

# York Public Schools District Strategic and Continuous Improvement Plan



# 2021-2026

## Strategic Planning Team Dates:

November 15, 2021

November 29, 2021

December 6, 2021

## Board Members

Barb Skaden

Alison North

Brien Alley

Amie Kopcho

Matt Holthe

Pepper Papineau

## Students

Baylie Holthus

Cole Schmid

Kassidy Stuckey

## Staff

Jenny McCarthy

Katie Burger

Stephen Sautter

Andy Moser

Josh Miller

Becky Stahr

Carmen Fowler

Kayla Makovicka

Jeff McKinney

Kami Flynt

Abbey Breinig

Maddie Carlson

Dana Schmid

Glenda Gomez

## Parents/Community

Kelli Kaiser

Ryan Gieck

Chris Rempe

Rachel Jacobsen

Amy Kadavy

Jordan Crawford

Dan Clark

Lindsay Hinze

Laurie Stuckey

Morgan Gleason

Sara Erwin

Jed Erickson

Jean Vincent

Paul Sklenar

Christina Shepherd

Alex Hildebrand

Kelsey Pieper

Brenda Kowalski

Amanda Peterson

Josh Conrad

Jansen Fraser

Jane Jensen

Suzanne Phinney

Lance Loven

## Administrators

Mitch Bartholomew

Beth Ericson

Jason Heitz

Tyler Herman

Kenny Loosvelt

Brad Luce

Kris Friesen

## External Facilitators

Matt Dominy

Josh Fields

Thank you to the District Strategic Planning Team who shared their time, expertise and perspective to provide this roadmap in helping us achieve our loftiest ambitions.

#### Background and History of the YPS Strategic Planning Process:

The development of the YPS strategic plan was driven by a comprehensive, data-informed process. In the fall of 2021, a group of stakeholders, led by Dr. Matt Dominy and Dr. Josh Fields, two Nebraska school administrators trained in the Cambridge model of strategic planning, began meeting with our large group of students, staff, parents, and community members to establish priorities for York Public Schools (YPS). This collaborative process included a thorough review of the district's strengths, weaknesses, opportunities, and threats (challenges). Through this work, the stakeholder group developed a mission, vision, belief statements, objectives, goals, strategies, and actionable steps for our strategic plan and school improvement process.

This foundational work was then further refined by a deep dive into district data. We examined staff data, including turnover rates, the number of unfilled positions, and the quality of applicant pools, which directly informed Goal 1 regarding staffing. Community engagement was assessed through the Humanex Community Survey, revealing areas for improvement and leading to Goal 2. An audit of our facilities, infrastructure, and technology, coupled with projected needs, provided the basis for Goal 3. Student well-being data, including surveys, attendance records, and office referrals, highlighted the need for Goal 4, focusing on student health and resilience. Analysis of student performance data (local, state, and national assessments) and student engagement data underscored the importance of quality instruction and informed Goal 5. Finally, an examination of achievement gaps between student subgroups and the results of the Nebraska MTSS self-assessment revealed the need for targeted support and interventions, leading to Goal 6. This combined stakeholder input and data-driven approach ensures that our strategic goals are aligned with the identified needs of our students, staff, and community and reflect the priorities established through the Cambridge strategic planning model.

#### Mission

*(The highest aspiration and purpose of the school; a declaration of the unique identity to which the school aspires, its specific purpose, and the means by which it will achieve its purpose.)*

Every student. Every day. Find a way.

The Mission of York Public Schools is to prepare all students for the pursuit of their future goals by providing meaningful educational experiences built around strong relationships and community support.

## Beliefs

*(An expression of fundamental values, ethical code, overriding convictions, inviolable principles.)*

- We believe in providing quality educational experiences for all students in a physically and emotionally safe environment.
- We believe hard work and perseverance are necessary to achieve one's full potential.
- We believe a cooperative effort among family, school, and the community provides the foundation for our students' future.
- We believe that building relationships and trust are essential to student success.
- We believe understanding the diversity of people, ideas, and experiences enhances a community.
- We believe every person is accountable for their actions.

## Parameters

*(Boundaries within which the school will accomplish its mission; self-imposed limitations.)*

### York Public Schools will...

- Ensure processes are in place to guide decisions that prioritize the whole student. (academically, emotionally, and socially)
- Promote, practice, and maintain safe, secure, and respectful environments conducive to learning.
- Implement research-based instructional methodology and curriculum while providing high-quality professional development for staff.
- Provide a well rounded education for each student through various curricular and extra curricular opportunities.
- Recruit, hire, and retain quality staff and provide ongoing support and mentoring.
- Utilize resources effectively and make fiscally sound decisions that align with the district's strategic plan.

## Objectives

*(An uncompromising commitment to achieve specific, measureable, observable, or demonstrable results that exceed current capacity.)*

- Each student will have access to a high quality staff.
- With proper utilization of resources, each student will be provided a broad range of educational opportunities.
- Each student will receive needed support that ensures physical, mental, relational and emotional health in a secure and nurturing environment.
- Each student will receive engaging, innovative, and rigorous instruction to exceed current capabilities and achieve academic growth.

## Strategies

*(Bold resolutions that dedicate the school's resources and energies toward the continuous creation of systems to achieve the extraordinary as expressed in the mission and objectives.)*

- We will recruit, hire, and retain quality staff and provide ongoing support and mentoring.
- We will strengthen mutual engagement throughout the community.
- We will provide the facilities, infrastructure, and technology necessary to achieve our mission.
- We will research, design, and support the implementation of programs that develop physical, mental, emotional and relational health in a secure and nurturing environment that develops the grit and resilience of our students.
- We will enhance each student's educational journey by focusing on quality instruction, feedback, and engagement as outlined in the YPL.
- We will provide appropriate support, intervention, and enrichment to all students.

