

## Jefferson - Trenton City

District: Trenton City

County: Mercer

Region: 4

Classification: Priority

Reason: Lowest-Performing

CDS: 215210230

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## SMART Goal 1

By June 2017 Jefferson will implement the balanced literacy block in all classrooms and this will result in 80% of students meeting their DRA level goals according to data set in October 2016

Growth goals:

2 years behind: +1.25-1.5 years

1-2 years behind: +1-1.5 years

Less than 1 year, on or above: +1year

**Performance Challenge:** According to the mid year DRA2 scores, 78% of our students are not reading at or above grade level.

**Strategy 1:** Develop, implement, and monitor targeted Guided Reading/Leveled Small groups according to student instructional levels as measured by DRA and formative assessments. Meet with a minimum of 2 groups each day.

Turnaround Principal: 4 - Curriculum, Assessment and Intervention System

**Strategy 2:** Unpacking the units to review standards, evidence for mastery, and identifying potential student misconceptions

Turnaround Principal: 5 - Effective Staffing Practices

**Strategy 3:** Create and implement a system to monitor and support the instruction of the literacy block

Turnaround Principal: 8 - Family and Community Engagement

**Target Population:** All students and staff

## Interim Goals

### SMART Goal 1

End of Cycle	Interim Goal	Sources of Evidence
EOC 1	<p>By November 11, 2016 100% of students will have been base lined to determine their DRA level and goals set for individual growth for the school year.</p> <p>By November 11, 2016 50% of ELA classrooms will implement the balanced literacy block with fidelity according to leadership walkthroughs based on the instructional framework 2.0</p>	<p>DRA scores</p> <p>Walkthrough data</p>
EOC 2	<p>By February 2, 2017 65% of students will reach their interim DRA level set in October.</p> <p>By February 2, 2017 60% of ELA classrooms will implement the balanced literacy block with fidelity according to leadership walkthroughs based on the instructional framework 2.0</p>	<p>DRA scores</p> <p>Walkthrough data</p>
EOC 3	<p>By April 14, 2017 80% of ELA classrooms will implement the balanced literacy block with fidelity according to leadership walkthroughs based on the instructional framework 2.0</p>	<p>Walkthrough data</p>
EOC 4	<p>By June 2017 Jefferson will implement the balanced literacy block in all classrooms and this will result in 80% of students meeting their DRA level goals according to data set in October 2016</p> <p>Growth goals: 2 years behind: +1.25-1.5 years 1-2 years behind: +1-1.5 years Less than 1 year, on or above: +1year</p>	<p>DRA scores</p>

## Action Steps

### SMART Goal 1

Step Number	Strategy	Action Steps	Primary Turnaround	Start Date	End Date	Assigned To
1	1	Complete DRA miscue analysis and identify the skills to focus on	3 - Effective Instruction	9/12/16	10/28/16	Teachers
2	1	Set interim and end of the year DRA goal with students after baseline	6 - Enabling the Effective Use of Data	9/12/16	10/28/16	Teachers
3	1	Monitor student progress toward reaching interim DRA goal.	6 - Enabling the Effective Use of Data	9/12/16	4/7/17	Teachers
4	1	Communicate with families about current reading level, grade level expectations and student goals	8 - Family and Community Engagement	10/3/16	6/24/16	Teachers
5	1	Teachers will visually track student reading growth in their classroom to celebrate small successes	6 - Enabling the Effective Use of Data	9/26/16	6/16/17	Teachers
6	1	Provide professional development on guided reading (planning and execution of lessons) Initial session: First few days of school Follow up PD: 2 hour Faculty Meeting in October Follow Up PD: 2 hour faculty Meeting in February **Reference Resource and Online Book Study: Guided Reading, Second Edition by Fountas and Pinnell (projected publication date August, 2016) If funds become available for Teacher salary stipends for extended faculty meeting Professional development \$2160, Professional Resource Text: Guided Reading , Second Edition \$1440 and J.E.EP Academic Extended Day Program \$5200	5 - Effective Staffing Practices	9/1/16	2/28/17	Literacy Leader
7	1	Include guided reading in lesson plans: at minimum- in differentiation column: list book, objective and students.	3 - Effective Instruction	9/12/16	6/21/17	Teachers / Principal

