

2022-23

Ken-Ton Forward Strategic Plan

CORE Team Guidance for District Comprehensive Improvement Planning



2022-2023

Ken-Ton Forward CORE Team

District Comprehensive Improvement Plan (DCIP)



Team Members:

The Kenmore-Town of Tonawanda UFSD Strategic Plan CORE Team is composed of the District Department Leaders. Each Leader works with a team of stakeholders to complete the comprehensive needs assessment for the respective department and identifies those items of focus and priority with the CORE Team for review as part of the comprehensive improvement process.

Sabatino Cimato, Superintendent
Nicole Morasco, Assistant Superintendent for Finance
Jeffery Richards, Assistant Superintendent for Human Resources
Tracy Spagnolo, Assistant Superintendent for Student Services
Kelly White, Assistant Superintendent for Curriculum, Leadership and Instruction
Tim Ames, Director of Facilities
Edward Strasser, Supervisor of Transportation
Kim Roll, Food Service Director
Heather Fleming, Director of Technology
Patrick Moses, Director of Personnel
Liza Acanfora, Director, Regional Education Center for Economic Development (Adult and Community Education)
Christine Barth, Director of Special Education (Secondary)
Ashley Digati, Director of Special Education (Elementary)
Lisa Cross, Director of Secondary Education
Michael Muscarella, Director of Elementary Education
Dina Ferraraccio, Director of School Culture
Frank Spagnolo, Director of Informational Data and Accountability - CIO
Patrick Fanelli, Community Relations Coordinator
Brett Banker, Director of Health, Physical Education, Recreation and Athletics
Debra Carey, Medical Director

The Strategic Plan CORE Team is designed to comprehensively review and evaluate progress toward the Ken-Ton Forward Goals and Objectives.

There are five fundamental areas of district improvement including:

Instruction for All Students • Social Emotional Health and Wellness • Technology • Community Engagement • Finance, Safety and Operations

Ken-Ton DISTRICT COMPREHENSIVE IMPROVEMENT PLAN

KT Forward Focus Area: INSTRUCTION FOR ALL STUDENTS

Summary of Needs Assessment:

As the District emerges from the confines necessitated by the global pandemic, early performance and behavior data shows that student learning was compromised during the period of full and partial school closures. Anecdotal information indicates that some students struggled with various models of instruction that were required and others struggled to make social and emotional growth without the opportunity to physically engage with others. As a result, the district is looking to leverage high-impact instructional practices to accelerate the learning that may now take place during regular, in-person instruction.



Strategic Intent:

By 2022-23, all district schools in Ken-Ton will provide comprehensive academic opportunities that support and extend learning in the critical areas of core instruction, academic intervention, and accelerated programming so that all K-12 students may achieve their highest potential.

Key Performance Indicators:

- Core instruction
- Academic Intervention
- Accelerated Programming



Ken-Ton DISTRICT COMPREHENSIVE IMPROVEMENT PLAN

Instruction for All Students

Key Performance Indicator: Core Instruction

Activity(s) or Action Steps <i>What activities, or Action Steps will we pursue to address our FOCUS AREA(s)</i>	Person(s) Responsible <i>Who will help lead or facilitate</i>	Measurable Evidence of Success <i>How will we know that we are successfully implementing our Activities or Action Steps? Include points that will occur during the year that will be helpful in gauging success.</i>	Timeline	Resources <i>What resources (Schedule, Space, Money, Processes, Individuals) are necessary to support these action steps?</i>
Continued development of research-based, documented curriculum, resources, and professional development using the curriculum review cycle. Specifically, during the 22-23 SY, the 5-12 World Languages, 8-12 Science, 5-12 Social Studies, K-12 Fine Arts, K-12 Library departments will undergo significant review efforts.	CL&I Team ISS Team Dept. Coord.	Documented Curriculum maps and resources Pilot committee surveys Department professional development Outline of New Curriculum Implementation Plan	Sept 2022 - June 2023	Monthly Curriculum Team Mtgs. Curriculum Team Reps. Department Budgets
Ongoing development, dissemination and promotion of the KenTon Engagement Toolkit to support increased student engagement, including blended learning goals.	CL&I Team ISS Team Engagement Task Force	Toolkit distribution and implementation plan is established and completed as planned. Practices are modeled at faculty meetings and meetings with principals. ISS Team embeds practices in teacher support and coaching. KenTon Engagement Toolkit is made available for all teachers.	Sept 2022 - June 2023	Quarterly Engagement Task Force Meetings Instructional Support Specialists Meeting agendas and/or feedback
Develop and Implement Responsive Programming for our K-12 students	CL&I Team Counselors	Analysis of HS Alternate Programming Needs Review of HS Programming Options Three Year Program HS Alt Programming Implementation Plan developed	Sept 2022 - June 2023	Summer/Fall Planning Meetings Counselor/TOSA on Spec. Assign B&G Planning Space
Investigate, determine and adopt a framework for Culturally Responsive Instruction and Curriculum.	CL&I Team	District Team for Culturally Responsive Schools will receive PD, process and be charged with preparing a plan to build capacity and shift classroom practices.	Sept 2022 - June 2023	Regular team meetings Professional Development

