



## BROWNSVILLE ELEMENTARY SCHOOL School Improvement Plan 2016-17

### Mission

Central Kitsap School District's Mission is to equip our students with the knowledge and skills to succeed and prosper in an ever-changing global society.

### Vision

Central Kitsap School District will be an academically strong, fiscally sound, and safe, positive learning community.

Principal: Toby Tebo

Date: September 30, 2016

DEMOGRAPHICS Total Enrollment (April 2016)	Male	Female	FRL	SPED	ELL
412	54%	46%	26.70%	12.62%	2.43%

ETHNICITY	Asian	Black	Hispanic	Native American	Mixed	Pacific Islander	White
%	4%	1%	10%	0%	15%	1%	67%

Objectives	Goal 1: Measures of Student Academic Success	Performance 2014-15	Current Performance 2015-16	Target Performance for 2021
<b>Early Literacy and Reading Skill Development</b>	% of kindergarteners at benchmark on End-of-Year STAR Early Literacy Assessment	n/a	85%	95%
<b>3rd Graders' on Track for Success</b>	% of 3rd graders meeting or exceeding state standards in ELA	66%	79%	95%
	% of 3rd graders meeting or exceeding state standards in math	71%	85%	95%

School Goals
ELA 1) By Spring of 2017, at least 80% of All Students will demonstrate benchmark proficiency on the SBAC, Dibels, Early Literacy and STAR.
ELA 2) By Spring of 2017, at least 80% of All Students in grades 3-5 (FRL) will demonstrate benchmark proficiency on the SBAC
ELA 1) By Spring of 2017, at least 80% of Students in grades all grades will demonstrate benchmark proficiency on the SBAC, Dibels, and STAR.
Math 1) By Spring of 2017, at least 80% of All Students will demonstrate benchmark proficiency on the SBAC (Gr 3-5 only) and STAR.
Math 2) By Spring of 2017, at least 70% of Students (in Low-Income Category) will demonstrate benchmark proficiency on the SBAC.
Science 1) By Spring of 2017, at least 90% of Students in grade 5 will demonstrate benchmark proficiency on the Science MSP.
Behavior 1) By the end of the school year, office referrals will be lower than 50 total.



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### GOAL 1: ALL STUDENTS ENGAGED AND LEARNING

Ensure that all students have the knowledge and skills to prepare for new challenges, both in school and beyond graduation

Objectives	District	School
<p><u>Learning Success</u> Promote academic success for all students by increasing learning options that develop their unique talents, interests, and abilities</p>	<p><b>2016-17 Implementations:</b></p> <ul style="list-style-type: none"> <li>• Instruct with a focus on 21st Century Skills (Critical Thinking, Collaboration, Creativity, &amp; Communication) to enable students to transfer learning to real-world settings</li> <li>• Engage all students in an extracurricular activity (Grade 4 and up)</li> <li>• Implement the Middle School Model to improve support for transitions and expand academic &amp; extracurricular options for Grades 6-8</li> </ul> <p><b>Future Work:</b></p> <ul style="list-style-type: none"> <li>• Explore flexible credit-earning opportunities, including internships, community service, and project-based learning</li> <li>• Research school-of-choice options, such as STEM, Montessori, TEAM, language immersion, and performing arts</li> <li>• Co-locate middle schools and high schools to increase opportunities for younger students to attempt advanced coursework</li> </ul>	<p><b>2016-17 Implementation:</b></p> <ul style="list-style-type: none"> <li>• Maintain our systematic extracurricular club program with three sessions and over a dozen offerings</li> <li>• Sustainable/Systematic STEM Program vertically aligned through curriculum mapping and grade-level theme development</li> <li>• Systematic MakerSpace usage through grade-level themes/topics of exploration- integrated media specialist/teacher collaboration on MakerSpace tasks</li> </ul> <p><b>Future Work:</b></p> <ul style="list-style-type: none"> <li>• Bolster goal setting building-wide, including academic/behavioral goals</li> <li>• Continue MakerSpace expansion by making it more student-directed</li> </ul>
<p><u>Technology</u> Integrate technology to enhance curriculum, encourage collaboration, and promote critical thinking so that all students are prepared to thrive in a global community</p>	<p><b>2016-17 Implementations:</b></p> <ul style="list-style-type: none"> <li>• Implement Google Applications for Education (GAFE) to increase opportunities for real-time collaboration and teacher-student feedback</li> <li>• Increase access to online textbook resources</li> </ul> <p><b>Future Work:</b></p> <ul style="list-style-type: none"> <li>• Implement technology use and social media policies for students and families, including a "Parents' Guide to Technology in Schools"</li> <li>• Explore virtual learning opportunities for expanded course offerings and greater exposure to global perspectives</li> <li>• Complete device deployment to achieve district-wide 1:1 computer-to-student ratios</li> <li>• Increase project-based learning through online collaboration with peers and mentors</li> </ul>	<p><b>2016-17 Implementation:</b></p> <ul style="list-style-type: none"> <li>• Develop student portfolios in grades 3-5 where students showcase their best work, interests, and goals</li> <li>• Google Classroom implementation in grades 3-5</li> <li>• Create collection of Web 2.0 apps and sites to promote practice of facts/knowledge</li> <li>• Integrate ELA/Technology/Sci/Eng in grade 3-5 to supply purpose/application of learning</li> </ul> <p><b>Future Work:</b></p> <ul style="list-style-type: none"> <li>• Develop methodology for students to share work globally and authentically, while maintaining student safety</li> </ul>



