Cardinal- School Action Plan - 2023-24 to 2025-26 Principal: Colin Brown							
Goal #1	Math - Opportunity Gaps - SOL						
Strategic Plan Goal Area	Student Success						
Strategic Plan Performance Objectives		O-SS-1-By 2024, APS will reduce opportunity gaps for all reporting groups on state assessments.					
Baseline Data	Spring 2023 - Math SOLIdentify if goal is required based on state or federal requirements, or other guidelinesBlack - 76 % pass rateIdentify if goal is required 						
	3 Year Performance Goal						
Black - Increase pass rate from (Spr. 2023 pass Hispanic - Increase pass rate from (Spr. 2023 p EL - Increase pass rate from (Spr. 2023 pass SWD - Increase pass rate from (Spr. 2023 pass	By 2026, opportunity gaps on the Math SOL (aggregated for all grade levels) will be reduced by the following tiered goal: Black - Increase pass rate from (Spr. 2023 pass rate) 62% to at least 75%, reducing the gap from 30 % to 22% Hispanic - Increase pass rate from (Spr. 2023 pass rate) 68% to at least 75%, reducing the gap from 27% to 19 % EL - Increase pass rate from (Spr. 2023 pass rate) 22% to at least 75%, reducing the gap from 72% to 34% SWD - Increase pass rate from (Spr. 2023 pass rate) 66% to at least 75%, reducing the gap from 27% to 19% Econ. Disadv Increase pass rate from (Spr. 2023 pass rate) 64% to at least 75%, reducing the gap from 28% to 20% Annual Performance Goals By June 2024, opportunity gaps on the Math SOL (aggregated for all grade levels) will be reduced by the following tiered goal: Black - Increase pass rate from 30% to 27%						
	EL - Increase pass rate from 22% to at least 40%, reducing the gap from 70% to SWD - Increase pass rate from 68% to at least 69%, reducing the gap from 24% Econ. Disadv Increase pass rate from 64% to at least 68%, reducing the gap from By June 2025, opportunity gaps on the Math SOL (aggregated for all grade levels).	to 22% om 28% to 25%	d goal:				
Annual Performance Goal Year 2 (2024-25) Black - Increase pass rate from 66% to at least 69%, reducing the gap from 27% to 24% Hispanic - Increase pass rate from 69% to at least 72%, reducing the gap from 24% to 22% EL - Increase pass rate from 40% to at least 52%, reducing the gap from 53% to 42% SWD - Increase pass rate from 69% to at least 72%, reducing the gap from 24% to 22% Econ. Disadv Increase pass rate from 68% to at least 71%, reducing the gap from 25% to 22%							
Annual Performance Goal Year 3 (2025-26) By June 2026, opportunity gaps on the Math SOL (aggregated for all grade levels) will be reduced by the following tiered goal: Black - Increase pass rate from 69% to at least a 75%, reducing the gap from 25% to 22% Hispanic - Increase pass rate from 72% to at least a 75%, reducing the gap from 22% to 19% EL - Increase pass rate from 52% to at least a 60%, reducing the gap from 42% to 34% SWD - Increase pass rate from 72% to at least a 75%, reducing the gap from 22% to 19% Econ Disadv Increase pass rate from 71% to at least a 75%, reducing the gap from 23% to 20%							