Key Performance Indicator: Academic Intervention

Activity(s) or Action Steps <i>What activities, or Action Steps will we pursue to address our FOCUS AREA(s)</i>	Person(s) Responsible <i>Who will help lead or facilitate</i>	Measurable Evidence of Success <i>How will we know that we are successfully implementing our Activities or Action Steps? Include points that will occur during the year that will be helpful in gauging success.</i>	Timeline	Resources <i>What resources (Schedule, Space, Money, Processes, Individuals) are necessary to support these action steps?</i>
Develop Multi Tiered Systems of Support continuum of service options for K-12 students in need of academic (RTI/AIS) and behavioral interventions.	CL&I Team ISS for Interventions Data & Accountability Teacher Leadership	K-12 RTI Intervention Continuum MTSS Handbook Behavior Intervention Tool Kit 5-12 System for Tracking of Interventions and Progress Monitoring established	Sept 2022 - June 2023	Instructional Support Specialists RTI/MTSS Team Meetings Training on Tracking Systems
Evaluate current scheduling practices at middle and high schools to ensure that equitable access to courses and maximal instructional time is afforded.	Data & Accountability CL&I Team Counselors Administrators	Core Evaluation Team Meeting schedule developed and disseminated to team by August 24 Complete HS Course enrollment audit by Sept. 30 Conduct 10 week review of the FMS schedule for efficiency goal progress Propose recommendations for improvement/changes by December, 2022 Establish plan for planned/implementing changes for Spring 2023	Sept 2022 - June 2023	Analysis of resources needed to support any recommended changes
Evaluate the continuum of programs and supports for Students with Disabilities to provide clarity and define programs and services.	Student Services Team	Build the trajectory of programming over five years to ensure equitable programming across the district Professional Development series of meetings and opportunities to share the continuum of programs and services for students with disabilities with all staff. Develop a series of informational documents to share with updates to Part 200/Regulations	Sept 2022 - June 2023	Training on targeted areas of the continuum (CT versus Co-Teaching, Resource Room Programming) Curriculum Resources for Specific Programming Needs Supportive Tools for Accessing Curriculum Resources Identified
Develop Specially Designed Behavioral Services for Students with Disabilities.	Student Services Team	Professional Development for Service Provision Professional development on Accountability Systems for Progress Monitoring Refine the FBA and BIP process for defining and tracking student behaviors.	Sept 2022 - June 2023	Level Up Zones of Regulation - Peaceful Schools Summit

Key Performance Indicator: Accelerated Programming

Activity(s) or Action Steps <i>What activities, or Action Steps will we pursue to address our FOCUS AREA(s)</i>	Person(s) Responsible <i>Who will help lead or facilitate</i>	Measurable Evidence of Success <i>How will we know that we are successfully implementing our Activities or Action Steps? Include points that will occur during the year that will be helpful in gauging success.</i>	Timeline	Resources <i>What resources (Schedule, Space, Money, Processes, Individuals) are necessary to support these action steps?</i>
Administer The Cognitive Abilities Test (CogAT) to incoming 2nd grade students. Administer the CogAT to all new grade 2-4 students to the district.	CL&I Team	Assessment results Program Placement Results	Fall 2022	Purchase of CogAT licenses for all grade 2 students (screeners, plus full if necessary per plan).
Develop and provide push-in enrichment lessons to all first grade students.	GT Teachers Elem Principals	Building Schedule to allow for all grade 1 classrooms to be scheduled on a rotating basis.	Fall 2022 Spring 2023	Building Master Schedule
Develop Gifted & Talented Curriculum in grades 2-4. Develop Enrichment Curriculum in grades 5-7.	CL&I Team Enrichment Teaching Team Enrichment Committee	Finalized <i>push-in curriculum for the first grade level</i> <i>Pull-out curriculum for the 2nd, 3rd and 4th grade levels.</i> This equals approximately 18 project-based units. Finalize MS level curriculum. The <i>pull-out curriculum for the 5th, 6th, and 7th grade levels</i> at the MS includes between 6-9 units needing review/revision/additional projects. Including a unit aligned with the Seal of Civic Readiness Capstone Project	Sept 2022- June 2023	Approval of Career Option 2 project. Ongoing Department meetings.
Review of Accelerated Programming Options at middle and high school, ensuring equitable access for all students	CL&I Team Counselors Administrators	Summary of all Accelerated Programming and analysis of participants. (IB, AP, Honors) Development of action steps to provide programming meeting students' needs.	Fall 2022- Spring 2023	Enrichment Committee Meeting

Ken-Ton DISTRICT COMPREHENSIVE IMPROVEMENT PLAN

KT Forward Focus Area: *SOCIAL EMOTIONAL HEALTH AND WELLNESS*



Summary of Needs Assessment:

Based on the changing needs of our students, the need to prioritize social and emotional wellness continues to grow. Upon the return to regular, full-time in person instruction following an extended closure, behavior data and formative classroom information shows that student wellness and social and emotional development was negatively impacted by the lack of regular interaction with peers and the community. As a result, the district must now make a concerted effort to explicitly teach social and emotional skills, behavioral regulation strategies, and practice those skills in authentic learning settings in an attempt to recover and further develop those skills. In addition, a significant amount of support must be made available to support self-regulating skills during the learning process.



Strategic Intent:

By 2022-2023, Ken-Ton will provide the necessary staff, support, and structures so that 85% of Ken-Ton students will display improvement in social-emotional wellness as compared to our baseline measures.