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<p><u>Student Goal Setting</u> Assist students in creating achievable academic goals and in monitoring their own progress toward these goals</p>	<p>2016-17 Implementations:</p> <ul style="list-style-type: none"> <li>• Develop consistent student goal setting frameworks for elementary and secondary levels</li> <li>• Explore goal monitoring options that encourage self-directed learning and provide alternatives for demonstrating proficiency</li> </ul> <p>Future Work:</p> <ul style="list-style-type: none"> <li>• Implement goal setting frameworks and support guidelines for staff and families</li> </ul>	<p>2016-17 Implementation</p> <ul style="list-style-type: none"> <li>• Implement goal setting framework and incorporate into portfolios in grade 3-5</li> <li>• Reading/Math Fact fluency goal setting, monitoring, and adjusting</li> </ul> <p>Future Work:</p> <ul style="list-style-type: none"> <li>• Make goal setting systematic so students self-choose to set goals</li> <li>• Develop methodology for building a Growth Mindset in students- connect to goal setting</li> </ul>
<p><u>Curriculum and Assessment</u> Challenge all students to learn and grow by providing relevant curriculum and assessments</p>	<p>2016-17 Implementations:</p> <ul style="list-style-type: none"> <li>• Build curriculum to satisfy Next Generation Science Standards using online resources and open source content</li> <li>• Implement adopted curriculum with District-wide required content and flexible optional content</li> <li>• Provide a systematic approach to English Language Arts (and Math) – instruction to ensure consistent foundations throughout elementary and middle school grades</li> </ul> <p>Future Work:</p> <ul style="list-style-type: none"> <li>• Design common assessments to ensure that students have mastered a subject before progressing to new learning</li> </ul>	<p>2016-17 Implementation:</p> <ul style="list-style-type: none"> <li>• Grade-level collaboration and use of STEM Coach to deeply integrate relevant STEM curriculum and assessments</li> <li>• Curriculum mapping school-wide to document this curriculum and set up a system to update/refine in future years</li> </ul> <p>Future Work:</p> <ul style="list-style-type: none"> <li>• Develop building common assessments/projects to compliment District supplied benchmarking</li> </ul>
<p><u>College and Career Readiness</u> Provide college and career opportunities to help students and their families make appropriate educational choices</p>	<p>2016-17 Implementations:</p> <ul style="list-style-type: none"> <li>• Expand credit-earning opportunities to address the graduation requirement increase</li> <li>• Implement AVID (Advancement Via Individual Determination) to support first-generation college candidates</li> </ul> <p>Future Work:</p> <ul style="list-style-type: none"> <li>• Define pathways for high school students to choose electives based on career interests</li> <li>• Increase internship opportunities</li> <li>• Provide field trips for all elementary classes that expose students to real-world learning opportunities</li> <li>• Expand Career &amp; Technical Education (CTE) certifications that define skill levels based on local employment demands</li> </ul>	<p>2016-17 Implementation</p> <ul style="list-style-type: none"> <li>• Continue our robust partnerships with the community that provide relevance, application, and real-life experience seeing STEM-related work in action</li> </ul> <p>Future Work:</p> <ul style="list-style-type: none"> <li>• Advertise career/college applications of STEM skills/concepts within the curriculum</li> </ul>