Step Number	Strategy	Action Steps	Primary Turnaround	Start Date	End Date	Assigned To
8	1	Train staff on taking and maintaining anecdotal notes *How to take notes *How to use notes to plan for next guided reading lesson *Follow up sessions to monitor implementation	6 - Enabling the Effective Use of Data	9/1/16	5/19/17	Teachers / Principal
9	1	Principal will create and implement a system for monitoring implementation of guided reading and the balanced literacy block through a walkthrough tool and providing feedback to teachers via email.	1 - School Leadership	10/3/16	6/21/17	Principal
10	2	Use PARCC evidence tables and formative assessments to insure alignment to standards within the unit	4 - Curriculum, Assesment and Intervention System	9/12/16	5/12/17	Literacy Leader / Teachers
11	2	Identify reading strategies to address potential student misconceptions from each curricular unit Resource tool: Reading Strategies Book by Jennifer Serravallo	3 - Effective Instruction	9/12/16	5/26/17	Literacy Leader / Teachers
12	2	Review student work during unit to identify trends and areas for reteaching and enrichment	4 - Curriculum, Assesment and Intervention System	10/10/16	5/12/17	Literacy Leader / Teachers
13	3	Grade level teachers will plan and teach at least one close reading lesson in a content area during each unit. Time is provided during a faculty meeting for units 2-4 (NOTE: deliverable at end of meeting should be a completed lesson plan and dates the lesson will be taught)	3 - Effective Instruction	9/1/16	3/31/17	Principal / Teachers
14	3	Principal will create and implement a system for monitoring implementation of close reading through review of lesson plans and walkthrough during scheduled lessons	1 - School Leadership	9/12/16	6/16/17	Principal
15	3	Leadership team will participate in monthly targeted walkthroughs	1 - School Leadership	9/19/16	6/16/17	Principal, Literacy Leader

Step Number	Strategy	Action Steps	Primary Turnaround	Start Date	End Date	Assigned To
16	3	Analyze trends during weekly meeting and share with staff through staff newsletter	6 - Enabling the Effective Use of Data	9/19/16	6/16/17	Principal, Literacy Leader
17	3	Use data to identify coaching and interclass visitation needs	6 - Enabling the Effective Use of Data	9/19/16	6/2/17	Teachers, Principal, Literacy Leader
18	2	Quarterly checks of guided reading and conferencing binder	6 - Enabling the Effective Use of Data	11/14/16	6/2/17	Teachers, Principal
19	3	J.E.EP Extended Day Program for grade 3-5	3 - Effective Instruction	1/2/17	5/31/17	Teachers, Coaches, Principal

## Budget Items

### SMART Goal 1

Corresponding Action Step No.	Resource / Description	Funding Category / Object Code	Funding Requested	Funding Source
6	Literacy coach position salary	SUPPORT SERVICES - Personnel Services - Salaries / 200-100	\$95,828.00	Other Federal
6	Literacy coach	SUPPORT SERVICES - Personnel Services - Employee Benefits / 200-200	\$10,000.00	Other Federal

## SMART Goal 2

By June 2017, students in grades 3-5 will increase an average of 10 percentage points on the Numbers and Operations in Base Ten (NBT) standards as compared to the 2016 PARCC.

**Performance Challenge:** According to the mid-year i-ready diagnostic 84% of our students are not at or above grade level standards.

**Strategy 1:** Implementation of Number Talks that follows a cycle of professional development which consists of walkthroughs, feedback, and targeted support to improve instruction as related to Number Sense

Turnaround Principal: 4 - Curriculum, Assessment and Intervention System

**Strategy 2:** Unpacking the units to review standards, evidence for mastery through standards based tasks and assessments, and identifying potential student misconceptions

Turnaround Principal: 5 - Effective Staffing Practices

**Strategy 3:** Create and implement a system to monitor and support the instruction of the math block

Turnaround Principal: 8 - Family and Community Engagement

**Target Population:** All students and staff

## Interim Goals

### SMART Goal 2

End of Cycle	Interim Goal	Sources of Evidence
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End of Cycle	Interim Goal	Sources of Evidence
EOC 1	<p>70% of students in Kindergarten will score proficient on a district common assessment as related to standards in Operations and Algebraic thinking.</p> <p>50% of students in grade 1 will score proficient on a district common assessment as related to Number and Operations in Base Ten standards</p> <p>30% of students in grade 2 will score proficient on a district common assessment as related to Number and Operations in Base Ten standards</p> <p>25% of students in grade 3 will score proficient on a district common assessment as related to Number and Operations in Base Ten standards</p> <p>10% of students in grade 4 will score proficient on a district common assessment as related to Number and Operations in Base Ten standards</p> <p>10% of students in grade 5 will score proficient on a district common assessment as related to Number and Operations in Base Ten standards</p>	District approved common formative assessment.