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	Strategic Plar	n Strategies			
Strategic Plan Strategies- PRIMARY	S-SS-2-Deliver curriculum through innovative and	d relevant instruction that is diffe	erentiated to me	et the diverse need	s of each student.
Strategic Plan Strategies- ADDITIONAL (OPTIONAL) -					
	Action	Steps			
Action Steps			Timeline	Responsible & Accountable	Monitoring for Implementation
Tier 1 * Implement Mathematics curriculum utilizing co * Provide opportunities for EL and SpEd teacher supporting students. * Teacher will use all components of the 3 recon meet with the teacher in targeted small group.	ounty provided curriculum and curricular resources. ers to collaborate with Math Coach or grade-level C mmeded math workshop structures within each uni ch students' needs. Provide just-in-time support to	CLT wherever they are hit. Every student will regularly	Sept - June, ongoing	Classroom teachers, EL, SpEd teachers, Math Coach,	Principal & APs will support with ATSS, Math, SPED & EL Office - will monitor by conducting walkthroughs and observations and attending CLTs.
(Including Kathy Richardson, Math in Practice, E appropriate and by need) *Collaborative planning including EL and SpEd address students still scoring in Below Basic and	Tier 2*Additional targeted small group 2-5x weekly using research based programs/strategies, progress monitored and documented. (Including Kathy Richardson, Math in Practice, Bridges, Dreambox (assigned lessons only), and/or Do The Math (as appropriate and by need)Classroom teachers, EL, SpEd teachers, EL, SpEd teachers, Math Coach,Principal & APs will sup with ATSS, Math, SPEL teachers, EL, SpEd to onducting walkthrough observations and atten CLTs.				
programs/strategies, progress monitored and do teacher), Kathy Richardson) * Progress monitoring every 6-8 weeks and adju	ier 3 Principal & APs will support In addition to the regular math-block, intensive one-on-one or very small group meeting 4-5x weekly using research based Classroom with ATSS, Math, SPED & E rograms/strategies, progress monitored and documented. (Bridges, Do the Math, Math Recovery®(by trained Math Recovery Sept - June, Classroom Office - will monitor by				
Academies/Math Institute (if offered), MAP Grov	Professional Learning: Participation in county-led PD offerings including: Bridges Intervention training, Math Workshop training, Math Content Cademies/Math Institute (if offered), MAP Growth data analysis training, Mastery Connect implementation; In-house hopportunities: coaching cycles, CLT trainings on Building Fact Fluency Description: Descr				
Progress Monitoring					
Strategic Plan Measures (Dropdown) - To determine if goal was achieved		Results of Progress (End of Year)		Math SOL	

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Evidence of Progress toward Annual Goal (MP1)	Evidence of Progress toward Annual Goal (MP2)	Evidence of Progress toward Annual Goal (MP3)	Evidence of Progress toward Annual Goal (MP4)			
School level- NWEA - MAP Growth Teacher/CLT/Grade -District Benchmarks [Mastery Connect] -SOL Quick Checks (Just in time Quick Checks) -Progress Monitoring Data from Intervetions	Teacher/CLT/Grade -District Benchmarks [Mastery Connect] -SOL Quick Checks (Just in time Quick Checks) -Progress Monitoring Data from Interventions	School level NWEA - MAP Growth -District Benchmarks [Mastery Connect] -SOL Quick Checks (Just in time Quick Checks) -Progress Monitoring Data from Interventions	School level- NWEA - MAP Growth Teacher/CLT/Grade -District Benchmarks [Mastery Connect] -SOL Quick Checks (Just in time Quick Checks) Progress Monitoring Data from Intervetions"			

Goal #2	Reading - Opportunity Gaps - SOL						
Strategic Plan Goal Area	Student Success	Student Success					
Strategic Plan Performance Objectives	PO-SS-1-By 2024, APS will reduce opportunity gaps for all reporting groups on state assessments.						
Baseline Data	Spring 2023 - SOL - English Black - Pass % (opp. gap %) Hispanic - Pass % (opp. gap %) EL - Pass % (opp. gap %) SWD - Pass % (opp. gap %) Econ. Disady - Pass % (opp. gap %)						
	3 Year Performance Goal	•					
Hispanic - Increase pass rate from (Spr. 2023 p EL - Increase pass rate from (Spr. 2023 pass ra SWD - Increase pass rate from (Spr. 2023 pass	s rate) 76% to at least 83%, reducing the gap from 16 % to 11% bass rate) 65% to at least 75%, reducing the gap from 27% to 19% ate) 20% to at least 60%, reducing the gap from 72% to 34% s rate) 63% to at least 75%, reducing the gap from 29% to 22% 023 pass rate) 64% to at least 75%, reducing the gap from 28% to 20%						
	Annual Performance Goals						
Annual Performance Goal Year 1 (2023-24)By June 2024, opportunity gaps on the Reading SOL (aggregated for all grade levels) will be reduced by the following tiered goal:Black - Increase pass rate from 76% to at least 79%, reducing the gap from 16% to 14% Hispanic - Increase pass rate from 65% to at least 69%, reducing the gap from 27% to 24% EL - Increase pass rate from 20% to at least 40%, reducing the gap from 72% to 52% SWD - Increase pass rate from 63% to at least 66%, reducing the gap from 29% to 26% Econ. Disadv Increase pass rate from 64% to at least 68%, reducing the gap from 28% to 24% "							