Key Performance Indicators:

- Preventive Mental Health
- Restorative and Trauma-Informed Practices
- Behavior and Social Skills Programming



Key Performance Indicator: Preventive Mental Health

Activity(s) or Action Steps <i>What activities, or Action Steps will we pursue to address our FOCUS AREA(s)</i>	Person(s) Responsible <i>Who will help lead or facilitate</i>	Measurable Evidence of Success <i>How will we know that we are successfully implementing our Activities or Action Steps? Include points that will occur during the year that will be helpful in gauging success.</i>	Timeline	Resources <i>What resources (Schedule, Space, Money, Processes, Individuals) are necessary to support these action steps?</i>
Conduct a baseline screen of SEL competencies for all students K-12 using Satchel Pulse with an end of the year progress monitoring assessment.	CL&I Team Building Leaders	Progress monitoring indicates an improvement in SEL competencies as assessed on the Satchel Pulse screener in September	September 2022 January 2022 May 2022	Satchel Pulse Platform
Establish the Social and Emotional Instructional Goals and Resources for All Classrooms for Tier I SEL Instruction	CL&I Team Counselors	Curriculum Maps Available Lessons Training on Use of Satchel Pulse Lesson Resources given Individual and Classroom Data Sets	Sepe 2022- June 2023	Satchel Pulse Platform Trainings Time for Mapping Team Structure for Building
Re-establish a Multi-Tiered System of Supports for Social and Emotional Learning Supports	CL&I Team Counselors, Social Workers, Psychologists	Visuals and draft handbook Identification of resources to support tiers Referral forms	Sept 2022- June 2023	Team identified, meeting dates, agendas and minutes prepared Needed resources identified by the team
Establish community partnerships with specialists to offer available services for our students.	CL&I Team Building Leaders Counselors Social Workers Psychologists	Established Contracts Family Support Center informational documents School-based Programming informational documents	Sept 2022- June 2023	Contracts, Financial Supports as Community Partnerships are Identified and Recommended
Conduct a review of the Mental Health Education Literacy in Schools framework with building-level teams to discuss needed supports to ensure quality implementation.	CL&I Team	Meeting agendas and minutes Articulated plan for implementation for 22-23SY Completed Self-Evaluation	Sept 2022- June 2023	Team identified, meeting dates, agendas and minutes prepared Needed resources identified by the team

Key Performance Indicator: Restorative and Trauma-Informed Practices

Activity(s) or Action Steps <i>What activities, or Action Steps will we pursue to address our FOCUS AREA(s)</i>	Person(s) Responsible <i>Who will help lead or facilitate</i>	Measurable Evidence of Success <i>How will we know that we are successfully implementing our Activities or Action Steps? Include points that will occur during the year that will be helpful in gauging success.</i>	Timeline	Resources <i>What resources (Schedule, Space, Money, Processes, Individuals) are necessary to support these action steps?</i>
Train all building and district administrators in Tier 1 Community Circles by Partners in Restorative Initiatives (PIRI)	CL&I Team	All administrators have developed a proficient understanding of Community Circles as evidenced by feedback, questions, and building roll out plans. Behavior Referral data collected should show a decrease from 21-22	Sept 2022- June 2023	Training materials PIRI trainers Space for training
Train student support services staff in Tier 1 Community Circles by Partners in Restorative Initiatives (PIRI)	CL&I Team	All student services staff have developed a proficient understanding of Community Circles as evidenced by feedback, questions, and practice in buildings. Behavior Referral data collected should show a decrease from 21-22	Sept 2022- June 2023	Training materials PIRI trainers Space for training
Train 2-3 key staff in each school building as “trainers” on Community Circles	CL&I Team	The identified staff have developed a proficient understanding of Community Circles as evidenced by feedback, questions, and confidence in training all staff in their respective buildings.	Sept 2022- June 2023	Training materials PIRI trainers Space for training
Train all administrators and student services staff on Restorative Tier 2 and Tier 3 practices that also include restorative conferencing.	CL&I Team	All administrators and student services staff have developed a proficient understanding of Tier 2 and Tier 3 Restorative Practices as evidenced by feedback, questions, and practice in buildings. Behavior Referral data collected should show a decrease from 21-22	Sept 2022- June 2023	Training materials PIRI trainers Space for training
All new staff will be trained on “Trauma 101” and all existing staff will have access to a “Trauma 101 Refresher Module”	CL&I Team	Developed training module All new staff are trained on Trauma 101 and all other staff receive a refresher training	Sept 2022- June 2023	Training Module Accountability protocol
Establish multi-year plan for continued implementation and training for all staff, including renewal training.	CL&I Team	Written Plan for Training and Implementation Established Goals Committee Structure for Regular Reviews	Sept 2022- June 2023	Committee Structure Meeting Times