## Goals

These are the goals set by the strategic planning team to use for School Improvement. These goals are somewhat synonymous with strategies.

**Goal #1 (Strategy #1):** York Public Schools will recruit, hire, and retain high-quality staff. We will know this goal is met when we have a reduced number of unfilled teaching and support staff positions, an increased number of highly qualified applicants for open positions, and improved staff retention rates (reduced turnover).

**Goal #2 (Strategy #2):** York Public Schools will strengthen mutual engagement throughout the community. We will know this goal is met when we see improved scores on the Humanex Community Survey related to school engagement and satisfaction.

**Goal #3 (Strategy #3):** York Public Schools will provide the facilities, infrastructure, and technology necessary to achieve our mission. We will know this goal is met when we have documented improvements in school facilities, infrastructure, and technology purchases/advances (e.g., renovations, upgrades, new equipment, improved internet access).

**Goal #4 (Strategy #4):** York Public Schools will research, design, and support the implementation of programs that develop physical, mental, and social-emotional health in a secure and nurturing environment that develops the grit and resilience of our students. We will know this goal is met when we see improved student survey data

related to social-emotional well-being, improved student attendance data (reduced absenteeism), and decreased office referral data (especially for behavioral issues).

Goal #5 (Strategy #5): York Public Schools will enhance each student's educational journey by focusing on quality instruction, feedback, and engagement as outlined in the York Principles of Learning. We will know this goal is met when we see improved student performance on local, state, and national assessment data, and increased student engagement.

By 2025-26, York Public Schools will improve NSCAS ELA by 15 percentage points. (2022 - 49%, 2023 - 58%, 2024 - 60%) and NSCAS Math by 15 percentage points. (2022 - 52%, 2023 - 65%, 2024 - 62%)

Goal #6 (Strategy #6): York Public Schools will provide appropriate support, intervention, and enrichment to all students. We will know this goal is met when we see a reduction in achievement gaps between student subgroups, and improved scores on the Nebraska MTSS self-assessment.

### **School Improvement Goals**

Goal #1: York Public Schools will recruit, hire, and retain high-quality staff. We will know this goal is met when we have a reduced number of unfilled teaching positions and improved staff retention rates (reduced turnover).

- We will fill 100% of teaching positions by 2025
- We will retain 90% or more of our teaching positions by 2025

Goal #2: York Public Schools will strengthen mutual engagement throughout the community. We will know this goal is met when we see improved scores on the Humanex Parent Survey related to school engagement and satisfaction from \_\_\_\_\_ to \_\_\_\_\_.

Goal #3: York Public Schools will provide the facilities, infrastructure, and technology necessary to achieve our mission. We will know this goal is met when we have documented improvements in school facilities, infrastructure, and technology purchases/advances (e.g., renovations, upgrades, new equipment, improved internet access).

Goal #4: York Public Schools will research, design, and support the implementation of programs that develop physical, mental, and social-emotional health in a secure and nurturing environment that develops the grit and resilience of our students. We will

know this goal is met when we see improved student survey data related to social-emotional well-being and improved student attendance data (reduced absenteeism).

- DESSA
- SECCA
- SHARP
- Adviser ave daily attendance reports.

Goal #5: York Public Schools will enhance each student's educational journey by focusing on quality instruction, feedback, and engagement as outlined in the York Principles of Learning. We will know this goal is met when we see improved student performance on local, state, and national assessment data.

- NWEA MAP Growth
- NSCAS
- ACT
- IRIP Data
- Reading Fluency

Goal #6: York Public Schools will provide appropriate support, intervention, and enrichment to all students. We will know this goal is met when we see a reduction in achievement gaps between student subgroups and improved scores on the Nebraska MTSS self-assessment.

- MTSS Self-Assessment
- EL to non-EL
- FR to non-FR
- SPED to non-SPED

# Strategy #1

We will recruit, hire, and retain quality staff and provide ongoing support and mentoring.

## ACTION PLAN

<b>Strategy #: 1.1</b>	<b>1</b>	We will recruit, hire, and retain quality staff and provide ongoing support and mentoring.		
<b>Action Plan #:</b>	<b>1</b>			
<b>Specific Result Statement:</b> Research, explore, and implement high-quality recruitment efforts.				
#	ACTION STEPS (Number each one)	Assigned To	Starting Date	Completed Date
1	Expand the “Grow Your Own” program (future teacher academy internships, leadership development for teachers and admin, subs to teachers, paras to teachers) by brainstorming ways to recruit and interest targeted individuals for positions within the district and community	Admin Team	22-23	23-24
2	Recruit & train targeted high school students for paid positions and unpaid internships in the district	Admin Team	22-23	ongoing
3	Increase awareness and research our recruitment efforts to ensure diversity in our applicants	Admin Team	23-24	ongoing
4	Provide opportunities to recruit and meet with potential district substitute teachers and paraprofessionals (substitute orientation day, etc.)	Beth and Mitch	23-24 Job fair	Ongoing <b>24-25</b> Sub orientation night
5	Strengthen digital recruitment by developing and launching promotional videos and other media	Admin Team		
6	Strengthen in-person recruitment by attending higher ed job fairs, and college classes.	Admin Team	22-23	Ongoing <b>24-25</b> York University

				classes
7	Promote through website, social media and other avenues demographic data such class size, salary schedule-competitive wages, negotiated agreement pieces like plan time, support staff numbers, years of experience, student data	Admin Team	23-24	23-24 Annual Report
8	Include community resource information in recruitment materials that will include housing info, Chamber of Commerce information, and important contact information (realtors)	Admin Team		
9	Using our increased recruitment efforts we will increase our job application pool	Admin Team		
10	Evaluate the effectiveness of this plan	Admin Team		