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Annual Performance Goal Year 2 (2024-25)	By June 2025, opportunity gaps on the Reading SOL (aggregated for all grade levels) will be reduced by the following tiered goal: Black - Increase pass rate from 79% to at least 81%, reducing the gap from 14% to 12% Hispanic - Increase pass rate from 69% to at least 72%, reducing the gap from 24% to 21% EL - Increase pass rate from 40% to at least 52%, reducing the gap from 52% to 41% SWD - Increase pass rate from 66% to at least 69%, reducing the gap from 26% to 24% Econ. Disadv Increase pass rate from 68% to at least 71%, reducing the gap from 24% to 22%					
Annual Performance Goal Year 3 (2025-26)	EL - Increase pass rate from 52% to at least 60% reducing the dap from 41% to 34%					
	Strategic Plan Strategies					
Strategic Plan Strategies- PRIMARY Strategic Plan Strategies- ADDITIONAL (OPTIONAL) -	S-SS-2-Deliver curriculum through innovative and relevant instru	uction that is differentiated to	meet the diverse need	ls of each student.		
	Action Steps					
Action Steps		Timeline	Responsible & Accountable	Monitoring for Implementation		
		Sept-June, ongoing	Admin, Classroom Teachers, Reading Specialist, EL teachers, SpEd teachers, Coaches			
Tier 2: * Lexia recommended usage for structured literacy * Lexia English for EL 1 and EL 2 (as needed) * Targeted small group instruction based on need	at students level	Sept-June, ongoing	Admin, Classroom Teachers, Reading Specialist, EL teachers, SpEd teachers, Coaches	Principal & APs will support with ATSS, ELA, SPED & EL		
Tier 3: * Structured literacy lessons in addition to core EL/ * Multisensory decoding/encoding lessons; repeate * Targeted small group instruction based on need		Sept-June, ongoing	Admin, Classroom Teachers, Reading Specialist, EL teachers, SpEd teachers, Coaches	Office - will monitor by conducting walkthroughs and observations and attending CLTs.		
Professional Learning Build teacher capacity through: -Coaching to support implementation of instructional practices and data analysis -Structures to support development of collective efficacy within the CLT/Grade Level -New teachers will participate in initial CKLA training and on-site coaching from literacy coaches Admin, Classroom Teachers, Reading Specialist, EL teachers, SpEd teachers, Coaches						
	Progress Monitoring					

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Strategic Plan Measures (Dropdown) - To determine if goal was achieved	M-SS-1- Reading SOLs	Results of Progress (End of Year)	Reading SOL			
Evidence of Progress toward Annual Goal (MP1)	Evidence of Progress toward Annual Goal (MP2)	Evidence of Progress toward Annual Goal (MP3)	Evidence of Progress toward Annual Goal (MP4)			
School level- DIBELS Teacher/CLT/Grade- -End of Unit [Mastery Connect] -Quarterly Assessments [Mastery Connect] -VGA for taught standards"	Teacher/CLT/Grade- -End of Unit [Mastery Connect] -Quarterly Assessments [Mastery Connect] -VGA for taught standards"	School level- DIBELS Teacher/CLT/Grade- -End of Unit [Mastery Connect] -Quarterly Assessments [Mastery Connect] -VGA for taught standards"	School level DIBELS Teacher/CLT/Grade- -End of Unit [Mastery Connect] -Quarterly Assessments [Mastery Connect] -VGA for taught standards			

Goal #3	Student Well-Being					
Strategic Plan Goal Area	Student Well-Being					
Strategic Plan Performance Objectives	PO-SWB-3-Key findings on the Your Voice Matters survey will show improvement	ts in student social, emotional, and	mental Health.			
Baseline Data	"Spring 2022 - YVM 42% of students in grades 3-5 answered "Almost Never" to the question, "How often do you feel so stressed or overwhelmed that you are not able to participate in regular activities?" Spring 2023- School Survey 53.5%"					
By 2026, 75% of students in grades 3-5 who an will increase from 42% to 75%	3 Year Performance Goal aswer "Almost Never" to the question, "How often do you feel so stressed or overw Annual Performance Goals	helmed that you are not able to par	ticipate in regular activities?"			
Annual Performance Goal Year 1 (2023-24)	· · · · · · · · · · · · · · · · · · ·					
Annual Performance Goal Year 2 (2024-25) By June 2025, 70% of students in grades 3-5 who answer "Almost Never" to the question, "How often do you feel so stressed or overwhelmed that you are not able to participate in regular activities?" will increase from 63% to 70%						
Annual Performance Goal Year 3 (2025-26) By June 2026, 75% of students in grades 3-5 who answer "Almost Never" to the question, "How often do you feel so stressed or overwhelmed that you are not able to participate in regular activities?" will increase from 70% to 75%						