End of Cycle	Interim Goal	Sources of Evidence
EOC 2	<p>80% of students in Kindergarten will score proficient on a district common assessment as related to standards in Operations and Algebraic thinking.</p> <p>60% of students in grade 1 will score proficient on a district common assessment as related to Number and Operations in Base Ten standards</p> <p>40% of students in grade 2 will score proficient on a district common assessment as related to Number and Operations in Base Ten standards</p> <p>35% of students in grade 3 will score proficient on a district common assessment as related to Number and Operations in Base Ten standards</p> <p>20% of students in grade 4 will score proficient on a district common assessment as related to Number and Operations in Base Ten standards</p> <p>20% of students in grade 5 will score proficient on a district common assessment as related to Number and Operations in Base Ten standards</p>	District approved common formative assessment.



End of Cycle	Interim Goal	Sources of Evidence
EOC 3	<p>90% of students in Kindergarten will score proficient on a district common assessment as related to Number and Operations in Base Ten standards</p> <p>70% of students in grade 1 will score proficient on a district common assessment as related to Number and Operations in Base Ten standards</p> <p>50% of students in grade 2 will score proficient on a district common assessment as related to Number and Operations in Base Ten standards</p> <p>45% of students in grade 3 will score proficient on a district common assessment as related to Number and Operations in Base Ten standards</p> <p>30% of students in grade 4 will score proficient on a district common assessment as related to Number and Operations in Base Ten standards</p> <p>30% of students in grade 5 will score proficient on a district common assessment as related to Number and Operations in Base Ten standards</p>	District approved common formative assessment.
EOC 4	By June 2017, students in grades 3-5 will increase an average of 10 percentage points on the Numbers and Operations in Base Ten (NBT) standards as compared to the 2016 PARCC.	PARCC results data

## Action Steps

### SMART Goal 2

Step Number	Strategy	Action Steps	Primary Turnaround	Start Date	End Date	Assigned To
1	1	Math leader assess the school to determine what teachers are successfully implementing Number Talks in their classroom 3-5 times per week. If funds become Available Professional Resource Text: Number Talks Whole Number Computation K-5 (Title II), \$2280	3 - Effective Instruction	9/30/16	10/14/16	Math Leader
2	1	Math leader coaches teachers individually and/or by grade level on math instruction, the implementation of number talks, and the district math focus for the school year.	3 - Effective Instruction	10/3/16	6/9/17	Math Leader
3	1	Principal, math leader, and RAC math specialist will monitor the implementation of Number Talks through classroom visits at least 3 times per week and provide feedback to teachers. Number talks will be monitored at least 3 times per week	3 - Effective Instruction	11/15/16	6/23/17	Principal, Math Leader
4	2	Establish PLC norms to review student work on a monthly basis.	4 - Curriculum, Assesment and Intervention System	9/30/16	10/10/16	Coaches, Teachers, Principal
5	2	Use student work from assessments including Type I, II, and III questions to determine when re-teaching needs to take place.	4 - Curriculum, Assesment and Intervention System	9/30/16	6/23/17	Teachers, Math Leader
6	2	Lesson development following the district curriculum that include small group instruction on a daily basis. 9/7/2016, week of 9/19/2016; week of 10/3/2016, week of 10/18/2016, week of 10/31/2016, week of 12/5/2016, week of 1/3/2017, week of 1/16/2017, week of 1/30/2017, week of 2/13/2017, week of 2/27/2017, week of 3/13/2017, week of 3/27/2017, week of 4/10/2017, week of 5/1/2017, week of 5/15/2017	3 - Effective Instruction	9/7/16	6/23/17	Teachers, Math Leader
7	2	Develop enrichment & interventions activities based on student needs.	4 - Curriculum, Assesment and Intervention System	9/7/16	10/14/16	Teachers, Math Leader