Key Performance Indicator: Behavior and Social Skills Programming

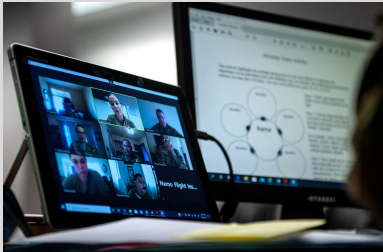
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Establish <i>Social Emotional Learning Implementation Teams</i> at the building and district level - goal to develop a shared vision, will regularly evaluate the SEL benchmark data and identify programming needs and resources to respond to the needs shown in the data.	CL&I Team	Data Review Meeting notes Comprehensive Needs Assessment Notes	Aug 2022- Sept 2022	Committee charge, team identified, dates set.
User group meetings with the Social Emotional Learning Implementation Teams to review the Satchel-Pulse data and identify ways the available resources can be implemented.	CL&I Team Building Administrators	Teams membership of stakeholder groups: school leaders, teachers, specialized support staff, school health professionals, mental health professionals, substance abuse specialists, representatives of school-based prevention or intervention initiatives, non-instructional staff (e.g. bus drivers, cafeteria staff, clerical staff), the Dignity Act Coordinator, and student and parent representatives.	Sept 2022- June 2023	Teams identified, meeting dates set, minutes recorded.
Conduct quarterly assessments on “culture and climate” soliciting feedback from all students, staff and families using Satchel Pulse.	CL&I Team	Survey results indicate improvement in perceptions among all stakeholder groups.	Sept 2022- June 2023	Satchel Pulse Platform
School Counseling Departments will review regulations and requirements for instruction, identify resources and time needs to complete lessons.	CL&I Team	Rubric developed using research-based best practices Resource identification Scheduling adjustments or plans to allow lessons to be taught	Sept 2022- June 2023	Team identified, materials created, agendas and meeting minutes recorded, plans reflect new understandings.
Quarterly behavior expectations review for students held district wide to review expectations	Principals CL&I Team PBIS/Foundations Teams	Attendance, Meeting Minutes, Action Items and Follow-Up tasks completed from the team. Revisions, updates, additions and deletions made to the code of conduct.	Sept 2022- June 2023	Code of Conduct draft; set meeting dates throughout the year, minutes and sign-in sheet.

Ken-Ton DISTRICT COMPREHENSIVE IMPROVEMENT PLAN

KT Forward Focus Area: TECHNOLOGY

Summary of Needs Assessment:

Due to the pandemic and the shift to remote and hybrid models of instruction, it was necessary for the district to purchase enough devices for each student. In 2021-2022, every student has a device years ahead of schedule. As a result, there is a greater focus on providing targeted and specific professional development for teachers and leveraging all that was learned during the fast-paced shift to remote teaching and learning. The plan for the 2022-2023 school year has a refined vision for blended learning techniques and personalized learning for every student. Simultaneously, one of the greatest needs for the 2022-2023 school year is to develop systems and structures that streamline the district's investment in and use of instructional technology including both hardware and software.

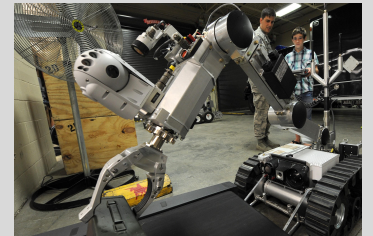


Strategic Intent:

By 2022-23, Ken-Ton will embody a culture of innovation by providing all district schools increased access to technology-rich resources to enhance every aspect of our learning community.

Key Performance Indicators:

- Integrate Technology into the Learning Environment
- Devices and Infrastructure
- Engaging all Learners



Key Performance Indicator: Integrate Technology into the Learning Environment

Activity(s) or Action Steps <i>What activities, or Action Steps will we pursue to address our FOCUS AREA(s)</i>	Person(s) Responsible <i>Who will help lead or facilitate</i>	Measurable Evidence of Success <i>How will we know that we are successfully implementing our Activities or Action Steps? Include points that will occur during the year that will be helpful in gauging success.</i>	Timeline	Resources <i>What resources (Schedule, Space, Money, Processes, Individuals) are necessary to support these action steps?</i>
<p>Continue to build capacity for implementation of the <i>NYS Computer Science & Digital Fluency Standards</i> into K-12 curriculum.</p>	<p>CL&I Team ISS Team Special Area Coordinators</p>	<p>Conduct <i>NYS CS & DF Standards</i> audits to evaluate existing curricular connections and needs.</p> <p>ISS and special area coordinators will participate in additional PD to prepare them to lead curriculum projects that embed the <i>NYS Standards</i> into each curricular area by September, 2024.</p> <p>Pre/Post program assessments completed to evaluate teacher readiness to implement Standards.</p> <p>Future Ready lesson design team will participate in STEM focused workshops and create and implement lesson plans aligned with <i>NYS CS & DF Standards</i>.</p>	<p>Sept 2022 - June 2023</p>	<p>PD facilitated by NYSCATE (funded by the NYSED Smart Start grant)</p> <p>Time to work with ISS and special area coordinators</p> <p>Pre and post Smart Start program assessment</p>
<p>Focus on digital literacy, including digital citizenship and digital use, for students K-12.</p>	<p>CL&I Team ISS Team Special Area Coordinators Library Dept</p>	<p>K-12 Library program development and continued collaboration with ISS for Technology.</p> <p>Acknowledgement of Digital Citizenship week during October including activities for students to learn about and practice digital citizenship.</p> <p>Parent and community engagement series planned and available.</p> <p>Opportunities for student leadership in digital citizenship activities.</p>	<p>Sept 2022 - June 2023</p>	<p>Library department collaboration time</p> <p>School-based teams to personalize digital citizenship activities</p>
<p><i>Canvas</i> LMS implementation</p>	<p>CL&I Team ISS for technology</p>	<p>HS teachers will be prepared to use <i>Canvas LMS</i> to build and share course content and communicate with students and parents by June, 2023.</p> <p>All HS administrators will understand how a learning management system will be used by teachers to support student learning and will know what to look for in classrooms.</p> <p>ISS for technology will take a lead support role in schools to provide high-level support and monthly flash PD.</p>	<p>Sept 2022 - June 2023</p>	<p><i>Canvas</i> licenses</p> <p>PD plan for HS teachers</p> <p>ISS for technology lead support</p>