**Responsible:**

Shaded areas for administrative use in implementation phase

## ACTION PLAN

<b>Strategy #: 1.2</b>	<b>1</b>	We will recruit, hire, and retain quality staff and provide ongoing support and mentoring.		
<b>Action Plan #:</b>	2			
<b>Specific Result Statement:</b> Research and implement best hiring practices to secure quality employees				
#	ACTION STEPS (Number each one)	Assigned To	Starting Date	Completed Date
1	District wide review with certified and non-certified staff on hiring process; making sure that we are as consistent as we can be as a district(teacher input, etc..)	Admin Team	24-25	
2	Explore recruitment efforts yearly such as education career fairs, explore hosting our own job fair or working with ESU 6 to host a regional job fair. Explore idea of Student Teacher Hiring Camp.	Admin Team	22-23	ongoing
3	Administration team will revisit our hiring protocol by looking at Humanex steps in place and making sure we are staying current in hiring trends and practices.	Admin Team	22-23	22-23

4	Action teams at each building will meet to evaluate results of these action steps and make recommendations to administration	Building Teams	22-23	ongoing
5	Connect with at least 3 other school districts of similar size and review their current hiring practices.		22-23	ongoing
6	Research at least 3 schools close to our size to explore what they are doing to get ahead of our hiring timeline. (incentives, etc)		22-23	ongoing
7	Explore hiring/retention incentives that are used in other schools and share these results with administration.		22-23	ongoing
8	Explore an Exit Survey for certified and non-certified staff	Dr. Bart	24-25	
9	Compare and evaluate benefit packages available in other school districts and the community as a whole.		22-23	ongoing
10	Explore hiring software (HR Data Warehouse, TalentEd, Etc.)			
11	Evaluate the effectiveness of this plan			

**Responsible:**

Shaded areas for administrative use in implementation phase

## ACTION PLAN

<b>Strategy #: 1.3</b>	<b>1</b>	We will recruit, hire, and retain quality staff and provide ongoing support and mentoring.		
<b>Action Plan #:</b>	3			
<b>Specific Result Statement:</b> Develop a district-wide active retention system for certified and non-certified staff				
#	ACTION STEPS (Number each one)	Assigned To	Starting Date	Completed Date
1	Examine current use of a Climate Survey to classified and certified staff and meet with stakeholders regarding action related to the survey.		22-23	ongoing
2	Committee will analyze results of the Climate Survey and share information/results of the survey with District and Building Administrators.		22-23	Ongoing Culture teams
3	Include classified and certified staff on building leadership teams to ensure that all groups have a		24-25	At YES currently,

	voice. This team will meet as scheduled throughout the school year.			expanding to YMS and YHS
4	Sustain the implementation of building “Focus Groups”; gathering feedback from specific groups (content areas, grade level teams, etc)		22-23	Completed 23-24
5	Explore retention incentives related to longevity and hours worked.		23-24	NDE retention grant information
6	Increase the self-efficacy of our new staff through mentoring, training on feedback, video self-reflections, coaching, annual surveys through the coaching model.			
7	We will increase the average years of service to district			
8	Identify the successful components of a district-wide wellness plan, implement plan and evaluate results.	admin	22-23	ongoing
9	Evaluate the effectiveness of this plan.			

**Responsible:** \_\_\_\_\_

Shaded areas for administrative use in implementation phase

### ACTION PLAN

<b>Strategy #: 1.4</b>	<b>1</b>	We will recruit, hire, and retain quality staff and provide ongoing support and mentoring.		
<b>Action Plan #:</b>	4			
<b>Specific Result Statement:</b> Strengthen and develop a continuous and consistent district-wide mentoring program				
#	ACTION STEPS (Number each one)	Assigned To	Starting Date	Completed Date
1	Research at least 3 other school’s mentoring programs and form a committee to develop mentoring programs at the district level.	admin	22-23	complete
2	Identify mentor-mentee support opportunities immediately after hire, over the summer, and during each month of the initial year of employment.	admin	22-23	complete

3	Identify and train teacher leaders to facilitate the building level mentor program designed at the district level.	admin	22-23	complete
4	Collect feedback annually from mentees and mentors by surveying both mentees and mentors. There will be an overall rating of the program from 1-10.	admin	24-25	YES and YHS implementing, looking to have district wide
5	Extend the first year mentoring program to a minimum of three years. Maintain an average of 7.0 or higher as an overall rating from mentors and mentees regarding the mentorship program			
6	Evaluate the effectiveness of this plan.			

**Responsible:**

Shaded areas for administrative use in implementation phase

### COST-BENEFIT ANALYSIS

<b>Strategy #:</b>	<b>1</b>	We will recruit, hire, and retain quality staff and provide ongoing support and mentoring.
<b>COSTS</b>		<b>BENEFITS</b>

<p><b>Tangible:</b></p> <ul style="list-style-type: none"> <li>○ <i>(Possible cost of)</i> Hiring a part-time marketing employee</li> <li>○ Training cost</li> <li>○ Attending job fairs</li> <li>○ Cost of promotional materials</li> <li>○ Pay scale issues</li> </ul>	<p><b>Tangible:</b></p> <ul style="list-style-type: none"> <li>○ Increase in applicants</li> <li>○ Finding potential employees</li> <li>○ Finding potential employees</li> <li>○ Finding potential employees and inform our stakeholders</li> <li>○ Longer retention of employees</li> </ul>
<p><b>Intangible:</b></p> <ul style="list-style-type: none"> <li>○ Exit Survey / Climate Survey</li> <li>○ Increase morale</li> <li>○ Increase YHS brand value</li> </ul>	<p><b>Intangible:</b></p> <ul style="list-style-type: none"> <li>○ Gather information on morale</li> <li>○ Keep employees longer</li> <li>○ Give YHS an identity</li> </ul>

(Have you considered opportunity costs?  
Does this action plan have sufficient return on investment?)