Step Number	Strategy	Action Steps	Primary Turnaround	Start Date	End Date	Assigned To
8	2	Develop a system for implementation of i-Ready during centers. If funds become available \$3500	3 - Effective Instruction	9/7/16	9/30/16	Teachers, Math Leader
9	3	Math department development of content specific PDs for each grade level major standards by unit to be shared with teachers	4 - Curriculum, Assessment and Intervention System	9/7/16	4/10/17	Math Leaders, Math Supervisor, RAC Math Specialist
10	3	Develop a calendar of when professional development can be provided for the school year aligned with the units of instruction.	7 - Effective Use of Time	9/5/16	9/9/16	Principal, Coaches
11	3	Math Leader/Math Supervisor/RAC Math Specialist will provide training to teachers aligned to skills for the unit within 2 weeks prior to the start of the new unit. Week of 9/5/2016, Week of 10/31/2016, Week of 1/16/2017, Week of 3/27/2017	4 - Curriculum, Assessment and Intervention System	9/5/16	4/3/17	Math Leader
12	3	Analysis of data (touchpoints, benchmarks, walkthroughs) from various assessments given throughout the unit to determine where additional support and training is needed.	6 - Enabling the Effective Use of Data	9/19/16	6/23/17	Math Leader, Teachers
13	3	Classroom walkthroughs by Math Leader, Principal, and RAC Math Specialist will occur quarterly during the school year to ensure content is being appropriately taught.	3 - Effective Instruction	9/7/16	6/23/17	Math Leader, Principal, RAC Math Specialist
14	1	At least once a month the Principal will ensure that lesson plans reflect planning for Number Talks with a specific strategy and problem 3-5 days a week.	3 - Effective Instruction	9/7/16	6/23/16	Principal
15	1	Math Leader and Principal will develop exemplar lesson plan which will include Number Talks strategy and problem for 3-5 days during a one week lesson.	3 - Effective Instruction	9/1/16	9/5/16	Math Leader, Principal
16	2	Math leader and math teachers will continually monitor i-Ready usage: week of 9/19/2016; week of 10/3/2016, week of 10/18/2016, week of 10/31/2016, week of 12/5/2016, week of 1/3/2017, week of 1/16/2017, week of 1/30/2017, week of 2/13/2017, week of 2/27/2017, week of 3/13/2017, week of 3/27/2017, week of 4/10/2017, week of 5/1/2017, week of 5/15/2017	3 - Effective Instruction	9/23/16	6/23/17	Math Leader, Teachers

Step Number	Strategy	Action Steps	Primary Turnaround	Start Date	End Date	Assigned To
17	1	Math Leader will support teachers on an ongoing basis in the implementation of Number Talks.	3 - Effective Instruction	9/30/16	6/16/17	Math Leader

## Budget Items

### SMART Goal 2

Corresponding Action Step No.	Resource / Description	Funding Category / Object Code	Funding Requested	Funding Source
2	Math Coach salary	SUPPORT SERVICES - Personnel Services - Salaries / 200-100	\$78,640.00	Other Federal
2	Math Coach Benefits	SUPPORT SERVICES - Personnel Services - Employee Benefits / 200-200	\$7,286.00	Other Federal

## SMART Goal 3

By June 2017, Jefferson School will decrease Tier I and Tier II office referrals by 50%, as compared to the 2015-2016 school year, excluding students falling into the Tier III category, who will have more serious offenses as noted in the TBOE Code of Conduct, including those students with more than 3 office referrals monthly.

**Performance Challenge:** According to office referrals there is a lack of implementation of the climate and culture plan by staff and students.

According to data Jefferson School had 566 office discipline referrals in the 2015-2016 school year.

**Strategy 1:** Review, revise, and implement the climate and culture plan for 2016-2017 incorporating PBSIS planning initiatives

Turnaround Principal: 3 - Effective Instruction

**Strategy 2:** Training and professional development focusing on behavior and classroom management

Turnaround Principal: 3 - Effective Instruction

**Strategy 3:** All staff members adopt the common language from Second Step and implement weekly lessons in the classroom

Turnaround Principal: 4 - Curriculum, Assessment and Intervention System

**Target Population:** All students and staff

## Interim Goals

### SMART Goal 3

End of Cycle	Interim Goal	Sources of Evidence
EOC 1	By the end of Cycle 1, Jefferson School will decrease Tier I and Tier II office referrals by 15%, as compared to the 2015-2016 school year, excluding students falling into the Tier III category, who will have more serious offenses as noted in the TBOE Code of Conduct, including those students with more than 3 office referrals monthly.	Office referral reports from 2015-2016 and 2016-2017