Seesaw Implementation	CL&I Team ISS for technology	30 ES teachers will participate in a PD program focused on Seesaw including lesson planning and co-teaching. ISS for technology will support teachers in using Seesaw to engage students.	Sept 2022 - June 2023	Seesaw licenses PD plan for K-2 teachers ISS for technology lead support
Widened opportunities for students to engage with course content and show what they know using technology.	CL&I Team ISS for technology	K-12 Software Menu, a concise overview of digital tools available for teachers and students, will be available by June, 2023. Students will engage with course content through Canvas or Google Classroom, extending learning opportunities beyond the school day. Students will use digital tools to demonstrate their learning in innovative ways (eg. 3D printing, video creation and production, digital book creation) Students in grades K-2 will use Seesaw to demonstrate and share their learning.	Sept 2022 - June 2023	Digital production tools (eg. Google Workspace, Canva, Canvas, Seesaw) Software menu 3D printers and materials
Professional Development is aligned or targeted to grow understanding of Blended Learning and Blended Instructional Practice.	CL&I Team ISS Team Coordinators	Blended Learning versus Blended Instructional Practice - Definition Confirmed, Plan for Widespread Understanding and Communication Professional Development on Blended Learning and Blended Instructional Practice Developed Activities for Implementation at Faculty, Department, Grade Level Meetings	Sept 2022 - June 2023	Blended Instructional Practice Tools Professional Development Opportunities Menus of Tools and PD prepared and distributed

Key Performance Indicator: Devices and Infrastructure

Activity(s) or Action Steps <i>What activities, or Action Steps will we pursue to address our FOCUS AREA(s)</i>	Person(s) Responsible <i>Who will help lead or facilitate</i>	Measurable Evidence of Success <i>How will we know that we are successfully implementing our Activities or Action Steps? Include points that will occur during the year that will be helpful in gauging success.</i>	Timeline	Resources <i>What resources (Schedule, Space, Money, Processes, Individuals) are necessary to support these action steps?</i>
Improving efficiencies in providing technology supports for troubleshooting, having significantly increased campus devices.	Director of Technology	Incident IQ system implementation (streamline and integrate support tickets and inventory system) Even out building assignments for faster response times for tech support Restructure the building technology liaison position for the 22-23 school year. All building technology liaisons will facilitate quarterly meetings with a representative from each department or grade level and attend District Technology Committee meetings to share questions, concerns and ideas from their school.	2022-2023	Software funds 2 new MCRT positions added to the Tech Services staff
Identifying and streamlining classroom projection devices to ensure modern, current, sustainable and reliable equipment to support integrated and blended learning practices.	Director of Technology Tech Services Team CL&I Team ISS for Technology	Develop an implementation timeline. Training for ISS for Technology. Training for teachers.	July, 2022 - June, 2023	SSBA will be used to purchase phase 1 of devices Training for ISS and Tech Services to turnkey to teachers Tech Services hardware budget
Updating and resetting computer labs at both high schools to allow students access to Windows programs outside of class time for specialized curriculum and provide adult training options.	Director of Technology Tech Services	KE computer labs stocked with Windows desktops for classes and testing accommodations KW computer lab, 1 of the 2, will be updated	July, 2022 - June, 2023	Tech Services hardware budget ARP grant

Key Performance Indicator: Engaging all Learners

Activity(s) or Action Steps <i>What activities, or Action Steps will we pursue to address our FOCUS AREA(s)</i>	Person(s) Responsible <i>Who will help lead or facilitate</i>	Measurable Evidence of Success <i>How will we know that we are successfully implementing our Activities or Action Steps? Include points that will occur during the year that will be helpful in gauging success.</i>	Timeline	Resources <i>What resources (Schedule, Space, Money, Processes, Individuals) are necessary to support these action steps?</i>
Evaluate software to reduce redundant programs and provide focus.	Director of Technology Tech Services Team CL&I Team ISS Tech Team	Software requests from teachers evaluated to current subscriptions and other teachers' requests Redundancy will be eliminated or phased out over the 22-23 school year Tech ISS support evaluations of requests	July, 2022 - June, 2024	Tech ISS and Tech Services training as needed to support teachers Budgets include: Tech Software BOCES State Aided and Unaided
Create an instructional software guide for staff in order to focus and prioritize software usage.	CL&I Team ISS Tech Team	Work with ISS and coordinators to identify tools for use at each grade band level. Develop a guide for use starting in September, 2023. Work with Tech Services to eliminate redundant software (see above).	July, 2022 - June, 2023	Work time for ISS and coordinators.
Use of learning management systems, including digital forms and tools, will increase access to and extend opportunities for learning beyond the school day.	CL&I Team ISS Tech Team	PD programs will prepare teachers to utilize learning management systems to build and share course content digitally.	July, 2022 - June, 2023	Student 1:1 devices Licenses for Canvas and Seesaw Software
Establish a quarterly newsletter to family and community members.	CL&I Team ISS Tech Team	Four newsletters will be created and shared with the school community. Each newsletter will focus on instructional technology and include any necessary updates from Tech Services.	July, 2022 - June, 2023	Time Digital newsletter production tool (eg. Smore, Canva)
Expand Available Tools to Support Students with Disabilities to access digital resources.	Student Services CL&I Team Director of Technology	Review Intervention Systems to Support Skills-Based Learning Needs Establish Specially Designed Tools for Access to Digital Instruction and Resources	Sept 2022 - June 2023	Meeting Time Criteria and Process for Evaluating Tools Financial Support as Needed