# Strategy #2

We will strengthen mutual engagement throughout the community.

#### ACTION PLAN

<b>Strategy #: 2.1</b>	2	We will strengthen mutual engagement throughout the community.
<b>Action Plan #:</b>	1	

**Specific Result Statement:** Enhance business partnerships, which could include internships, apprenticeships, job shadowing

#	ACTION STEPS (Number each one)	Assigned To	Starting Date	Completed Date
1	Identify businesses and industry that could have a mutually beneficial relationship with York Public Schools		22-23	ongoing
2	Identify and expand new opportunities for our students to experience registered apprenticeships and other opportunities		23-24	ongoing
3	Identify opportunities where business and industry can support our school system through strategic partnership efforts, volunteering, banking in our schools, Personal Finance course, etc.		22-23	ongoing
4	Maintain or increase the number of students participating in registered apprenticeships		24-25	
5	Identify and create additional workforce certifications (welding, automotive, etc)		24-25	
6	Identify and increase YES and YMS exposure to future local business opportunities (e.g. Cornerstone Duke Branch @ YES)		22-23	ongoing
7	Evaluate the effectiveness of the plan			

**Responsible:**

Shaded areas for administrative use in implementation phase

## ACTION PLAN

Strategy #: 2.2	2	We will strengthen mutual engagement throughout the community.
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**Action Plan #:**

2

**Specific Result Statement:** Invite local business, organizations, and community support groups to all buildings to expose students to local opportunities

#	ACTION STEPS (Number each one)	Assigned To	Starting Date	Completed Date
1	Explore new opportunities for a career day in each building to give students multiple opportunities to learn about various careers.		23-24	complete
2	Partner with York Chamber to provide opportunities for our students to learn more about area businesses by creating videos, setting up site visits, etc.			
3	Develop a systematic list at each building regarding possible career speakers that represent a variety of fields and educational requirements e.g. community leaders, business owners.		22-23	ongoing
4	Increase communication efforts regarding Teammates mentoring and expand our collaboration		22-23	ongoing
5	Establish a partnership with the York Parks and Rec program where mutually beneficial projects can be identified, promoted and executed by both parties.		22-23	ongoing
6	Partner with major employers to develop mutually beneficial projects that help our students become career ready.		22-23	ongoing
7	Evaluate the effectiveness of the plan			

**Responsible:**

[Redacted]

Shaded areas for administrative use in implementation phase

## ACTION PLAN

<b>Strategy #: 2.3</b>	<b>2</b>	We will strengthen mutual engagement throughout the community.
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**Action Plan #:**

3

**Specific Result Statement:** Create opportunities for administration, staff, and students to educate the York community about YPS

#	ACTION STEPS (Number each one)	Assigned To	Starting Date	Completed Date
1	Develop a YPS ambassador program for students grades PreK-12 and identify possible opportunities for these students to tell the story of YPS		25-26 Student leaders	
2	Identify and Enhance Opportunities for YPS staff to present about educational highlights		23-24	ongoing
3	Identify and Enhance Opportunities for YPS admin to promote YPS		22-23	ongoing
4	YPS Promotional opportunities with local radio to highlight educational happenings		22-23	ongoing
5	Enhance YNT program promotion with various spotlight articles		22-23	ongoing
6	Examine current YPS Social Media use develop strategies to communicate with the greater community		22-23	ongoing
7	Examine current District newsletters/Annual reports and consider enhancing or seek alternative opportunities to tell our story		23-24	ongoing
8	Examine YPS current branding and future branding possibilities using this strategic plan and identify opportunities to let branding help tell our story		22-23	ongoing
6	Evaluate the effectiveness of the plan			

**Responsible:**

[Redacted]

Shaded areas for administrative use in implementation phase

## ACTION PLAN

**Strategy #: 2.4**

2

We will strengthen mutual engagement throughout the community.

**Action Plan #:**

4

**Specific Result Statement:** Enhance two-way communication between YPS and families and patrons

#	ACTION STEPS (Number each one)	Assigned To	Starting Date	Completed Date
1	Evaluate and Revise focused parent surveys for feedback - Increase the number of surveyed responses. Report data to the administration team and school board		22-23 24-25	Ongoing Work with Humanex to determine action steps from 2024 family engagement survey
2	Create action plan update committees at the building level that include parents and meets 2 times per year to review progress on strategic plan as well as gain input from our parents.			
3	Family Engagement Nights - Promote, organize, structure committees, and implement family engagement nights.			
4	Community Education Nights - Promote, organize, structure committees, and implement community education nights.		24-25 Begin to create ideas	
5	Evaluate the effectiveness of the plan			

**Responsible:**

Shaded areas for administrative use in implementation phase

## COST-BENEFIT ANALYSIS

<b>Strategy #:</b>	2	We will strengthen mutual engagement throughout the community.
<b>COSTS</b>		<b>BENEFITS</b>
<b>Tangible:</b> <ul style="list-style-type: none"> <li>○ Sub costs</li> <li>○ York Duke gear</li> </ul>		<b>Tangible:</b> <ul style="list-style-type: none"> <li>○ More kids in workforce</li> <li>○ Exposure to local opportunities</li> <li>○ More class offerings</li> <li>○ YPS PR</li> <li>○ Community Awareness</li> <li>○ Community feedback</li> </ul>
<b>Intangible:</b> <ul style="list-style-type: none"> <li>○ Time</li> </ul>		<b>Intangible:</b> <ul style="list-style-type: none"> <li>○ Leadership skills</li> <li>○ Community</li> </ul>

## Strategy #3

We will provide the facilities, infrastructure, and technology necessary to achieve our mission.

