflect, reconnect, recommit, and refocus for the upcoming school year. The entire leadership team attends a week of "Leadership Bootcamp" to recalibrate and plan for teachers' return. The teachers are invited to a "Teacher Bootcamp" before the scheduled pre-planning to meet new team members,

reconnect with known colleagues, bond with their teams, build capacity, create collective commitments, learn or relearn the philosophies and expectations of our school and district. Teachers will be introduced to the leadership team who emphasize how they build capacity and streamline processes in their work with teachers to ensure their and their students' success. An emphasis will be placed on intentionally planning and training teachers on what is expected of them and their students. The program "Class Team Building" will be used to promote positive staff morale and school culture at the beginning of the year as well as throughout the year. Classroom teachers utilize Sanford Harmony and restorative circles with students every day to guide and support the social-emotional growth and support of every person. The programs include character development, conflict resolution, building communication skills, and enriching a positive school-wide common culture. One of the leading support systems in connection with the community is the collaboration with the local churches. This partnership includes the administration, Family School Liaison, and five church representatives from the surrounding neighborhoods, meeting monthly and discusses volunteering opportunities, upcoming events, and other supports. BSE is committed to developing strong relationships with all stakeholders. We plan and structure multiple opportunities for the students, teachers, parents/guardians, and community stakeholders to come together and work with teachers and staff to create a supportive academically focused environment for student success. We involve all stakeholders in important events, meetings, and activity nights throughout the year. We communicate using multiple forms of communication including School Messenger Call-Out System, Dojo, daily student folders, monthly newsletters, social media, and the school webpage. Communication is sent in a language our parents understand. Translators will be present at events to assist with communicating with our parents. Enrichment teachers are planning student performance nights to highlight the work that students are doing in their specials classes. The administration is dedicated to improving the culture and environment of the school and will be responsive to the needs and concerns of our stakeholders throughout the year to build lasting and meaningful relationships with all students, families, and partnerships.

### Identify the stakeholders and their role in promoting a positive culture and environment at the school.

The Principal, Cindy Christidis will set the vision and share the plan for building a positive school culture and environment. The Assistant Principals Werner, Cohen, and Dopico will help implement the plan and monitor the implementation and fidelity of implementation. The leadership team (all coaches and SEL team) will monitor and communicate needed support to meet our goals. A culture-building committee led by the assistant principal will collaborate to create culture-building/team-building activities throughout the school year. Volunteers, parents and community members will be involved in improving the culture and environment through parent involvement, volunteering time with students and through monetary donations for incentives for both students and teachers.

## Part V: Budget

The approved budget does not reflect any amendments submitted for this project.

1	III.A.	Areas of Focus: Instructional Practice: Standards-aligned Instruction				\$69,002.28
	Function	Object	Budget Focus	Funding Source	FTE	2021-22
	6300	120-Classroom Teachers	0031 - Beverly Shores Elementary School	UniSIG	1.0	\$8,100.00
			<i>Notes: Writing Teams @ \$30/hour 45 teachers will be provided an additional 6 hours beyond contract time for collaboration via Writing Teams to develop supplemental standards based lessons, instructional materials, power points, anchor charts, engaging center activities with their grade level/content area peers and instructional coach.</i>			
	6400	210-Retirement	0031 - Beverly Shores Elementary School	UniSIG		\$4,619.13

			<i>Notes: Content Area Coach Math K-2 Employee Benefits: Retirement 10.82%</i>			
	6400	220-Social Security	0031 - Beverly Shores Elementary School	UniSIG		\$3,265.83
			<i>Notes: Content Area Coach Math K-2 Employee Benefits: Social Security 6.20%/Medicare 1.45%</i>			
	6400	230-Group Insurance	0031 - Beverly Shores Elementary School	UniSIG		\$8,520.80
			<i>Notes: Content Area Coach Math K-2 Employee Benefits: Group Insurance \$8520.80 Position funded September 1st through May 31st, 2022.</i>			
	6400	240-Workers Compensation	0031 - Beverly Shores Elementary School	UniSIG		\$260.41
			<i>Notes: Content Area Coach Math K-2 Employee Benefits: Worker's Comp .61%</i>			
	6300	210-Retirement	0031 - Beverly Shores Elementary School	UniSIG		\$876.42
			<i>Notes: Writing Teams Participants Employee Benefits: Retirement 10.82%</i>			
	6300	220-Social Security	0031 - Beverly Shores Elementary School	UniSIG		\$619.65
			<i>Notes: Writing Teams Participants Employee Benefits: Social Security 6.2%/Medicare 1.45%</i>			
	6300	240-Workers Compensation	0031 - Beverly Shores Elementary School	UniSIG		\$49.41
			<i>Notes: Writing Teams Participants Employee Benefits: Worker's Comp .61%</i>			
	6400	130-Other Certified Instructional Personnel	0031 - Beverly Shores Elementary School	UniSIG		\$42,690.63
			<i>Notes: Content Area Coach Math to work with grades K-2 teachers to develop lessons, model and coach teachers in math. This is a continued position from 2020-2021 to provide support for K-2 math teachers at BSE. Position funded September 1st through May 31st, 2022.</i>			
<b>2</b>	<b>III.A.</b>	<b>Areas of Focus: Culture &amp; Environment: Early Warning Systems</b>				<b>\$74,869.77</b>
	Function	Object	Budget Focus	Funding Source	FTE	2021-22
	7200	790-Miscellaneous Expenses	0031 - Beverly Shores Elementary School	UniSIG		\$10,304.27
			<i>Notes: Unisig Indirect Costs 3.86%</i>			
	6100	130-Other Certified Instructional Personnel	0031 - Beverly Shores Elementary School	UniSIG	1.0	\$47,064.75
			<i>Notes: Potential Specialist of Discipline and PBIS will work with all Early Warning Systems students in grades K-5 monitoring student behavior and attendance to increase engaged behaviors in the classroom. Position funded September 1st through May 31st, 2022.</i>			
	6100	210-Retirement	0031 - Beverly Shores Elementary School	UniSIG		\$5,092.41
			<i>Notes: Potential Specialist Employee Benefits: Retirement 10.82%</i>			
	6100	220-Social Security	0031 - Beverly Shores Elementary School	UniSIG		\$3,600.45
			<i>Notes: Potential Specialist Employee Benefits: Social Security 6.2%/Medicare 1.45%</i>			
	6100	230-Group Insurance	0031 - Beverly Shores Elementary School	UniSIG		\$8,520.80



