Ken-Ton Forward Strategic Plan
CORE Team Guidance for District Comprehensive Improvement Planning

KENMORE-TOWN OF TONAWANDA
KT
SCHOOLS
EXCELLENCE

STRATEGIES

SAFE & HEALTHY LEARNING ENVIRONMENT

STUDENT SUCCESS & QUALITY INSTRUCTION

SUSTAINABILITY

STRONG LEADERSHIP

STRUCTURE

Instruction For All Students: Core Instruction; Academic Intervention; Accelerated Programming

Technology: Integrate Technology Into the Learning Environment; Devices & Infrastructure; Engaging All Learners

Social Emotional Health & Wellness: Preventive Mental Health; Restorative & Trauma-Informed Practices; Behavior & Social Skills Programming

Community Engagement: Shared Decision Making; Communication & Transparency; Cultivating Shared Responsibility & Accountability

Finance, Safety & Operations: Safety & Security; Healthy Facilities & Nutrition; Financial Stability

KT
KEN-TON FORWARD

Our Vision: A community that creates dynamic learners who possess social awareness, confidence, and a belief in their power to succeed

Our Mission: To provide our students with the supports, tools, and diverse opportunities needed to meet the challenges of an ever-changing world

2023-2024
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
Kelly White, Assistant Superintendent for Curriculum, Leadership and Instruction
Tim Ames, Director of Facilities
Michael Kleman, 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, Executive Director of Special Education (Secondary)
Ashley Digati, Executive Director of Special Education (Elementary)
Lisa Cross, Executive Director of Secondary Education
Michael Muscarella, Executive Director of Elementary Education
Anne Martell, Director of K-12 Education
Dina Ferraraccio, Director of School Culture
Frank Spagnolo, Director of Informational Data and Accountability - CIO
Patrick Fanelli, Community Relations Coordinator
Lindsay Bergman, Director of Health, Physical Education, Recreation and Athletics

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:
Eliminate Opportunity Gaps ● Social Emotional Health and Wellness ● Technology ● Community Engagement ● Finance, Safety and Operations

Ken-Ton DISTRICT COMPREHENSIVE IMPROVEMENT PLAN

KT Forward Focus Area:
ELIMINATE OPPORTUNITY GAPS

Summary of Needs Assessment

Ken-Ton UFSD District is committed to supporting the elimination of opportunity gaps so that all K-12 students may achieve their highest potential. Student local and state assessment data in academic and behavior indicate that Tier 1 instructional benchmarks are inconsistently being met. Ken-Ton will move forward in leveraging high-impact instructional practices in all content areas to accelerate the learning and ensure all students reach their potential. Investing in instructional improvement in a large first-ring suburban school district with approximately 6700 students is essential to ensure equity, enhance student outcomes, provide personalized learning experiences, support teacher professional development, cultivate 21st-century skills, engage the community, and maintain a competitive advantage. These reasons converge to create a strong rationale for prioritizing instructional improvement, benefiting all students and preparing them for a successful future.

Strategic Intent:
By 2023-24, 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 *What activities, or Action Steps will we pursue to address our FOCUS AREA(s)*	Person(s) Responsible *Who will help lead or facilitate*	Measurable Evidence of Success *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.*	Timeline	Resources *What resources (Schedule, Space, Money, Processes, Individuals) are necessary to support these action steps?*
Continued development of research-based, documented curriculum, resources, and professional development using the curriculum review cycle. Specifically, during the 23-24 SY, the 5-12 World Languages, 9-12 Science, Secondary School Counseling, FACS 5-12 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 2023 - June 2024	Monthly Curriculum Team Mtgs. Curriculum Team Reps. Department Budgets
Ongoing development and use of the *KenTon Student Engagement Playbook* to support increased student engagement in all K-12 classrooms.	CL&I Team ISS Team Engagement Task Force School Admin Engagement Cohort	Playbook is shared with all instructional staff in engaging formats; sustained support will be provided throughout the year. High-impact practices are modeled at faculty meetings and meetings with teachers and administrators. Instructional Support Specialists embed practices in teacher support and coaching. The engagement cohort (including teachers from all schools) will meet four times throughout the year for professional development focused on the playbook and building capacity in schools.	Sept 2023 - June 2024	Digital Playbook Engagement Cohort PD, facilitated by ISS Engagement Task Force Meetings Instructional Support Specialists
Develop and Implement Responsive Programming for our 9-12 students	CL&I Team Counselors	Implement Crossroads/Virtual Homebound Academies Review of HS Programming Options Review graduation pathways and scheduling efficiencies	Sept 2023 - June 2024	Summer/Fall Planning Meetings Counselor/TOSA on Spec. Assign

