

# ENCORE



## Junior & Senior High School for the Arts

### Monitoring Goals, Actions, and Resources for the 2023-24 Local Control and Accountability Plan (LCAP)

This template is intended for internal monitoring purposes only. The 2023-24 LCAP template and instructions should be consulted when completing required documents.

(6) (A) The superintendent of the school district shall present a report on the annual update to the local control and accountability plan and the local control funding formula budget overview for parents on or before February 28 of each year at a regularly scheduled meeting of the governing board of the school district. (B) The report shall include both of the following: (i) All available midyear outcome data related to metrics identified in the current year's local control and accountability plan. (ii) All available midyear expenditure and implementation data on all actions identified in the current year's local control and accountability plan.

Local Educational Agency (LEA) Name	Contact Name and Title	Email and Phone
Encore Jr. & Sr. High School for the Arts	Dr. Sabrina Bow Executive Director	sbow@encorehighschool.com 760-956-2632

#### Goal 1

##### Goal Description

**Encore will ensure a clean, safe, and modern physical environment for teaching and learning--including all classrooms, restroom/auxiliary, campus, and administrative spaces as measured by the Facilities and Inspection Tool demonstrating Satisfactory or above in all areas.**

**(State Priority 1: Basic/Conditions of Learning & Local Priority 1: Basic Services and Conditions)**

## Expected Annual Measurable Objectives

Metric	Baseline	Year 1 Outcome	Year 2 Outcome	Mid-Year Outcome Data	Desired Outcome for 2023-24
Increased Ventilation and Quality Air Circulation (FIT)	HVAC Ventilation Systems	Goal met	Goal met	HVAC systems are maintained during bi-annual systems checks by vendor. Repairs requests are tracked via internal work repair order Google form.	Planned HVAC improvements are complete and indoor air quality is improved.
Improved ability to implement CDC sanitation guidelines into the school gym / Big Top Structure (FIT)	Sanitation Standards	Goal met	Goal met	Starting December 2023, Encore contracts with janitorial company to clean Big Top weekly.	Improved sanitation methods and standards in the school gym / big top structure
Improved ability to implement CDC sanitation guidelines for outdoor structures and gathering areas (FIT)	Sanitation Standards	Goal met	Goal met	Campus aides maintain cleanliness of quad space during school hours including power washing of quad and walk spaces as needed.	Improved sanitation methods and standards on outdoor furniture
Improved ability to implement CDC sanitation guidelines for indoor storage spaces. (FIT)	Sanitation Standards	Goal met	Goal met	Janitorial equipment and supplies are stored in newly-created supply room. Since December 2023, Encore has contracted with janitorial company which has access to a separate dedicated supply room.	Improved sanitation methods and standards in staff areas and storage areas
Classrooms and restrooms will be maintained on a daily, weekly, monthly basis. (FIT)	Sanitation Standards			Since December 2023, Encore has contracted with a janitorial company to ensure cleanliness of classrooms, restrooms offices, breakrooms, Big	Maintenance of clean instructional and work spaces throughout the campus.

Metric	Baseline	Year 1 Outcome	Year 2 Outcome	Mid-Year Outcome Data	Desired Outcome for 2023-24
				Top, and the theater. Janitorial services are provided after school. During school hours, the student restrooms are maintained by campus aides.	

### Actions & Measuring and Reporting Results

Goal # Action #	Action Title and Description	Contributing	Implementation Level	Mid-year Outcome Data	Other Data/Evidence (qualitative, quantitative, artifacts)	Total Funds Budgeted	Mid-Year Expenditures
1.1	<b>Physical Plant</b> Maintain all physical plant systems- -HVAC, electrical, plumbing, kitchen, etc.	No	Partially Implemented	Maintenance and repairs are ongoing	Facilities Inspection Tool; Williams Site Visit Report	\$250,000.00	
1.2	<b>Classroom furniture and storage</b> Replace or repurpose furniture and storage systems to create intentional teaching environment.	No	Partially Implemented	Teachers and staff ensure that unnecessary or broken furniture is removed from classroom spaces. New furniture may be purchased in 2024-25.	Principal provides feedback on classroom environment during walkthroughs.		
1.3	<b>Janitorial/Custodial Staff</b>  Hire additional Janitorial/custodial staff.	No	Fully Implemented	Since December 2023, Encore has contracted with a janitorial company to ensure cleanliness of classrooms, restrooms offices, breakrooms, Big Top, and the theater. Janitorial services are provided after school.		\$25,000.00	
1.4	<b>Restroom Maintenance</b> Daily/weekly/monthly janitorial sign-off sheets in restrooms posted and accurate according to maintenance calendar	No	Partially Implemented	Since December 2023, Encore has contracted with a janitorial company to ensure cleanliness of classrooms, restrooms			

Goal # Action #	Action Title and Description	Contributing	Implementation Level	Mid-year Outcome Data	Other Data/Evidence (qualitative, quantitative, artifacts)	Total Funds Budgeted	Mid-Year Expenditures
				offices, breakrooms, Big Top, and the theater. Janitorial services are provided after school. During school hours, the student restrooms are maintained by campus aides.			