## ACTION PLAN

<b>Strategy #: 3.1</b>	<b>3</b>	We will provide the facilities, infrastructure, and technology necessary to achieve our mission.
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<b>Action Plan #:</b>	1	<b>Specific Result Statement:</b> Seek outside funding to support budget
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#	ACTION STEPS (Number each one)	Assigned To	Starting Date	Completed Date
1	Research Seek transportation grants/funding and prepare the proper data/paperwork to attain these grants as well as strategically align services to qualify for possible grants.	Mitch and Beth	22-23	ongoing
2	Investigate energy efficient projects, determine costs, identify reimbursements and complete these projects where they make financial and energy efficient sense.	Mitch	22-23	Facility advocates
3	Investigate Early Childhood funding opportunities, costs associated with aligning to the goals of the alternative funding, pursue opportunities for private-public funding of expanded preschool facilities and programming.	Mitch and Katie	22-23	ongoing
4	Seek Career Ed grants Investigate career education grants including the revision grant as well as opportunities to maximize our Perkins dollars that are consorted with ESU 6.	Mitch	22-23	CTE revision Grant; JAG
5	Research local, state, and national grants for district cost savings.	Mitch and Beth	22-23	ongoing
6	Evaluate the effectiveness of the plan			

**Responsible:**

Shaded areas for administrative use in implementation phase

## ACTION PLAN

<b>Strategy #: 3.2</b>	<b>3</b>	We will provide the facilities, infrastructure, and technology necessary to achieve our mission.
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<b>Action Plan #:</b>	<b>2</b>	<b>Specific Result Statement:</b> Enhance and upgrade facilities
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#	ACTION STEPS (Number each one)	Assigned To	Starting Date	Completed Date
1	Allocate levy funding in Special Building Fund Research the possibility of Strategically allocating funds to the special building fund to complete projects identified by the board of education that are necessary for the safe, efficient, and rigorous operation of our district.	Mitch	22-23	ongoing
2	Provide opportunities for stakeholders to prioritize future capital projects in YPS through surveys and informational sessions as well as board meetings.	Mitch	22-23	ongoing
3	Investigate strategies to update master facilities plans with the board of education that are low-cost but provide the board and stakeholders with real-time data about their facilities to assist the board in identifying priority projects.	Mitch	22-23	ongoing
4	Communicate, enhance, and utilize the Master Facility plan to determine priorities in facilities upgrade	Mitch	22-23	ongoing
5	Evaluate the effectiveness of the plan			

**Responsible:**

Shaded areas for administrative use in implementation phase

## ACTION PLAN

<b>Strategy #: 3.4</b>	<b>3</b>	We to provide the facilities, infrastructure, and technology necessary to achieve our mission.
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<b>Action Plan #:</b>	<b>3</b>	<b>Specific Result Statement:</b> Enhance and upgrade technology
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#	ACTION STEPS (Number each one)	Assigned To	Starting Date	Completed Date
1	Review and update Master Facilities Plan specific to technology	Mitch and Chris E.	22-23	ongoing
2	Research, Evaluate, and Revise Technology Master Plans e.g. technology replacement cycle, technology integration, staff and student feedback, cost effectiveness analysis	Mitch and Chris E.	22-23	ongoing
3	Investigate current trends in educational technology and identify ed tech, and tech systems that can best help us meet our mission.	Mitch and Chris E.	22-23	ongoing
4	Develop Technology Replacement Cycle plan	Mitch and Chris E.	22-23	ongoing
5	Evaluate the effectiveness of the plan			

**Responsible:**

Shaded areas for administrative use in implementation phase

## COST-BENEFIT ANALYSIS

<b>Strategy #:</b>	3	We will provide the facilities, infrastructure, and technology necessary to achieve our mission
<b>COSTS</b>		<b>BENEFITS</b>
<b>Tangible:</b> <ul style="list-style-type: none"> <li>○ Special Building Fund allocations</li> <li>○ Annual technology budget</li> </ul>		<b>Tangible:</b> <ul style="list-style-type: none"> <li>○ Positive learning environment</li> <li>○ Safe and secure building</li> </ul>
<b>Intangible:</b> <ul style="list-style-type: none"> <li>○</li> </ul>		<b>Intangible:</b> <ul style="list-style-type: none"> <li>○ Facilities are updated and maximized for learning</li> <li>○ Pride is perpetuated throughout the building.</li> <li>○</li> </ul>

(Have you considered opportunity costs?  
Does this action plan have sufficient return on investment?)

# Strategy #4

We will research, design, and support the implementation of programs that develop physical, mental, and social-emotional health in a secure and nurturing environment that develops the grit and resilience of our students.

## ACTION PLAN

<b>Strategy #: 4.1</b>	<b>4</b>	We will research, design, and support the implementation of programs that develop physical, mental, and social-emotional health in a secure and nurturing environment that develops the grit and resilience of our students.
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<b>Action Plan #:</b>	1	<b>Specific Result Statement:</b> Research, design, and support the implementation of mental health programs for our students.
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#	ACTION STEPS (Number each one)	Assigned To	Starting Date	Completed Date
1	Professional development for staff on mental health. (Ex: suicidal ideation, anxiety, self-harm, threat assessment, trauma informed care, etc.) e.g. School Safety Summit, #YorkMLK23	Beth	22-23	ongoing
2	Research & implement mental health screeners for all students.	Beth	22-23	complete
3	Research & implement social skill lessons / social skills class.			
4	Review and utilize the Nebraska Behavioral Health Resources for Schools document to determine appropriate application to their building needs.			
5	Identify and implement mental health interventions to help make students available for learning.	admin	22-23	ongoing
6	Identify and evaluate student mental-health needs to determine possible mental-health staffing needs (ex: LMHP)	admin	22-23	ongoing
7	Evaluate the effectiveness of the plan.			