Ken-Ton DISTRICT COMPREHENSIVE IMPROVEMENT PLAN

KT Forward Focus Area: COMMUNITY ENGAGEMENT



Summary of Needs Assessment:

There are many different audiences with whom we regularly seek to communicate including parents/families, staff, students, residents/voters, alumni, potential homeowners, and prospective staff. There are also many different methods we rely on to share information, communicate, and affect the decisions/perceptions of targeted audiences. There is no one way to effectively communicate with all stakeholders and each method of communication has its own unique limitations/effectiveness for particular audiences. Thus, communication/engagement strategies must be tailored to each individual audience with our core objectives in mind which include: to aggressively promote the district to increase enrollment and improve public perception; strengthen school/district culture, pride, and morale; make Ken-Ton a first-choice destination for prospective employees and staff; improve the day-to-day family experience; strengthen ties with the community and maximize community presence; ensure effective/consistent two-way communication with all stakeholders; and maximize parent and family engagement and involvement.

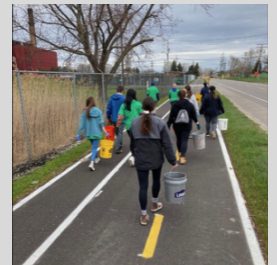


Strategic Intent:

By 2022-23, all schools will cultivate strong, effective, and sustainable partnerships with all stakeholders including parents/families, staff, and the community in order to foster an environment of trust, transparency, and shared responsibility for the success of all students.

Key Performance Indicators:

- Shared Decision Making
- Communication and Transparency
- Cultivating Shared Responsibility and Accountability



Key Performance Indicator: Shared Decision Making

Activity(s) or Action Steps <i>What activities, or Action Steps will we pursue to address our FOCUS AREA(s)</i>	Person(s) Responsible <i>Who will help lead or facilitate</i>	Measurable Evidence of Success <i>How will we know that we are successfully implementing our Activities or Action Steps? Include points that will occur during the year that will be helpful in gauging success.</i>	Timeline	Resources <i>What resources (Schedule, Space, Money, Processes, Individuals) are necessary to support these action steps?</i>
Communicate clear guidelines for shared decision making processes at the school level for the 2022-23 school year and ensure that teams are meeting with fidelity.	CL&I Team Community Relations Team Data & Accountability	Meeting minutes, sign-in sheets	September/ October 2022	Office of Communications, meeting space, Principals, Directors
Engage stakeholder groups (including PTAs/HSAs) to identify parent members and articulate the requirements, responsibilities, and roles of shared decision making team members. Ensure teams are meeting with fidelity and post meeting minutes/sign-in lists to school websites.	Principals Webmasters	Meeting minutes, sign-in sheets, frequency of meetings, percentage of meetings with all stakeholder groups represented	September/ October 2022	Office of Communications, Principals, Directors, Webmasters
Reconvene the District Shared Decision Making Team to oversee the shared decision making process and ensure the participation of all schools/stakeholder groups.	CL&I Team Community Relations Team	Meeting minutes, sign-in sheets, frequency of meetings, percentage of meetings with all stakeholder groups represented	September/ October 2022	Office of Communications, meeting space, school representatives
Work with schools/departments to inventory all the opportunities for families to get involved at the school/district level. Aggressively promote opportunities for parent/family involvement (e.g. webpage, text/robocall, brochure, social media). Conduct a survey to collect contact information for families who wish to become involved in shared decision making teams, committees, task forces, etc.	Community Relations Team	Survey completion, post views, text/email views, number/percentage of parents identified	September- December 2022	Office of Communications

Key Performance Indicator: Communication and Transparency

Activity(s) or Action Steps <i>What activities, or Action Steps will we pursue to address our FOCUS AREA(s)</i>	Person(s) Responsible <i>Who will help lead or facilitate</i>	Measurable Evidence of Success <i>How will we know that we are successfully implementing our Activities or Action Steps? Include points that will occur during the year that will be helpful in gauging success.</i>	Timeline	Resources <i>What resources (Schedule, Space, Money, Processes, Individuals) are necessary to support these action steps?</i>
Identify the point person in each school who is/will be responsible for sending routine school-level text/email/robocall notifications.	Principals	Names identified	September 2022	Office of Communications, Principal Involvement
Establish and communicate clear guidelines for the use of routine text, email and robocall notifications for schools/departments. Create a simple, easy-to-follow guide for sending routine school-level text/email/robocall notifications for school main offices to utilize. Ensure consistency in utilization of ShoutPoint. Continue to message information that pertains to multiple schools at the district level Office of Communications.	Community Relations Team School Notification Point Person	Total number of text/email/robocall messages, percentage of text/email/robocall messages that conform to guidelines, communication survey results	Sept 22 - Oct 22	Office of Communications, Principals/Main Office Staff Involvement
Establish a simple procedure for schools to inform parents/families of late bus notifications via text/robocall notification (i.e. targeted messages to individual bus routes).	Community Relations Team Data & Accountability	Total number of late bus notifications	Sept 22 - Dec 22	Office of Communications, meeting(s) w/ technology/data staff, Main Office Staff Involvement
Establish a simple monthly school newsletter template for schools to use on a regular basis to share information with their families and promote the school.	Community Relations Team Principals	Number/quality of school newsletters published	Sept 22 - Oct 22	Office of Communications, Principal Involvement
Establish and implement a consistent school website homepage/navigation structure. Implement a meeting schedule to maximize guidance, training, coordination, and support for school webmasters.	Community Relations Team Webmasters	Website traffic, communication survey results	Sept 22 - June 23	Office of Communications, meeting(s) w/ webmasters