			<i>Notes: Potential Specialist Employee Benefits: Group Insurance \$8520.80 Position funded September 1st through May 31st, 2022.</i>			
	6100	240-Workers Compensation	0031 - Beverly Shores Elementary School	UniSIG		\$287.09
			<i>Notes: Potential Specialist Employee Benefits: Worker's Comp .61%</i>			
<b>3</b>	<b>III.A.</b>	<b>Areas of Focus: Instructional Practice: Differentiation</b>				<b>\$118,713.88</b>
	Function	Object	Budget Focus	Funding Source	FTE	2021-22
	5100	120-Classroom Teachers	0031 - Beverly Shores Elementary School	UniSIG	1.0	\$42,690.73
			<i>Notes: Reading Intervention Teacher will work with 2nd-5th grade students on intensive reading strategies. She will work with the MTSS Coach to make sure students are receiving appropriate interventions with fidelity through documentation and tracking data. (Instructional Contract paid September 1st through May 31st, 2022)</i>			
	5100	210-Retirement	0031 - Beverly Shores Elementary School	UniSIG		\$4,619.14
			<i>Notes: Reading Intervention Teacher Employee Benefits: Retirement 10.82%</i>			
	5100	220-Social Security	0031 - Beverly Shores Elementary School	UniSIG		\$3,265.84
			<i>Notes: Reading Intervention Teacher Employee Benefits: Social Security 6.2%/Medicare 1.45%</i>			
	5100	230-Group Insurance	0031 - Beverly Shores Elementary School	UniSIG		\$8,520.80
			<i>Notes: Reading Intervention Teacher Employee Benefits: Group Insurance \$8,520.80 Instructional contract September 1st through May 31st, 2022.</i>			
	5100	240-Workers Compensation	0031 - Beverly Shores Elementary School	UniSIG		\$260.41
			<i>Notes: Reading Intervention Teacher Employee Benefits: Worker's Comp .61%</i>			
	6400	130-Other Certified Instructional Personnel	0031 - Beverly Shores Elementary School	UniSIG	1.0	\$42,690.77
			<i>Notes: MTSS Intervention Coach for K-2 will be working with students with interventions and remediation strategies. This position is a continued position from 2020-2021 for K-2 teachers and students at BSE. (Instructional Contract paid September 1st through May 31st, 2022)</i>			
	6400	210-Retirement	0031 - Beverly Shores Elementary School	UniSIG		\$4,619.14
			<i>Notes: MTSS Intervention Coach (K-2) Employee Benefits: Retirement 10.82%</i>			
	6400	220-Social Security	0031 - Beverly Shores Elementary School	UniSIG		\$3,265.84
			<i>Notes: MTSS Intervention Coach (K-2) Employee Benefits: Social Security 6.20%/Medicare 1.45%</i>			
	6400	230-Group Insurance	0031 - Beverly Shores Elementary School	UniSIG		\$8,520.80
			<i>Notes: MTSS Intervention Coach (K-2) Employee Benefits: Group Insurance \$8520.80 Instructional contract September 1st through May 31st.</i>			
	6400	240-Workers Compensation	0031 - Beverly Shores Elementary School	UniSIG		\$260.41
			<i>Notes: MTSS Intervention Coach (K-2) Employee Benefits: Worker's Comp .61%</i>			
<b>4</b>	<b>III.A.</b>	<b>Areas of Focus: Leadership: Leadership Development</b>				<b>\$4,364.07</b>

	Function	Object	Budget Focus	Funding Source	FTE	2021-22
	6400	590-Other Materials and Supplies	0031 - Beverly Shores Elementary School	UniSIG		\$1,990.47
			<i>Notes: Book Study - Better Learning Through Structured Teaching by Douglas Fisher and Nancy Frey is the district suggested book to use for increasing teacher capacity and efficacy in the classroom. Due to teacher turnover, we are purchasing this text for new teachers to continue the work we started in 2020. Quote included.</i>			
	6400	510-Supplies	0031 - Beverly Shores Elementary School	UniSIG		\$2,373.60
			<i>Notes: Supplies will be purchased for use by (63) teachers during Teacher Bootcamp held 3 days before 2022 preplanning. BSE teachers will collaborate and work three days (before pre-planning during the summer of 2022) with BSE leadership to review and evaluate the vision and goals established by the writing teams. Materials and supplies used to help teachers create deliverables for the training - (63) binders, (63) chart paper, (66 sets) markers, (65 sets) expo markers, (65 packs) post-it notes, (65 packs) index cards, (30 reams) colored copy paper. Quote included.</i>			
5	III.A.	<b>Areas of Focus: Instructional Practice: ELA</b>				<b>\$0.00</b>
					<b>Total:</b>	<b>\$266,950.00</b>