End of Cycle	Interim Goal	Sources of Evidence
EOC 2	By the end of Cycle 2, Jefferson School will decrease Tier I and Tier II office referrals by 25%, as compared to the 2015-2016 school year, excluding students falling into the Tier III category, who will have more serious offenses as noted in the TBOE Code of Conduct, including those students with more than 3 office referrals monthly.	Office referral reports from 2015-2016 and 2016-2017
EOC 3	By the end of Cycle , Jefferson School will decrease Tier I and Tier II office referrals by 40%, as compared to the 2015-2016 school year, excluding students falling into the Tier III category, who will have more serious offenses as noted in the TBOE Code of Conduct, including those students with more than 3 office referrals monthly.	Office referral reports from 2015-2016 and 2016-2017
EOC 4	By June 2017, Jefferson School will decrease Tier I and Tier II office referrals by 50%, as compared to the 2015-2016 school year, excluding students falling into the Tier III category, who will have more serious offenses as noted in the TBOE Code of Conduct, including those students with more than 3 office referrals monthly.	Office referral reports from 2015-2016 and 2016-2017

## Action Steps

### SMART Goal 3

Step Number	Strategy	Action Steps	Primary Turnaround	Start Date	End Date	Assigned To
1	1	PBSIS team will meet to review and revise school climate and culture plan. PBSIS will convene monthly to continue to analyze data. The committee will manage, track, and analyze out of class referrals, suspensions, and student goal plans.	2 - School Climate and Culture	8/15/16	9/9/16	Principal, PBSIS
2	1	Establish school wide expectations and vision for success for students that support and reward positive behavior	2 - School Climate and Culture	8/15/16	9/9/16	Principal, PBSIS
3	1	Deliver school wide expectations to students and staff through Jaguar Jamboree and Staff Scavenger Hunt( Staff - 9/2/17, Students 9/9/17)	2 - School Climate and Culture	9/2/16	9/9/16	Principal, PBSIS
4	1	Inform parents of school wide expectations via Back to School Night	2 - School Climate and Culture	9/13/16	9/13/16	Principal, PBSIS

Step Number	Strategy	Action Steps	Primary Turnaround	Start Date	End Date	Assigned To
5	1	Report to staff monthly on progress of SIP plan SMART Goal 3 and PBSIS initiatives through monthly staff meetings	2 - School Climate and Culture	9/1/16	6/23/17	Principal, PBSIS
6	2	Investigate and identify and provide professional development on behavior and classroom management. Provide monthly PD during staff meetings, peer coaching and fishbowls for the continuing positive behavior program as PBSIS is being planned for the 2018 school year. If funds become available for Professional Learning Community-Focus Classroom Management and Student Behaviors \$5200	5 - Effective Staffing Practices	8/15/16	10/17/16	Principal
7	2	Implement and monitor strategies from professional development on behavior and classroom management. If funds become available for Summer planning for PBSIS \$2000	5 - Effective Staffing Practices	10/18/16	6/23/17	Principal, Staff
8	3	Provide professional development on implementation of Second Steps through FEA	5 - Effective Staffing Practices	9/1/16	9/1/16	Principal
9	3	Implement weekly Second Step lessons	3 - Effective Instruction	9/7/16	6/23/17	Staff
10	3	Monitor implementation of Second Steps through lesson plans and walk throughs	1 - School Leadership	10/3/16	6/23/17	Principal
11	3	Parent Education Night for information on implementation of Second Steps. If funds become available for Parent Education Nights \$ 2064 and	8 - Family and Community Engagement	1/4/17	1/4/17	Principal, Staff

## Budget Items

### SMART Goal 3

Corresponding Action Step No.	Resource / Description	Funding Category / Object Code	Funding Requested	Funding Source
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Corresponding Action Step No.	Resource / Description	Funding Category / Object Code	Funding Requested	Funding Source
11	Stipend for Parent Liaison	SUPPORT SERVICES - Personnel Services - Salaries / 200-100	\$660.00	Other Federal



## SMART Goal 4

### Performance Challenge:

#### Strategy 1:

Turnaround Principal: 1 - School Leadership

#### Strategy 2:

Turnaround Principal: 1 - School Leadership

#### Strategy 3:

Turnaround Principal: 1 - School Leadership

### Target Population:

## Interim Goals

### SMART Goal 4

End of Cycle	Interim Goal	Sources of Evidence
EOC 1		
EOC 2		
EOC 3		

End of Cycle	Interim Goal	Sources of Evidence
EOC 4		

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< SMART Goal 4 - Action Steps: NO DATA >

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< SMART Goal 4 - Budget Items: NO DATA >

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## Other Title 1 Expenditures

Resource / Description	Start Date	End Date	Assigned To	Funding Category / Object Code	Funding Requested	Funding Resource
Summer Intervention Grades K-2	7/6/16	7/28/16	District Leadership	INSTRUCTION - Personnel Services - Salaries / 100-100	\$14,808.00	Other Federal