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### GOAL 2: SAFE AND SUPPORTIVE SCHOOLS

Promote positive learning environments that are secure, welcoming, and culturally respectful

Objectives	District	School
<p><b>Safe Facilities</b> Design and maintain educational facilities that are safe for students, staff, and the community</p>	<p><b>2016-17 Implementations:</b></p> <ul style="list-style-type: none"> <li>Plan capital project improvements to add keyless access control, security cameras, and interior doors</li> <li>Implement industry safety standards for sightline clearing</li> </ul> <p><b>Future Work:</b></p> <ul style="list-style-type: none"> <li>Implement technology improvements for integrated lockdown capabilities</li> <li>Evaluate effectiveness of security plans and emergency drills</li> <li>Evaluate threat assessment models to improve each school's ability to adjust to an evolving security threat</li> <li>Improve emergency communication plans to provide consistent and appropriate information with families</li> </ul>	
<p><b>Supportive Environments</b> Foster a supportive school environment that values the well-being, integrity and character development of each student</p>	<p><b>2016-17 Implementations:</b></p> <ul style="list-style-type: none"> <li>Implement student-to-student transition programs to help students adjust to new school environments</li> <li>Increase participation in extracurricular activities and athletics to promote social growth</li> </ul> <p><b>Future Work:</b></p> <ul style="list-style-type: none"> <li>Implement "Digital Citizenship" to encourage respectful online commenting and prevent cyber bullying</li> <li>Expand programs designed to build character and empathy, such as mentoring, peer mediation, restorative justice and community service</li> <li>Expand opportunities to positively acknowledge students for academic and social growth</li> </ul>	<p><b>2016-17 Implementation:</b></p> <ul style="list-style-type: none"> <li>Teacher our BEAR acronym (Be Nice, Excellent Effort, Always Listen, Respect Self/Others) for expected behavior at school with our BEARS of the Month Program</li> <li>Continue our Self Manager Program</li> <li>Maintain our Bear Necessities Senior Citizen Support Team, Mentor Program, and implement our Second Steps Curriculum within friendship groups</li> </ul> <p><b>Future Work:</b></p> <ul style="list-style-type: none"> <li>Expand Second Steps to all grades, students</li> </ul>
<p><b>Welcoming Offices</b> Ensure that front office staff welcomes visitors, supports volunteers, and monitors building access</p>	<p><b>2016-17 Implementations:</b></p> <ul style="list-style-type: none"> <li>Evaluate the front-office experience, including overall atmosphere, sign-in procedures, directions, volunteer information, and access to resources</li> </ul>	<p><b>2016-17 Implementation:</b></p> <ul style="list-style-type: none"> <li>Continue to de-clutter and streamline our processes in the office to supply a more-welcoming atmosphere</li> <li>Expand our webpage and virtual tools to supply/gather information from Our Community</li> </ul>



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<p>Welcoming Offices continued</p>	<p>Future Work:</p> <ul style="list-style-type: none"><li>• Plan monitoring stations for security cameras in main office areas</li><li>• Provide incentives for creating a welcoming front office, including community comment cards and an annual award for "Most Welcoming Front Office"</li></ul>	<p>Future Work:</p> <ul style="list-style-type: none"><li>• Continue expansion of virtual tools</li></ul>
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### GOAL 3: A Well Developed, Highly Skilled and Effective Staff