**Responsible:**

Shaded areas for administrative use in implementation phase

## ACTION PLAN

<b>Strategy #: 4.2</b>	<b>4</b>	We will research, design, and support the implementation of programs that develop physical, mental, and social-emotional health in a secure and nurturing environment that develops the grit and resilience of our students.
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**Action Plan #:** 2

**Specific Result Statement:** Evaluate and support the social / emotional health of our students.

#	ACTION STEPS (Number each one)	Assigned To	Starting Date	Completed Date
1	Explore and implement strategies to develop resilience and grit in all students.	admin	22-23	ongoing
2	Research best practices in social emotional health.	admin	22-23	ongoing
3	Develop and expand upon the programs addressing social media, bullying, diversity, and student apathy, etc.	admin	22-23	ongoing
4	Review and utilize the Nebraska Behavioral Health Resources for Schools document to determine appropriate application to their building needs.	admin	24-25	
5	Examine age appropriate social emotional curriculum to utilize within the schools.			
6	Examine student mental health screeners and explore implementation of student screeners.	Beth	22-23	complete
7	Create Parent Communication Plan and resources for parents around social/emotional health			
8	Explore anonymous reporting hotline.	Mitch & Beth	23-24	complete
9	Evaluate the effectiveness of the plan.			

**Responsible:**

Shaded areas for administrative use in implementation phase

## ACTION PLAN

<b>Strategy #: 4.3</b>	<b>4</b>	We will research, design, and support the implementation of programs that develop physical, mental, and social-emotional health in a secure and nurturing environment that develops the grit and resilience of our students.
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**Action Plan #:** 3

**Specific Result Statement:** Evaluate and enhance the physical health of our students.

#	ACTION STEPS (Number each one)	Assigned To	Starting Date	Completed Date
1	Evaluate the current effectiveness of building level efforts to address substance abuse. Based on evaluation results, adjust current practices if necessary.	admin	24-25	
2	Establish a baseline of physical activity throughout the day for students and identify opportunities to increase physical activity in all buildings.			
3	Look for opportunities to expand physical activities as indicated from the baseline. e.g. brain breaks, recess, Hallway activities	admin	22-23	ongoing
4	Provide professional development on topics that enhance the physical health of our students.			
5	Review and utilize the Nebraska Behavioral Health Resources for Schools document to determine appropriate application to their building needs.			
6	Evaluate the current effectiveness of building level efforts to address Substance Abuse.			
7	Explore building level wellness days or activities.		24-25	
8	Evaluate the effectiveness of the plan.			

Responsible: \_\_\_\_\_

Shaded areas for administrative use in implementation phase

## ACTION PLAN

<b>Strategy #: 4.4</b>	<b>4</b>	We will research, design, and support the implementation of programs that develop physical, mental, and social-emotional health in a secure and nurturing environment that develops the grit and resilience of our students.
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<b>Action Plan #:</b>	4	<b>Specific Result Statement:</b> Identify, bring awareness and address community resources needed for students and families.
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#	ACTION STEPS (Number each one)	Assigned To	Starting Date	Completed Date
1	Explore and connect families with resources in our community to help better meet the needs of our students and families.	YC3 Comm.	24-25	
2	Review and utilize the Nebraska Behavioral Health Resources for Schools document to determine appropriate application to their building needs.			
3	Utilize York County Health Coalition for possible resources and supports.		24-25	ongoing
4	Develop and Implement Parent Awareness around DESSA and SEL Programming.	admin	22-23	ongoing
5	Evaluate the effectiveness of the plan.			

Responsible: \_\_\_\_\_

Shaded areas for administrative use in implementation phase

## COST-BENEFIT ANALYSIS

<b>Strategy #:</b>	4	We will research, design, and support the implementation of programs that develop physical, mental, emotional and relational health in secure and nurturing environment that develops the grit and resilience of our students.
<b>COSTS</b>		<b>BENEFITS</b>
<b>Tangible:</b> <ul style="list-style-type: none"> <li>● Costs associated with professional development</li> <li>● Possible costs of possible curriculum purchase</li> <li>● Potential cost for universal screener.</li> <li>● Potential cost for behavioral interventions.</li> <li>● Hiring/contracting with a LMHP.</li> <li>● Resources and training</li> <li>● Potential PD costs for bringing in outside parties to present and/or books/materials</li> <li>● Cost for staff PD</li> <li>● Cost for potentially partnering with more mental health agencies</li> <li>● Cost for mental health screeners</li> </ul>		<b>Tangible:</b> <ul style="list-style-type: none"> <li>● Identifying students with social, mental, physical and emotional needs.</li> <li>● Providing services for students with social, mental, physical and/emotional needs.</li> <li>● Physical resources available to our staff</li> </ul>

<p><b>Intangible:</b></p> <ul style="list-style-type: none"> <li>• Time committed to completing universal screener.</li> <li>• Time team members spend to research and identify students need intervention.</li> <li>• Time to determine effective processes.</li> <li>• Time/effort to locate PD resources</li> <li>• Time to investigate available programs, resources, professional development</li> <li>• Time to implement mental health screener and disseminate the results</li> </ul>	<p><b>Intangible:</b></p> <ul style="list-style-type: none"> <li>• Staff would have additional supports in meeting student needs in this area.</li> <li>• Less teacher stress.</li> <li>• Provide parent additional resources and/or training.</li> <li>• Fewer out of class discipline issues.</li> <li>• Less behavioral issues at school/SPED needs. o Better overall student performance.</li> <li>• Acquired relationships with community agencies to benefit our students/families</li> <li>• Improvement in school culture</li> <li>• Improvement in student and staff well-being</li> <li>• Early identification of concerns with students and staff.</li> </ul>
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# Strategy #5

We will enhance each student's educational journey by focusing on quality instruction, feedback, and engagement as outlined in the YPL.