Continue to develop culturally responsive and inclusive curriculum, assessment and instructional practices and welcoming and affirming learning environments.	CL&I Team DEI Team	District DEI Team will receive PD and be charged with preparing a plan to build capacity and shift classroom practices. Subcommittees will be formed for the following core principles of DEI: Student Supports, Discipline, and Wellness, Teaching and Learning, Family and Community Engagement. K-12 curriculum work will embed standards-aligned resources that properly represent, value, and develop students' cultures.	Sept 2023 - June 2024	Quarterly DEI team meetings Professional Development

Key Performance Indicator: Academic Intervention

Activity(s) or Action Steps *What activities, or Action Steps will we pursue to address our FOCUS AREA(s)*	Person(s) Responsible *Who will help lead or facilitate*	Measurable Evidence of Success *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.*	Timeline	Resources *What resources (Schedule, Space, Money, Processes, Individuals) are necessary to support these action steps?*
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 District review of suspension data monthly with building leaders to establish more Tier 2 support and plans for alternatives to suspension to reduce repeat offenders	Sept 2023 - June 2024	Instructional Support Specialists RTI/MTSS Team Meetings Training on Tracking Systems MTSS Behavior Coach
Evaluate current scheduling practices at 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 Propose revised pathway recommendations for improvement/changes by December, 2023 Establish plan for planned/implementing changes for Spring 2024	July 1, 2023 - June 2024	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 utilizing CPSE and EI student data. 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 2023 - June 2024	Create Curriculum maps for Resource Room Curriculum Resources for Specific Programming Needs Supportive Tools for Accessing Curriculum Resources
Develop Specially Designed Behavioral Services for Students with Disabilities.	Student Services Team	Professional Development for Service Provision (Supporting Related Services) Professional development on Accountability Systems for Progress Monitoring	Sept 2023 - June 2024	Zones of Regulation - Peaceful Schools Summit

Key Performance Indicator: Accelerated Programming

Activity(s) or Action Steps *What activities, or Action Steps will we pursue to address our FOCUS AREA(s)*	Person(s) Responsible *Who will help lead or facilitate*	Measurable Evidence of Success *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.*	Timeline	Resources *What resources (Schedule, Space, Money, Processes, Individuals) are necessary to support these action steps?*
Administer The Cognitive Abilities Test (CogAT) to incoming 2nd grade students. Administer the CogAT to all new grade 2-4 students to the district.	Mike Muscarella	Assessment results Program Placement Results	Fall 2023	Purchase of CogAT licenses for all grade 2 students (screener, plus full if necessary per plan).
Review current GT pull out schedule in order to develop and provide push-in enrichment lessons to all kindergarten and first grade students.	GT Teachers Elem Principals	Building Schedule to allow for all kindergarten and grade 1 classrooms to be scheduled on a rotating basis or in blocks based on current caseload.	Fall2023= Spring 2024	Building Master Schedule
Develop Gifted & Talented Curriculum in grades 2-4.	MIke Muscarella GT Teachers Enrichment Teaching Team Enrichment Committee	Finalized *push-in curriculum for the kindergarten and first grade level* *Pull-out curriculum for the 2nd, 3rd and 4th grade levels.* Finalize MS level curriculum. The *pull-out curriculum for the 5th, 6th, and 7th grade levels* at the MS includes between 6-9 units needing review/revision/additional projects. Including a unit aligned with the Seal of Civice Readiness Capstone Project	Sept 2023- June 2024	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 2023- Spring 20234	Enrichment Committee Meeting