Build a foundation for quality instruction and personalized learning

Objectives	District	School
<p><b>Highly Qualified Staff</b>            Successfully recruit, support, and retain an exceptional staff that is passionate about learning</p>	<p><b>2016-17 Implementations:</b></p> <ul style="list-style-type: none"> <li>Expand recruitment efforts to include a larger geographic pool</li> <li>Negotiate competitive compensation packages</li> <li>Refine interview process</li> </ul> <p><b>Future Work:</b></p> <ul style="list-style-type: none"> <li>Develop student internships for high school students in elementary classroom teaching, technology integration, and advanced food sciences/catering</li> <li>Develop university partnerships to create early relationships with students interested in the education field and student teaching opportunities</li> <li>Develop a technology-based tool for students and parents to provide staff recognition and positive feedback</li> </ul>	
<p><b>Professional Development</b>            Provide relevant, timely, and effective professional development opportunities for staff</p>	<p><b>2016-17 Implementations:</b></p> <ul style="list-style-type: none"> <li>Empower staff to adjust instructional strategies so that students experience multiple opportunities to learn core concepts</li> <li>Introduce a new-to-the-profession certificated support program to improve supervision, ensure accountability, and reward exceptional efforts</li> <li>Provide specialized trainings for classified staff</li> <li>Provide trainings to support strategic objectives, including virtual classroom instruction, customer service, safe schools training, and special programs training (e.g., STEAM, Montessori, AVID)</li> <li>Provide training on 21st Century Skills to support critical thinking and the transfer of knowledge and beyond the classroom</li> </ul> <p><b>Future Work:</b></p> <ul style="list-style-type: none"> <li>Evaluate online professional certifications as an option for subject-matter experts to obtain teaching credentials</li> <li>Explore funding options for sabbaticals for staff to pursue academic passions</li> </ul>	<p><b>2016-17 Implementation:</b></p> <ul style="list-style-type: none"> <li>Map out our ERT District/Prof Learning Days to ensure our PD offerings match our STEM Building Goals</li> <li>Gather feedback from staff to see their areas of PD need- create offerings that match in real time</li> <li>Offer incentive to staff to get their Google Level 1 Educator</li> <li>Continue informal, non-evaluative learning walks to create collaboration within the staff</li> </ul> <p><b>Future Work:</b></p> <ul style="list-style-type: none"> <li>Offer incentives to staff to get Google Educator II Certification</li> <li>Monitor and adjust PD System</li> </ul>



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<p><b>Leadership</b> Encourage staff leadership, professional collaboration, and skill development throughout the district</p>	<p>2016-17 Implementations:</p> <ul style="list-style-type: none"><li>• Implement job-embedded professional development.</li><li>• Support leadership teams and provide accountability by ensuring that school and district improvement plans align with the strategic plan</li><li>• Increase incentives for staff to innovate by creating grants for new programs &amp; classroom supplies</li></ul> <p>Future Work:</p> <ul style="list-style-type: none"><li>• Provide pathways to classified certification and/or department level skill development</li><li>• Explore alternatives for increasing professional collaboration without reducing class time</li></ul>	<p>2016-17 Implementation:</p> <ul style="list-style-type: none"><li>• Continue to build leaders within curricular areas- ELA TOTs, Math Adoption Leads, Technology Leads, Google Guides, STEM Leads</li><li>• Support strong SDT at the building level- monitoring and adjusting as needed to meet yearly goals</li></ul> <p>Future Work:</p> <ul style="list-style-type: none"><li>• Create PD System that is systematic, includes staff needs/wants, and provides options for learning information</li></ul>
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### GOAL 4: FAMILY AND COMMUNITY

Cultivate community support for our schools, and school support for our community