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		an Strategies		-	-		
Strategic Plan Strategies- PRIMARY	S-SWB-2-Establish and promote a culture of ph	U	ental health well	ness.			
Strategic Plan Strategies- ADDITIONAL (OPTIONAL) -		· · · · · · · · ·					
	Actior	n Steps					
Action Steps			Timeline	Responsible & Accountable	Monitoring for Implementation		
Tier 1 * Implement SEL curricular resource (RC) * Deliver 20-30 minutes daily of explicit SEL instruction * Establish a team to review data and determine student needs and interventions			Sept-June, Ongoing	Admin, All Staff	Principal & APs will support with Student Services Office - will monitor by conducting walkthroughs and observations and attending CLTs.		
Tier 2 * Establish a school-based mental and behavioral health team that meets at least twice monthly, reviews students of concern, and assigns interventions for which data is collected to determine effectiveness. * To address self-awareness, self-management, social awareness, and relationship skills utilizing Zones of Regulation * To address anxiety through self-management, social awareness, and relationship skills utilizing evidence-based group counseling curricula.			Sept-June, Ongoing	Admin, All Staff	Principal & APs will support with Student Services Office - will monitor by conducting walkthroughs and observations and attending CLTs.		
Tier 3 * Establish a school-based mental and behavioral health team that meets at least twice monthly, reviews students of concern, and assigns interventions for which data is collected to determine effectiveness.			Sept-June, Ongoing	Admin, All Staff	Principal & APs will support with Student Services Office - will monitor by conducting walkthroughs and observations and attending CLTs.		
Professional Learning 1) School leadership team will model Morning Meeting structure and facilitation and provide coaching throughout SY including staff meetings 2) Student Service staff will participate in training on the Tier 2 & 3 interventions			1-2) August for initial training, Sept-June, Ongoing	Admin, School leadership team	Principal & APs will support with Student Services Office - will monitor by conducting walkthroughs and observations and attending CLTs.		
	Progress	Monitoring					
Strategic Plan Measures (Dropdown) - To determine if goal was achieved	M-SWB-9- YVM Student: Social, Emotional, and Mental Health (End of Year)			Spring 2024 & 2026 YVM			
Evidence of Progress toward Annual Goal (MP1)	Evidence of Progress toward Annual Goal (MP2)			Evidence of Progress toward Annual Goal (MP4)			
SEL Survey	School Survey (based on YVM Question)	SEL Survey		YVM			

Goal #4	Engaged Workforce
Strategic Plan Goal Area	Engaged Workforce

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	Principal: Colin Brown						
Strategic Plan Performance Objectives PO-EW-2-By 2024, APS staff will respond at the 75th percentile or better on staff engagement and climate, as indicated by the Your Voice Matters survey.							
Baseline Data	"Spr. 2022 YVM Staff Engagement- 69% Workplace Climate- 67% How often did you receive recognition for doing good work? - 12%"	based on requiren	goal is required state or federal nents, or other uidelines				
	3 Year Performance Goal						
By 2026, 85% of staff who respond favorably t	o the question, "How often during the current school year did you receive recogniti	ion for doing g	ood work?" will increa	ase from 12% to 85%			
	Annual Performance Goals						
Annual Performance Goal Year 1 (2023-24)	By June 2024, 66% of staff who respond favorably to the question, "How often d doing good work?" will increase from 12% to 66%	luring the curre	ent school year did yo	ou receive recognition for			
Annual Performance Goal Year 2 (2024-25)	By June 2025, 75% of staff who respond favorably to the question, "How often d doing good work?" will increase from 66% to 75%	luring the curre	ent school year did yo	ou receive recognition for			
Annual Performance Goal Year 3 (2025-26)	By June 2026, 85% of staff who respond favorably to the question, "How often d doing good work?" will increase from 75% to 85%	luring the curre	ent school year did yo	ou receive recognition for			
	Strategic Plan Strategies						
Strategic Plan Strategies- PRIMARY	S-EW-1-Recruit, retain, and advance high-quality employees.						
Strategic Plan Strategies- ADDITIONAL (OPTIONAL) -	S-EW-2-Provide growth opportunities by implementing a competency-based pro members.	fessional learr	ning and evaluation fr	amework inclusive of all staff			
	Action Steps	1					
Action Steps		Timeline	Responsible & Accountable	Monitoring for Implementation			
Continue School Climate/Social Committee to provide opportunities for collaborative communication and feedback between staff and school ongoing Climate Committee, Social Committee, Lead Teacher Team				Principal & AP will monitor through check-in meetings with the School Climate/Social Committee and review of In- house mid-year survey and anecdotal evidence gathered from staff			
Image: staff recognition. from staff Provide opportunities for staff recognition. Sept-June ongoing Admin team, Climate Committee, Social Committee, Lead Teacher Team Principal & A through check the School C committee, Lead Teacher Team							