Ken-Ton DISTRICT COMPREHENSIVE IMPROVEMENT PLAN

KT Forward Focus Area:
SOCIAL EMOTIONAL TEACHING AND LEARNING
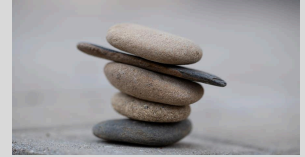
Summary of Needs Assessment:

Based on the changing needs of our students, explicit teaching of social and emotional learning continues to become a priority for the district. Our behavior and SEL competency data indicates an increase in behaviors that stem from impulsive decision making and below average SEL scores.. This indicates a need to further develop critical SEL skills such as self-awareness, self-management, social awareness, relationship skills, and responsible decision-making. These skills are essential for students to succeed in their personal and professional lives. In Ken-Ton, we have a diverse student population with different backgrounds, cultures, and experiences. Prioritizing social emotional learning can help create a safe and inclusive learning environment for all students. It can also help students to develop empathy and understanding towards their peers, which can lead to better relationships and reduced incidents of bullying or discrimination. Social emotional learning can also have a positive impact on academic achievement. When students feel safe, supported, and connected to their school community, they are more likely to engage in learning and perform better academically.

Strategic Intent:

By 2024-2025, Ken-Ton will provide the necessary staff, support, and structures so that at least 50% of Ken-Ton students will display improvement in social-emotional wellness as compared to our baseline measures using the Satchel Pulse Universal SEL screener.

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 *What activities, or Action Steps will we pursue to address our FOCUS AREA(s)*	**Person(s) Responsible** *Who will help lead or facilitate*	**Measurable Evidence of Success** *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.*	**Timeline**	**Resources** *What resources (Schedule, Space, Money, Processes, Individuals) are necessary to support these action steps?*
Conduct a baseline screener of SEL competencies for all students K-12 using Satchel Pulse with an end of the year post screener assessment	Building Leaders Specific groups of teachers	Progress monitoring indicates an improvement in SEL competencies as assessed on the Satchel Pulse screener in September	November 2023 June 2023	Satchel Pulse Platform
Begin to develop Social and Emotional Instructional Goals and Resources for All Classrooms for Tier I SEL Instruction	Building and District SELITs	Outside resources Available Lessons on Satchel Pulse Platform Training on Use of Satchel Pulse Lesson Resources given Individual and Classroom Data Sets	Sept 2023-June 2024	Satchel Pulse Platform Trainings Team Structure for Building
Continue developing and refining a Multi-Tiered System of Supports for Social and Emotional Learning Supports	Building and District SELITS Peaceful Schools Consultants MTSS Behavior Coach (new position)	Review inventories completed in 2023 Visuals and draft handbook Identification of resources to support tiers Referral forms	Sept 2023-June 2024	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.	Building and District SELITs Administrators Counselors Social Workers Psychologists	Established Contracts Family Support Center informational documents School-based Programming informational documents	Sept 2023-June 2024	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 2023-June 2024	Team identified, meeting dates, agendas and minutes prepared Needed resources identified by the team