Key Performance Indicator: Cultivating Shared Responsibility and Accountability

Activity(s) or Action Steps <i>What activities, or Action Steps will we pursue to address our FOCUS AREA(s)</i>	Person(s) Responsible <i>Who will help lead or facilitate</i>	Measurable Evidence of Success <i>How will we know that we are successfully implementing our Activities or Action Steps? Include points that will occur during the year that will be helpful in gauging success.</i>	Timeline	Resources <i>What resources (Schedule, Space, Money, Processes, Individuals) are necessary to support these action steps?</i>
Implement new student/staff recognition programs. Create procedures for schools to nominate/select students/staff for the Office of Communications to feature.	Community Relations Team Principals	Frequency of recognition	Sept 22	Office of Communications, Principal Involvement
Establish guidelines/best practices for social media usage at the school level and ensure that each school is using social media to its fullest extent to promote the school and maximize two-way communication. Provide support/guidance/training opportunities for social media liaisons/coordinators. Use district resources such as social media to maximize school social media effectiveness.	Community Relations Team Social Media Liaisons	Social media post data, engagement data	Sept 2022 - June 2023	Office of Communications, Social Media Liaison/Coordinator Involvement
Establish a procedure for regularly sharing positive news stories with the Communications Office for promotion.	Community Relations Team	Web posts, social media posts, news stories	Sept 22	Office of Communications
Significantly increase the frequency of high-quality press releases, social media posts, website articles, etc.	Community Relations Team	Web posts, social media posts, news stories	Sept 22 - Dec 22	Office of Communications
Calibrate school/district websites for promotion/recruitment.	Community Relations Team Webmasters	Website quality, web analytics	Sept 22 - June 23	Office of Communications, Webmaster Involvement
Create and disseminate high quality promotional and informational videos for all schools and the district.	Community Relations Team	Completion of videos	Sept 22 - June 2023	Office of Communications, Drone Rental Cost
Use the annual budget newsletter mailing to better promote the district among homeowners/residents.	Community Relations Team	Size/quality of district-wide mailing	April - May 2022	Office of Communications, Additional Printing Costs

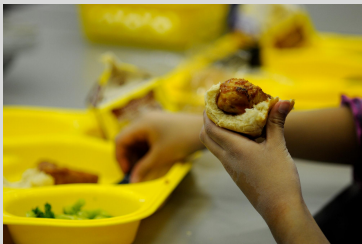
Ken-Ton DISTRICT COMPREHENSIVE IMPROVEMENT PLAN

KT Forward Focus Area: FINANCES, SAFETY AND OPERATIONS



Summary of Needs Assessment:

In general, financial priorities should reflect those activities necessary for improved district health and wellness, student achievement and supports needed to ensure equitable access to programs. In order to continue to monitor the degree to which operations support these goals, greater systemic understanding, control and management of all district operations will be a priority. A finer focus will remain on safety across all operations, including a review of research-based practices and systems.



Strategic Intent:

By 2022-23, Ken-Ton will create responsive, effective and integrated operations to sustain district initiatives, enable continuous improvement in educational programs and achieve organizational success now and in the future.

Key Performance Indicators:

- Safety and Security
- Healthy Facilities and Nutrition
- Financial Stability



Key Performance Indicator: Safety and Security

Activity(s) or Action Steps <i>What activities, or Action Steps will we pursue to address our FOCUS AREA(s)</i>	Person(s) Responsible <i>Who will help lead or facilitate</i>	Measurable Evidence of Success <i>How will we know that we are successfully implementing our Activities or Action Steps? Include points that will occur during the year that will be helpful in gauging success.</i>	Timeline	Resources <i>What resources (Schedule, Space, Money, Processes, Individuals) are necessary to support these action steps?</i>
Revise and streamline all building emergency response plans	CL&I Team Building Admins	All building plans are complete and consistent across the district.	Summer 2022	Altaris expertise and training support
Train all administrators and other key personnel on emergency response procedures, emergency planning, policies and procedures, continuity of operations and parent reunification.	CL&I Team	All administrators and key personnel have developed a proficient understanding as evidenced by feedback, questions, and knowledge of content.	Fall 2022	Altaris expertise and training support
Train all Kenton staff using a 45 minutes video module on <i>Prevention and Emergency Response in K-12 Schools</i> .	CL&I Team Human Resources	All staff have developed a proficient understanding as evidenced by feedback, questions and successful completion of emergency drills.	September 2022	Access to the Global Compliance Network, that provides web-based mandated tutorials for educational institutions and all of their job categories. Access is through our existing partnership with Altaris.
Train all building and district emergency response teams on the specific emergency procedures in the plan and provide resources for turn-key follow up training to staff in all buildings.	CL&I Team Building Admins	All members of emergency response teams have developed a proficient understanding of safety procedures as evidenced by feedback, questions, and successful turn key training to staff.	Sept-Nov 2022	Altaris expertise and training support
Purchase and assemble <i>Go Kits</i> for each building that are quickly mobilized in an emergency and contain items to assist in the management of an incident.	CL&I Team Building Admins	All buildings have completed <i>Go Kits</i> and have secured a location that is communicated to multiple administrators	Sept 22 - June 23	Financial support for kit items Altaris expertise and training support
Purchase and assemble <i>parent reunification kits</i> to be housed in two locations in the district for redundancy	CL&I Team	<i>Parent reunification kits</i> have been assembled and are housed in two locations in the district	Sept 22 - June 23	Financial support for needed items Altaris expertise and training support