## ACTION PLAN

<b>Strategy #: 5.1</b>	<b>5</b>	We will enhance each student’s educational journey by focusing on quality instruction, feedback, and engagement as outlined in the YPL.
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<b>Action Plan #:</b>	1	<b>Specific Result Statement:</b> We will explore and improve tier one (core) instruction as outlined in the York Principles of Learning to ensure instruction is relevant and meaningful.
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#	ACTION STEPS (Number each one)	Assigned To	Starting Date	Completed Date
1	Evaluate effectiveness of Tier 1 instruction.		22-23	ongoing
2	Create and implement a Professional development plan directly linked to this strategic plan		22-23	ongoing
3	Research and expand strong instructional practices that align with the York Principles of Learning.		22-23	ongoing
4	Provide professional development to all staff so teachers can improve effectiveness of Tier 1 instruction.		22-23	ongoing
5	Improve differentiation and scaffolding practices to meet more students’ needs in Tier 1.		24-25 AI	
6	Implement and refine strong instructional practices in all classrooms.		22-23	ongoing
7	Evaluate improvement of Tier 1 instruction using teacher evaluation data and student achievement data.			
8	Fidelity Checks of the effectiveness of Tier I			
9	Evaluate the effectiveness of this plan			

**Responsible:**

Shaded areas for administrative use in implementation phase

## ACTION PLAN

<b>Strategy #: 5.2</b>	<b>5</b>	We will enhance each student’s educational journey by focusing on quality instruction, feedback, and engagement as outlined in the YPL.
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<b>Action Plan #:</b>	2	<b>Specific Result Statement:</b> We will explore ways to improve student engagement through multiple instructional strategies and a variety of practice opportunities.
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#	ACTION STEPS (Number each one)	Assigned To	Starting Date	Completed Date
1	Evaluate current student engagement via staff feedback and teacher evaluation data			
2	Explore ways to increase student engagement in all curricular areas.		23-24	ongoing
3	Elicit feedback from staff on current student engagement.		22-23	Ongoing Team meetings
4	Provide professional development to provide more engagement strategies for teachers, specific to grade-level and content areas.		23-24	ongoing
5	Implement new strategies for student engagement.		24-25 AI Char Strong	
6	Evaluate the effectiveness of this plan with teacher evaluation data.			
7	Explore the use of instructional rounds including logistics and systematic implementation.	Admin	24-25	Expand to all buildings
8	Revisit district walkthroughs as they align to the York Instructional Model and Evaluation Model			

9	Evaluate the effectiveness of this plan			
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**Responsible:** \_\_\_\_\_

Shaded areas for administrative use in implementation phase

## ACTION PLAN

<b>Strategy #: 5.3</b>	<b>5</b>	We will enhance each student’s educational journey by focusing on quality instruction, feedback, and engagement as outlined in the YPL.
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<b>Action Plan #:</b>	3
<b>Specific Result Statement:</b>	We will evaluate and improve current feedback (assessment) practices to determine if appropriate and timely feedback is provided and used to improve learning.

#	ACTION STEPS (Number each one)	Assigned To	Starting Date	Completed Date
1	Evaluate strengths and weaknesses of current classroom feedback and assessment practices	Admin	22-23	ongoing
2	Research best practice for feedback and assessment		22-23	ongoing
3	Align best practice and current beliefs with other district initiatives (such as ICU).		22-23	ongoing
4	Provide professional development on feedback and assessment.		22-23	ongoing
5	Implement improved feedback and assessment practices within all classrooms.		22-23	ongoing
6	Examine feedback and assessment practices and determine next steps and develop plan	Admin	22-23	ongoing
7	Explore the possibility of a comprehensive data plan for York Public Schools		22-23	Complete Branching Minds

8	Evaluate the effectiveness of this plan.			
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**Responsible:**

Shaded areas for administrative use in implementation phase

## ACTION PLAN

<b>Strategy #: 5.4</b>	<b>5</b>	We will enhance each student’s educational journey by focusing on quality instruction, feedback, and engagement as outlined in the YPL.
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**Action Plan #:** 4

**Specific Result Statement:** We will develop a purposeful professional development plan that aligns with the York Principles of Learning.

#	ACTION STEPS (Number each one)	Assigned To	Starting Date	Completed Date
1	Review past professional development opportunities.	Beth	22-23	ongoing
2	Review current professional development plans.	Beth	22-23	ongoing
3	Improve new teacher orientation and professional development by enhancing onboarding practices related to the instructional model.	Beth	23-24	complete
4	Gather input from staff on professional development needs and/or wants.		22-23	ongoing
5	Develop a district-level professional development plan that aligns with York Principles of Learning and considers staff survey.		24-25	

6	Implement and evaluate the effectiveness of this plan through staff surveys and teacher evaluation data.			
7	Evaluate the effectiveness of this plan.			

**Responsible:** \_\_\_\_\_

Shaded areas for administrative use in implementation phase

### COST-BENEFIT ANALYSIS

<b>Strategy #:</b>	5	We will enhance each student’s educational journey by focusing on quality instruction, feedback, and engagement as outlined in the YPL.
<b>COSTS</b>		<b>BENEFITS</b>
<b>Tangible:</b> <ul style="list-style-type: none"> <li>o Costs associated with professional development</li> <li>o Possible costs of possible curriculum purchases</li> <li>o Costs with new teacher orientation materials</li> </ul>		<b>Tangible:</b> <ul style="list-style-type: none"> <li>o Improved instruction and assessment practices</li> <li>o Improved student achievement data</li> <li>o Decreased student achievement gap</li> </ul>

<b>Intangible:</b> <ul style="list-style-type: none"><li>○ Time to implement professional development</li><li>○ New teachers feeling overwhelmed with professional development</li><li>○ Conflicts when trying to implement more professional development with an already full schedule</li></ul>	<b>Intangible:</b> <ul style="list-style-type: none"><li>○ Teachers are improving their craft and increasing their understanding of strong instructional practices as outlined in the York Principles of Learning</li><li>○ All teachers understand York Principles of Learning, regardless of time with the district</li></ul>
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## Strategy #6

We will provide appropriate support, intervention, and enrichment to all students.