Objectives	District	School
<p><u>Community Partnerships</u> Build collaborative community partnerships to offer real-world learning opportunities, mobilize resources, and encourage students to give back to our community</p>	<p><b>2016-17 Implementations:</b></p> <ul style="list-style-type: none"> <li>Expand career pathways for students through community and regional partnerships that provide access to professional mentors, work-related experiences, internships, volunteer opportunities, Career &amp; Technical Education (CTE) credits, and workforce certifications upon graduation</li> </ul> <p><b>Future Work:</b></p> <ul style="list-style-type: none"> <li>Establish a community liaison to increase district visibility in the community</li> <li>Improve community access to school facilities and school access to community facilities for educational, cultural, and athletic event</li> </ul>	<p><b>2016-17 Implementation:</b></p> <ul style="list-style-type: none"> <li>Continue partnerships (10+) within the Community- focused on application of STEM concepts</li> <li>BEAR Necessities Senior Citizen Team- provided learning support</li> <li>Expand into new partnerships- especially in grades K-2</li> </ul> <p><b>Future Work:</b></p> <ul style="list-style-type: none"> <li>Develop community projects per grade to learn advocacy/support of community</li> </ul>
<p><u>Family Support</u> Promote effective communication between home and school to strengthen family support for student learning</p>	<p><b>2016-17 Implementations:</b></p> <ul style="list-style-type: none"> <li>Provide timely and consistent student learning information to families that supports student learning.</li> </ul> <p><b>Future Work:</b></p> <ul style="list-style-type: none"> <li>Continue efforts to streamline teacher-friendly communication</li> <li>Create centralized application procedures, deadlines and enrollment criteria for all schools and special programs</li> <li>Expand efforts to help families select the best learning environments for their students</li> </ul>	<p><b>2016-17 Implementation:</b></p> <ul style="list-style-type: none"> <li>Expand usage of webpage, Peachjar, and other online tools to increase communication</li> <li>Develop additional STEM related family experiences to compliment our STEM Night/Science Fair</li> </ul> <p><b>Future Work:</b></p> <ul style="list-style-type: none"> <li>Connect student goal setting from school to home</li> </ul>
<p><u>Communication Tools</u> Develop communication tools to present data, provide transparency, share stories, and encourage community involvement in our schools</p>	<p><b>2016-17 Implementations:</b></p> <ul style="list-style-type: none"> <li>Continue building a responsive social media presence</li> </ul>	<p><b>2016-17 Implementation:</b></p> <ul style="list-style-type: none"> <li>Expand usage of our webpage and other virtual tools to communicate successes, goals, and our progress towards them</li> </ul>





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<p>Communication Tools continued</p>	<p><b>Future Work:</b></p> <ul style="list-style-type: none"> <li>• Increase use of storytelling elements that relate to strategic objectives and capital project progress</li> <li>• Provide timely district progress reports</li> <li>• Provide consistency across school websites and notification to parents</li> </ul>	<p><b>Future Work:</b></p> <ul style="list-style-type: none"> <li>• Continue expanding usage of virtual tools to tell our story (successes, goals, progress)</li> </ul>
<p><u>Community Input</u> Provide ongoing opportunities for community input and feedback to help inform major decisions</p>	<p><b>2016-17 Implementations:</b></p> <ul style="list-style-type: none"> <li>• Conduct a Fall Community Survey to allow for data comparisons and trend analysis across school years</li> </ul> <p><b>Future Work:</b></p> <ul style="list-style-type: none"> <li>• Schedule an ongoing combination of engagement activities</li> <li>• Increase community support and financial sponsorships</li> <li>• Encourage community participation in classrooms or programs</li> <li>• Consider a tracking study to evaluate survey responses and strengthen correlations between strategy implementation and results</li> </ul>	<p><b>2016-17 Implementation:</b></p> <ul style="list-style-type: none"> <li>• Use Fall Community Survey to evaluate our school and pinpoint where community input can help us better meet our learning goals</li> </ul> <p><b>Future Work:</b></p> <ul style="list-style-type: none"> <li>• Develop methodology for gathering community feedback more frequently (2x or 3x per year)</li> </ul>