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Provide opportunity to discuss current YVM feedback. Provide opportunity to complete the survey during a staff meeting.			Sept-June ongoing	Admin team	Principal & AP will monitor through check-in meetings with the School Climate/Social Committee and review of plan for staff to take YVM and discuss results		
Provide opportunities for assistants meetings Sept-June ongoing				Admin team	Principal & AP will monitor through check-in meetings with the School Climate/Social Committee and review of plan for assistants		
	Progress	Monitoring					
Strategic Plan Measures (Dropdown) - To determine if goal was achieved	M-EW-4- YVM Staff: Climate Results	Results of Progress (End of Year)		YVM			
Evidence of Progress toward Annual Goal (MP1) (MP2) Evidence of Progress toward Annual Goal (MP3) (MP3)			l Annual Goal	Evidence of Pro	gress toward Annual Goal (MP4)		
School-based survey	School-based survey	School-based survey		YVM			

Goal #5	Partnerships					
Strategic Plan Goal Area	Partnerships					
Strategic Plan Performance Objectives	PO-P-1-By 2024, at least 90% of APS families will respond favorably on student results.	and family engagement on the You	r Voice Matters survey			
Baseline Data	Spring 2022 YVM: "Does your child's school provide opportunities about supporting your child's well-being." 64% Identify if goal is required based on state or federal requirements, or other guidelines					
	3 Year Performance Goal					
By 2026, at least 85% of Cardinal families will r child's well-being will increase from 64% to 85%	espond favorable on family engagement segment on the YVM survey. "Does your 6.	child's school provide opportunities	about supporting your			
	Annual Performance Goals					
Annual Performance Goal Year 1 (2023-24) By June 2024, at least 75% of Cardinal families will respond favorable on family engagement segment on the YVM survey. "Does your child's school provide opportunities about supporting your child's well-being will increase from 64% to 75%.						
Annual Performance Goal Year 2 (2024-25) By June 2025, at least 80% of Cardinal families will respond favorable on family engagement segment on the YVM survey. "Does your child's School provide opportunities about supporting your child's well-being will increase from 75% to 80%.						

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Annual Performance Goal Year 3 (2025-26)	By June 2026, at least 85% of Cardinal families will respond favorable on family engagement segment on the YVM survey. "Does your child's school provide opportunities about supporting your child's well-being will increase from 80% to 85%.				
	Strategic Pla	an Strategies			
Strategic Plan Strategies- PRIMARY	S-P-1-Provide training and resources for staff and families to create meaningful partnerships that support str				uccess and well-being.
Strategic Plan Strategies- ADDITIONAL (OPTIONAL) -	S-SWB-2-Establish and promote a culture of physical, social, emotional, and mental health wellness.				
Action Steps					
Action Steps			Timeline	Responsible & Accountable	Monitoring for Implementation
Increase academic and social emotional learning opportunities provide by staff for parents at PTA meetings.			Sept-June ongoing	PTA executive board, Mental Health Team, admin team, classroom teachers	Principal & AP will monitor through developing PTA agendas that include academic and SEL opportunities and check-in meetings with staff who are presenting.
Continue to offer virtual options for SST and other student support meetings, PTA meetings, and Parent Teacher conferences.			Sept-June ongoing	PTA executive board, Mental Health Team, admin team, classroom teachers	Principal & AP will monitor through participation in SST, PTA and PT Conferences to ensure virtual options are provided
Continue to offer multiple information opportunities (park meet and greets, open houses, school information sessions, rising grade level parent information sessions, PTA meetings, and school community events).			Sept-June ongoing	PTA executive board, Mental Health Team, admin team, classroom teachers	Principal & AP will monitor by developing and reviewing plans to engage families
Progress Monitoring					
Strategic Plan Measures (Dropdown) - To determine if goal was achieved	M-P-3- YVM Family: Engagement	Results of Progress (End of Year)		YVM	
Evidence of Progress toward Annual Goal (MP1)	Evidence of Progress toward Annual Goal (MP2)	Evidence of Progress toward Annual Goal (MP3)		Evidence of Progress toward Annual Goal (MP4)	
	School-Based Survey			YVM	