Key Performance Indicator: Restorative and Trauma-Informed Practices
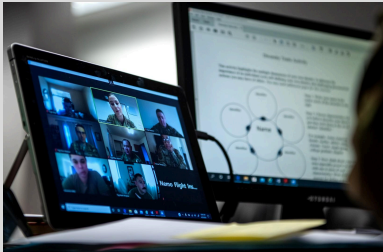
Activity(s) or Action Steps *What activities, or Action Steps will we pursue to address our FOCUS AREA(s)*	Person(s) Responsible *Who will help lead or facilitate*	Measurable Evidence of Success *How will we know that we are successfully implementing our Activities or Action Steps? Include points that will occur during the year that will be helpful in gauging success.*	Timeline	Resources *What resources (Schedule, Space, Money, Processes, Individuals) are necessary to support these action steps?*
Train all NEW building and district administrators in Tier 1 Community Circles by Partners in Restorative Initiatives (PIRI)	Director of School Culture PIRI Consultants	All new 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 22-23	Sept 2023-June 2024	Training materials PIRI trainers Space for training
Train all new student support services staff in Tier 1 Community Circles by Partners in Restorative Initiatives (PIRI) (counselors, social workers and school psychologists)	Director of School Culture PIRI Consultants	All new 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 22-23	Sept 2023-June 2024	Training materials PIRI trainers Space for training
Train 4 cohorts of teachers in Tier 1 Community Circles by Partners in Restorative Initiatives (PIRI) with a strong emphasis on Middle School department chairs.	Director of School Culture PIRI Consultants	All trained teachers 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 22-23	Sept 2023-June 2024	Training materials PIRI trainers Space for training
Train all NEW administrators on Restorative Tier 2 and Tier 3 practices that also include restorative conferencing.	Director of School Culture PIRI Consultants	All NEW 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 22-23	Sept 2023-June 2024	Training materials PIRI trainers Space for training
Train 2-3 counselors and/or social workers from each building on Restorative Tier 2 and Tier 3 practices that also include restorative conferencing.	Director of School Culture PIRI Consultants	All trained counselors and social workers 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 22-23	Sept 2023-June 2024	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 2023-June 2024	Training Module Accountability protocol

Key Performance Indicator: Behavior and Social Skills Programming

| Activity(s) or Action Steps
What activities, or Action Steps will we pursue to address our FOCUS AREA(s) | Person(s) Responsible
Who will help lead or facilitate | Measurable Evidence of Success
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. | Timeline | Resources
What resources (Schedule, Space, Money, Processes, Individuals) are necessary to support these action steps? |
|---|---|---|---|---|
| The district Social Emotional Learning Implementation Team will meet regularly to review Satchel-Pulse SEL data and develop plans for SEL implementation at buildings. | District SELIT

Director of School Culture | Regular meetings take place and team members develop an increased competency for disaggregating Satchel Pulse SEL data, creating intervention groups and progress monitoring | Sept 2023-June 2024 | 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. | Building Administrators

Director of School Culture | Survey results indicate improvement in perceptions among all stakeholder groups. | Sept 2023-June 2024 | Satchel Pulse Platform |
| Quarterly behavior expectations review for students held district wide to review expectations in the code of conduct | 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 2023-June 2024 | 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 2023-2024 school year has a refined vision for blended learning techniques and personalized learning for every student. Simultaneously, one of the greatest needs for the 2023-2024 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.
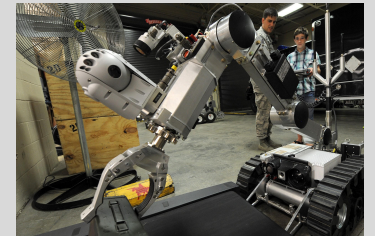
Strategic Intent:
By 2023-24, Ken-Ton will embody a culture of innovation by providing all district schools increased access to technology-rich resources to enhance every aspect of our learning community.