## ACTION PLAN

<b>Strategy #: 6.1</b>	<b>6</b>	We will provide appropriate support, intervention, and enrichment to all students.		
<b>Action Plan #:</b>	1			
<b>Specific Result Statement:</b> Develop a district-wide MTSS model to meet student academic and behavioral needs.				
#	ACTION STEPS (Number each one)	Assigned To	Starting Date	Completed Date
1	Evaluate our current MTSS model.	Admin & MTSS Teams	22-23	2023
2	Develop/Revise a continuous MTSS model for PK-12 academic/behavioral needs.	Admin & MTSS Teams	21-22	2023

3	Implement the MTSS model for PK-12 academic/behavioral needs.	Admin & MTSS Teams	22-23	ongoing
4	Monitor the fidelity of implementation of the MTSS model to meet student academic and behavioral needs.	Admin & MTSS Teams	22-23	ongoing
5	Evaluate our current MTSS model for student academic needs through the percentage of students in each tier.	Admin & MTSS Teams	23-24	ongoing
6	Develop/Revise a continuous MTSS/PBIS model for PK-12 behavioral needs.	Admin, SEL & MTSS Teams	22-23	Ongoing 24-25
7	Implement the MTSS model for PK-12 behavioral needs.	Admin, SEL & MTSS Teams	22-23	Ongoing 24-25
8	Evaluate our current MTSS model for student behavioral needs by a reduction in behavioral referrals.	Admin, SEL & MTSS Teams	23-24	
9	Evaluate the effectiveness of this plan	Admin, SEL & MTSS Teams	25-26	

**Responsible:** \_\_\_\_\_

Shaded areas for administrative use in implementation phase

### ACTION PLAN

Strategy #: 6.2	6	We will provide appropriate support, intervention, and enrichment to all students.
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<b>Action Plan #:</b>		2			
<b>Specific Result Statement:</b> Implement appropriate evidence-based instructional strategies to meet the needs of all learners.					
#	ACTION STEPS (Number each one)	Assigned To	Starting Date	Completed Date	
1	Examine and evaluate the success of our current practices utilized in our district regarding instruction and intervention.	Admin & MTSS Teams			
2	Research and select appropriate supports, interventions, and enrichments that are aligned with the York Principles of Learning.	Admin & MTSS Teams	21-22	Ongoing YMS	
3	Create decision rules to determine when supports, interventions, and enrichments will be put into place.		22-23	ongoing	
4	Identify resources (people and time) that are needed for providing supports, interventions, and enrichments.		23-24	ongoing	
5	Provide professional development on when and how to implement supports, interventions, and enrichments.	Admin	23-24	ongoing	
6	Support students transitioning to new buildings through evidence-based supports e.g. mentoring programs, student family, small groups, jump start, etc.	Admin	22-23	ongoing	
7	Implement supports, interventions, and enrichments with fidelity.				
8	Evaluate the effectiveness of this plan by the student meeting their individual academic goals.				

**Responsible:** \_\_\_\_\_

Shaded areas for administrative use in implementation phase

## ACTION PLAN

<b>Strategy #: 6.3</b>	<b>6</b>	We will provide appropriate support, intervention, and enrichment to all students.
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**Action Plan #:**

**Specific Result Statement:** Evaluate and implement appropriate tools to monitor student progress.

#	ACTION STEPS (Number each one)	Assigned To	Starting Date	Completed Date
1	Evaluate and implement current processes in place to monitor student progress.	Admin	22-23	ongoing
2	Research effective tools and practices to monitor student progress.		24-25 iXL	
3	Identify practices to monitor student progress that align with the York Principles of Learning		21-22	ongoing
4	Provide professional development on monitoring student progress.	Admin	22-23	ongoing
5	Implement the practices to monitor student progress.		22-23	ongoing
6	Evaluate the effectiveness of the tools to monitor student progress.			
7	Utilization of Data Warehouse e.g. Branching Minds	Mitch	22-23	
8	Evaluate the effectiveness of this plan			

**Responsible:**

Shaded areas for administrative use in implementation phase

### COST-BENEFIT ANALYSIS

<b>Strategy #:</b>	<b>6</b>	We will provide appropriate support, intervention, and enrichment to all students.
<b>Action Plan #:</b>	<input style="width: 50px; height: 20px;" type="text"/>	

<b>Specific Result Statement:</b> [Type text]	
<b>COSTS</b>	<b>BENEFITS</b>
<p><b>Tangible:</b></p> <ul style="list-style-type: none"> <li>○ Purchasing intervention and enrichment programs</li> <li>○ Professional development opportunities (subs or travel)</li> <li>○ Assessment programs</li> <li>○ Branching minds platform</li> <li>○ MTSS platform</li> </ul>	<p><b>Tangible:</b></p> <ul style="list-style-type: none"> <li>○ Students will increase academic and behavioral performance.</li> <li>○ More specific programming goals.</li> <li>○ Consistent expectations in behavior and student learning.</li> </ul>
<p><b>Intangible:</b></p> <ul style="list-style-type: none"> <li>○ Time</li> </ul>	<p><b>Intangible:</b></p> <ul style="list-style-type: none"> <li>○ More students' needs will be met.</li> <li>○ Increase in staff motivation</li> <li>○ Students and parents will feel more appropriately served.</li> </ul>

(Have you considered opportunity costs?  
Does this action plan have sufficient return on investment?)