## Goal 2

### Goal Description

Encore will provide a rigorous and relevant instructional program that enables highly-qualified teachers to provide California Common Core State Standards-aligned instruction to all students, including subgroups (e.g. English Learners and Students with Disabilities), that appropriately prepares all students for college and career readiness.

(State Priorities 2: State Standards/Conditions of Learning, 7: Course Access/Conditions of Learning & Local Priority 2: Implementation of State Academic Standards, and 7: Access to a Broad Course of Study)

## Expected Annual Measurable Objectives

Metric	Baseline	Year 1 Outcome	Year 2 Outcome	Mid-Year Outcome Data	Desired Outcome for 2023-24
100% of all students have access to and enrollment in a standards-aligned course of study with appropriate standards-aligned curriculum and materials (CALPADS and SARC reports)	For 2022-23: What % of students completing A-G with a "C" or better? For 2021-22?				
10% annual improvement in D & F Report	For 2022-23: What % of students enrolled in CaCCSS-aligned courses? For 2021-22?				

Metric	Baseline	Year 1 Outcome	Year 2 Outcome	Mid-Year Outcome Data	Desired Outcome for 2023-24
100% implementation of standards-based math, English Language Arts, social science, science, and Career Technical Education (CTE) curricula	For 2022-23: % of Teachers with valid CA teaching credentials For 2021-22?			2023-24 All new, standards-based curricula was purchased in ELA, ELD, Math, Social Science, and Science.	100% of Teachers hold Valid Credentials Appropriately Assigned
100% Teachers with valid CA teaching credentials (preliminary or clear credential) appropriately assigned (CAL SAAS)	For 2022-23: % of Teachers with EL certification For 2021-22?				100% of Teachers of English Learners hold CLAD or BCLAD certification
100% Teachers of English Learners hold valid CLAD or BCLAD authorization (CAL SAAS)	For 2022-23: # of GenEd Aides and SPED Aides For 2021-22?				
Employ General Education and Special Education Instructional Aides (School staffing data)		Encore's staffing plan includes special education and general education instructional aides.	Encore's staffing plan includes special education and general education instructional aides.	Encore's staffing plan includes special education and general education instructional aides, including one-on-one aides for students whose IEP requires that support.	Maintain the instructional aide staffing team (gen ed and special ed).

### Actions & Measuring and Reporting Results

Goal # Action #	Action Title and Description	Contributing	Implementation Level	Mid-year Outcome Data	Other Data/Evidence (qualitative, quantitative, artifacts)	Total Funds Budgeted	Mid-Year Expenditures
2.1	<b>A-G Coursework</b>  School ensures all students including ELs, SWDs, and other sub-groups are enrolled in and successfully complete appropriate A-G courses with a "C" grade or	No	Fully Implemented	All students are enrolled in A-G coursework. A-G completion to be assessed at end of school year.	A-G completion rate for senior class (End of Year)	\$50,000.00	

Goal # Action #	Action Title and Description	Contributing	Implementation Level	Mid-year Outcome Data	Other Data/Evidence (qualitative, quantitative, artifacts)	Total Funds Budgeted	Mid-Year Expenditures
	better that prepare them for college or career success						
2.2	<b>CA CCSS-aligned Curriculum</b>  School adopts and implements standards-aligned core curriculum in Mathematics, English Language Arts, Social Science, Science, CTE	No	Fully Implemented	For 2023-24, Encore adopted new curriculum for all grades in ELA, ELD, Mathematics, Social Science, and Science	Purchase orders	\$50,000.00	\$126,225.44
2.3	<b>Curriculum Coaching and Training</b>  School provides on-going professional development, training, and academic coaching for teachers of new curriculum adoptions and to support teacher growth and retention across the school	No	Fully Implemented	Principal-led PD, conferences, department head meetings.	Meeting agenda	\$282,166.00	
2.4	<b>Highly Qualified Teachers</b> Recruit and maintain highly qualified teachers with valid CA credentials who are appropriately assigned	No	Partially Implemented	Some teachers missing EL authorization	CalSAAS report	\$2,400,000.00	\$1,072,836.51

Goal # Action #	Action Title and Description	Contributing	Implementation Level	Mid-year Outcome Data	Other Data/Evidence (qualitative, quantitative, artifacts)	Total Funds Budgeted	Mid-Year Expenditures
2.5	<b>Teachers of ELLs</b> Recruit and maintain teachers with appropriate EL authorization.	No	Partially Implemented		CalSAAS report	0	\$0
2.6	<b>Instructional Aides</b> Recruit and maintain Instructional Aides to assist in core classrooms and with students with disabilities		Fully Implemented	Encore's staffing plan includes special education and general education instructional aides, including one-on-one aides for students whose IEP requires that support.	Adopted budget; monthly financials, payroll reports.		\$297,769.83

### Goal 3

#### Goal Description

Encore will foster and sustain a safe, supportive, and welcoming learning environment for students, staff, and parents/families.