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 *What activities, or Action Steps will we pursue to address our FOCUS AREA(s)*	Person(s) Responsible *Who will help lead or facilitate*	Measurable Evidence of Success *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.*	Timeline	Resources *What resources (Schedule, Space, Money, Processes, Individuals) are necessary to support these action steps?*
Continue to build capacity for implementation of the *NYS Computer Science & Digital Fluency* Standards into K-12 curriculum.	CL&I Team ISS Team Special Area Coordinators	ISS and special area coordinators will participate in additional PD to prepare them to lead curriculum projects that embed the NYS Standards into each curricular area by September, 2024. Pre/Post program assessments completed to evaluate teacher readiness to implement Standards. Future Ready lesson design team will participate in STEM focused workshops and create and implement lesson plans aligned with *NYS CS & DF Standards.*	July 2023 - June 2024	PD facilitated by NYSCATE (funded by the NYSED Smart Start grant) Time to work with ISS and special area coordinators Pre and post Smart Start program assessment
Focus on digital literacy, including digital citizenship and digital use, for students K-12.	CL&I Team ISS Team Special Area Coordinators Library Dept	K-12 Library program curriculum work in the area of digital literacy. Acknowledgement of Digital Citizenship week during October including activities for students to learn about and practice digital citizenship. Parent and family member information sessions to educate parents on safe use of technology. Opportunities for student leadership in digital citizenship activities.	July 2023- June 2024	Library department collaboration time School-based teams to personalize digital citizenship activities
Canvas LMS implementation	CL&I Team ISS for Technology	MS teachers will be prepared to use Canvas LMS to build and share course content and communicate with students and parents/family members by June, 2024. ISS for technology will take a lead support role in schools to provide high-level support and monthly flash PD. All HS teachers will use Canvas LMS to share course materials and work, and communicate with students and parents/family members.	July 2023 - June 2024	Canvas licenses PD plan for MS teachers ISS for technology lead support

Seesaw Implementation	CL&I Team ISS for Technology	30-40 ES teachers will participate in a PD program focused on Seesaw including lesson planning and co-teaching. K-2 teachers will utilize Seesaw to communicate with parents/family members and share course content with students. Teachers will share lessons in the Seesaw KenTon Library for increased collaboration. Teachers in grades 3&4 will learn about Seesaw for family communication and engagement as we transition to Seesaw for grades K-4 in Sept 2024. ISS for technology will support teachers in using Seesaw to engage students.	July 2023 - June 2024	Seesaw licenses PD plan for K-2 teachers ISS for technology lead support
Continue to evaluate software to maximize instructional impact and reduce redundant programs / provide focus.	Director of Technology Tech Services Team CL&I Team ISS Tech Team	Software requests from teachers will be evaluated to current subscriptions and other teachers' requests. Redundant programs will be eliminated or phased out. Tech ISS will support effective use of all purchased software. Use of the Software Menu to support district approved programs for grade band levels.	July 2023 - June 2024	Tech ISS and Tech Services training as needed to support teachers Budgets include: Tech Software BOCES State Aided and Unaided

Key Performance Indicator: Devices and Infrastructure

Activity(s) or Action Steps *What activities, or Action Steps will we pursue to address our FOCUS AREA(s)*	Person(s) Responsible *Who will help lead or facilitate*	Measurable Evidence of Success *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.*	Timeline	Resources *What resources (Schedule, Space, Money, Processes, Individuals) are necessary to support these action steps?*
Improving efficiencies in providing technology supports for troubleshooting, having significantly increased campus devices.	Director of Technology	Instructional staff will use Incident IQ training videos to enter Tech Support tickets with greater clarity. Continue evaluating building assignments for faster response times for tech support. All building technology liaisons will facilitate quarterly meetings and attend District Technology Committee meetings to share questions, concerns and ideas from their school.	July 2023 - June 2024	Incident IQ training videos online for staff to reference Software funds District Technology Meetings
Identifying and streamlining classroom and building technology 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 and support for teachers.	July 2023 - June 2024	Training for ISS and Tech Services to turnkey to teachers Tech Services hardware budget and Federal Funds
Updating or removing Windows desktops across the district.	Director of Technology Tech Services	District staff will be upgraded to laptops based on job function and model of current desktop computer. Computer labs will be upgraded based on function and building needs.	July 2023 - June 2024	Tech Services hardware budget Federal Funds
Working with Buildings and Grounds on all technology related aspects of all Capital Projects.	Director of Technology	Tech services members will work alongside B&G to remove and reinstall current technology in classrooms being renovated or built.	July 2023 - June 2024	Tech Services hardware budget Federal Funds Capital Funds
Upgrade district data closets across the district.	Director of Technology	Tech services members will continue to upgrade wiring in data closets to coincide with Capital projects for Security and improve overall network function.	July 2023 - June 2024	Tech Services hardware budget Federal Funds Capital Funds