Train all key personnel involved in school emergency management, school safety team, or incident response on the Incident Command System	CL&I Team	All key personnel have developed a proficient understanding as evidenced by feedback, questions, and knowledge of content.	Sept 22 - June 23	Altaris expertise and training support
Train all building and district administrators on a coordinated and comprehensive evacuation and parent reunification plan involving local law enforcement.	CL&I Team	All key personnel have developed a proficient understanding as evidenced by feedback, questions, and knowledge of content.	Sept 22 - June 23	Altaris expertise and training support
Obtain and Install Building Wide Common Area Security cameras	Office of Facilities Business Office	Installation of security cameras in all school buildings	Sept 22 - June 23	Campus Construction Management CPL Tech Services Office of School Culture
Cultivate a district wide push for all staff to wear ID badges	All district and building leaders	All ID badges are worn by district staff at all times	Sept 22 - June 23	Lanyards and ID Badge holders for all staff.
Improving security camera systems and emergency paging systems within the district.	Director of Technology Buildings & Grounds	New camera systems will be put in place in phases across the entire district, starting with KenWest HS and Franklin Middle school. A new paging system to inform classrooms of building emergencies will be put in place in phases across the district, starting with KenWest HS and Franklin Middle school.	Sept 22 - June 23	SSBA will cover the cost of both the cameras and the emergency paging system

Key Performance Indicator: Healthy Facilities and Nutrition

Activity(s) or Action Steps <i>What activities, or Action Steps will we pursue to address our FOCUS AREA(s)</i>	Person(s) Responsible <i>Who will help lead or facilitate</i>	Measurable Evidence of Success <i>How will we know that we are successfully implementing our Activities or Action Steps? Include points that will occur during the year that will be helpful in gauging success.</i>	Timeline	Resources <i>What resources (Schedule, Space, Money, Processes, Individuals) are necessary to support these action steps?</i>
Increase options for physical health for all staff.	Business Office	Partnership with the Town for use of facilities at the Town Fitness Center. Review quarterly data to determine usage	Sept 22 - June 23	Shared services with the Town of Tonawanda, Jefferson School and the Town Aquatic Center
Promote healthy food choices by offering more fresh fruits and vegetables weekly. Highlight "Harvest of the Month" items on the monthly menu. Create promotions/themes throughout the school year to educate/celebrate good eating habits with our students.	Director of Food Service	Create flyers and posters highlighting the benefits of eating healthy. Offer taste testing/product sampling with student surveys/voting options for student feedback. Document and promote with pictures.	Sept 22 - June 23	Money, time and support from food service staff to carry out these promotions.

Key Performance Indicator: Financial Stability

Activity(s) or Action Steps <i>What activities, or Action Steps will we pursue to address our FOCUS AREA(s)</i>	Person(s) Responsible <i>Who will help lead or facilitate</i>	Measurable Evidence of Success <i>How will we know that we are successfully implementing our Activities or Action Steps? Include points that will occur during the year that will be helpful in gauging success.</i>	Timeline	Resources <i>What resources (Schedule, Space, Money, Processes, Individuals) are necessary to support these action steps?</i>
Refine Budgeting practices to more closely budget to actual expenditures and increase transparency	Business Office District Leadership Team	Budget Retreat with Cabinet Complete Department budgets on schedule as described in the Budget Timeline. Process for unbudgeted request	Sept 22 - June 23	Cabinet, District Treasurer and Purchasing to collect data
Implement budgeting in WINCAP, the District's Financial Software	Business Office District Leadership Team	Preliminary Budgeting in WINCAP by all Assistant Superintendents, Department and District Leaders Use of position budgeting in Wincap to estimate payroll and benefits	Sept 22 - June 23	Training for Building and Department Leaders, Support Staff Training and time
Increase collaborative budgeting process with all stakeholders and align to district Strategic Plan	Business Office District Leadership Team	Budget meeting with Directors, Principals and Stakeholders Increased ownership of budgeting	Sept 22 - June 23	Building and Department Leaders, Support staff
Refine processes related to position controls before, during and after the adding or removal of positions.	Human Resources	Systemic Accountability Systems and Ease of Accurate Report Access for Planning	Sept 22 - June 23	Systems Setup, Professional Development and Training, Time for Migrating and Verifying Data