Key Performance Indicator: Engaging all Learners

Activity(s) or Action Steps *What activities, or Action Steps will we pursue to address our FOCUS AREA(s)*	Person(s) Responsible *Who will help lead or facilitate*	Measurable Evidence of Success *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.*	Timeline	Resources *What resources (Schedule, Space, Money, Processes, Individuals) are necessary to support these action steps?*
Widened opportunities for students to engage with course content and show what they know using technology.	CL&I Team ISS for Technology Director of Technology	Instructional staff will use a K-12 approved software Menu, a concise overview of digital tools available for teachers and students, to ensure EdLaw2D compliance. Students will engage with course content through Canvas/Google Classroom/Seesaw, 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).	July 2023 - June 2024	Digital production tools (eg. Google Workspace, Canva, Canvas, Seesaw) Online approved 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	A cohort of high school teachers will participate in PD throughout the year to focus on blended instructional practices and modern classrooms. Professional Development on Blended Learning will be provided during staff development days, through staff development center coursework and at schoolwide and department meetings as well as through individual support and coaching.	July 2023 - June 2024	Blended Instructional Practice Tools Professional Development Opportunities Menus of Tools and PD prepared and distributed
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 2023 - June 2024	Student 1:1 devices Licenses for Canvas and Seesaw
Create and share a quarterly newsletter to staff.	CL&I Team ISS Tech Team	Four newsletters will be created and shared with district staff. Each newsletter will focus on instructional technology and include any necessary updates from Tech Services.	July 2023 - June 2024	Time Digital newsletter production tool (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	July 2023 - June 2024	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 2023-24, 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
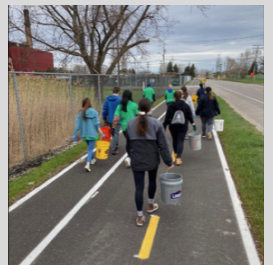
Key Performance Indicator: Shared Decision Making

Activity(s) or Action Steps *What activities, or Action Steps will we pursue to address our FOCUS AREA(s)*	Person(s) Responsible *Who will help lead or facilitate*	Measurable Evidence of Success *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.*	Timeline	Resources *What resources (Schedule, Space, Money, Processes, Individuals) are necessary to support these action steps?*
Communicate clear guidelines for shared decision making processes at the school level for the 2023-24 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 *What activities, or Action Steps will we pursue to address our FOCUS AREA(s)*	Person(s) Responsible *Who will help lead or facilitate*	Measurable Evidence of Success *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.*	Timeline	Resources *What resources (Schedule, Space, Money, Processes, Individuals) are necessary to support these action steps?*
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

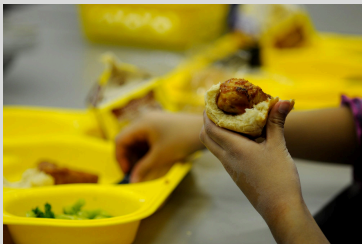| Activity(s) or Action Steps *What activities, or Action Steps will we pursue to address our FOCUS AREA(s)*	Person(s) Responsible *Who will help lead or facilitate*	Measurable Evidence of Success *How will we know that we are successfully implementing our Activities or Action Steps? Include points that will occur during the year that will be helpful in gauging success.*	Timeline	Resources *What resources (Schedule, Space, Money, Processes, Individuals) are necessary to support these action steps?*
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 2023-24, 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 *What activities, or Action Steps will we pursue to address our FOCUS AREA(s)*	Person(s) Responsible *Who will help lead or facilitate*	Measurable Evidence of Success *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.*	Timeline	Resources *What resources (Schedule, Space, Money, Processes, Individuals) are necessary to support these action steps?*
Revise and streamline all building emergency response plans for review of Building Emergency Response Teams	Building Administrators Building Emergency Response Teams	All building plans are complete and consistent across the district.	Summer 2023	Altaris expertise and training support
Train multi-disciplinary teams (administrators, facilities/grounds, SROs, mental health professionals, nurses, etc.) on *Crisis Prevention and Preparedness including Incident Command System.*	Director of School Culture	All members of the multidisciplinary team have developed a proficient understanding of crisis prevention and preparedness as evidenced by feedback, questions, and knowledge of content.	August 2023 and November 2023	Amanda Nickerson from the National Association of School Psychologists Materials through NASP
Train all school based mental health professionals on *Crisis Intervention and Response*	Director of School Culture	All school based mental health professionals develop a proficient understanding for responding to an acute traumatic event focusing on mental health needs of the students and staff as evidenced by feedback, questions, and knowledge of content.	January 2024 and March 2024	Amanda Nickerson from the National Association of School Psychologists Materials through NASP
Train all Kenton staff using a 45 minutes video module on *Prevention and Emergency Response in K-12 Schools.*	Building Administrators Director of School Culture	All staff have developed a proficient understanding as evidenced by feedback, questions and successful completion of emergency drills.	September 2023	Access is through our existing partnership with Altaris.
Purchase and assemble *Go Kits* for each building that are quickly mobilized in an emergency and contain items to assist in the management of an incident.	Building Admins Director of School Culture	All buildings have completed *Go Kits* and have secured a location that is communicated to multiple administrators	Sept 23 - June 24	Financial support for kit items Altaris expertise and training support

Action	Responsible	Outcome	Timeline	Resources
Purchase and assemble *parent reunification kits* to be housed in two locations in the district for redundancy	Building Admins Director of School Culture	*Parent reunification kits* have been assembled and are housed in two locations in the district	Sept 24- June 24	Financial support for needed items 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.	Altaris Consultant Director of School Culture TTPD	All key personnel have developed a proficient understanding of the parent reunification process as evidenced by feedback, questions, and knowledge of content.	Sept 2023 - June 2024	Altaris expertise and training support and coordination with local police
Practice one large scale parent reunification drill at all schools	Altaris Consultant Building Administrators Director of School Culture	All key personnel are able to execute their roles in a parent reunification drill successfully as evidence by feedback from staff and parents/guardians	Sept 2023-June 2024	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 2023 June 2024	Campus Construction Management CPL Tech Services Office of School Culture
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 2023 - June 2024	SSBA will cover the cost of both the cameras and the emergency paging system
Deploy weapons of mass casualty detection systems to all school buildings and athletic fields for screening at large scale events, board meetings, and visitors and late arrivals (spring)	Building and Grounds Director of School Culture	Successful screenings of spectators and guests and all large scale events Successful screenings of students and visitors	August 2023 Winter 2023-Ongoing	Systems Screening Protocol Classroom training from CEIA and on site live event training from CEIA

Key Performance Indicator: Healthy Facilities and Nutrition

Activity(s) or Action Steps *What activities, or Action Steps will we pursue to address our FOCUS AREA(s)*	Person(s) Responsible *Who will help lead or facilitate*	Measurable Evidence of Success *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.*	Timeline	Resources *What resources (Schedule, Space, Money, Processes, Individuals) are necessary to support these action steps?*
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 *What activities, or Action Steps will we pursue to address our FOCUS AREA(s)*	Person(s) Responsible *Who will help lead or facilitate*	Measurable Evidence of Success *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.*	Timeline	Resources *What resources (Schedule, Space, Money, Processes, Individuals) are necessary to support these action steps?*
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 2023 - June 2024	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	DONE	Budget in WINCAP completed and position control implemented with 23/24 budgets
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 2023- June 2024	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 2023- June 2024	Systems Setup, Professional Development and Training, Time for Migrating and Verifying Data