(State Priorities 3: Parental Involvement/Engagement, 5: Pupil Engagement/Engagement, 6: School Climate/Engagement & Local Priority 3: Parent and Family Engagement, and 6: School Climate)

### Expected Annual Measurable Objectives

Metric	Baseline	Year 1 Outcome	Year 2 Outcome	Mid-Year Outcome Data	Desired Outcome for 2023-24
Increased parent engagement with and participation in school events and operations by 10% (SSC, ELAC sign-in sheets, parent-teacher conference sign-in sheets, Coffee or Evening with the Principal sign-in sheets, sign-in sheets for parent	Convene School Site Council	2021-22: School Site Council not formed	2022-23: School Site Council convened ELAC convened	School Site Council calendar adopted at the beginning of the 2023-24 year. SSC meetings held  ELAC meetings held in fall 2023	At least 20 parents are actively engaged in School Site Council

Metric	Baseline	Year 1 Outcome	Year 2 Outcome	Mid-Year Outcome Data	Desired Outcome for 2023-24
volunteers e.g. field trip chaperones, etc.)					
Decrease of Chronic Absenteeism to 15% or lower	20.1% chronic absenteeism reported on CA Dashboard in 2019	2021-22 29.2%	2022-23 29.8%	2023-24 annual data not available yet	Encore will decrease the chronic absenteeism rate by 10% each school year.
Staff retention rate	2021-22: TBD	TBD			The average time staff stays employed by Encore increases.
Annual Stakeholder Satisfaction Surveys show 75% satisfaction rate for school safety, school climate, and educational and enrichment opportunities, with a minimum response rate of 50%	Administer the CA Healthy Kids Survey (parent module) and CA Healthy Kids Survey (student module). Minimum baseline response rate of 50%.	2021-22: n/a		Educational partner satisfaction surveys not yet administered for 2023-24.	85% or greater overall student and parent satisfaction
Annual Teacher/Staff Satisfaction Surveys show 75% satisfaction rate for school safety, school climate, educational and enrichment opportunities, and staff retention with a minimum response rate of 75%	Administer semi-annual staff satisfaction survey. Minimum 95% response rate.	2021-22: n/a	Did not administer survey	Teacher/staff satisfaction surveys not yet administered for 2023-34.	85% or greater overall staff satisfaction
Teachers implement instructional practices that increase equitable and inclusive access to educational and enrichment opportunities for all students (PD Scope & Sequence, Coaching Plans)		2021-22: n/a			
		2021-22: n/a			



**Actions & Measuring and Reporting Results**

Goal # Action #	Action Title and Description	Contributing	Implementation Level	Mid-year Outcome Data	Other Data/Evidence (qualitative, quantitative, artifacts)	Total Funds Budgeted	Mid-Year Expenditures
3.1	<b>SSC and ELAC</b> Convene SSC (School Site Council) and ELAC (English Learner Advisory Committee) meetings with agendas and sign-in sheets	No	Fully Implemented		Meeting agenda and minutes	\$1,000.00	\$0
3.2	<b>School-Family Connections</b> Foster and maintain strong School-Family Connections, including Coffee or Evening with the Principal, Concert in the Park family-community events, and other School or Community Events	No	Fully Implemented		School calendar of events; Coffee with the Principal sign in sheets; blast texts/phone calls to parents/families	\$12,000.00	
3.3	<b>SARB</b>  Implement Student Attendance Review Board (SARB) processes	No	Planned			\$200,000.00	
3.4	<b>Student Attendance Plan</b>  Develop and implement Student Attendance Plan to improve attendance rates	No	Planned			\$100,000.00	
3.5	<b>Salary Scale</b>	No	Planned			\$140,000.00	

Goal # Action #	Action Title and Description	Contributing	Implementation Level	Mid-year Outcome Data	Other Data/Evidence (qualitative, quantitative, artifacts)	Total Funds Budgeted	Mid-Year Expenditures
	Convene ad-hoc committee to research and develop a competitive salary scale for teachers and staff						
3.6	<b>Stakeholder Satisfaction</b>  Monitor and track annual Stakeholder (parent, student) Satisfaction Surveys		Planned	Educational partner satisfaction surveys not yet administered for 2023-24.			
3.7	<b>Teacher Satisfaction</b>  Monitor and track annual Teacher Satisfaction Surveys		Planned	Teacher/staff satisfaction surveys not yet administered for 2023-24.			
3.8	<b>UDL</b> Train all staff on Universal Design for Learning (UDL) core principles and best practices.		Fully Implemented	UDL training in August professional development	Summer PD agenda, training materials; consultant invoice		\$750.00
3.9	<b>PD and Coaching</b>  Provide Professional Development and Coaching for all teachers in alignment with school goals of fostering and sustaining a		Partially Implemented				

Goal # Action #	Action Title and Description	Contributing	Implementation Level	Mid-year Outcome Data	Other Data/Evidence (qualitative, quantitative, artifacts)	Total Funds Budgeted	Mid-Year Expenditures
	supportive and welcoming learning environment for all students						

## Goal 4

Goal Description
<p><b>Encore will maintain strong student achievement and outcomes for all students and sub-groups so that all students are prepared for post-high school success and graduating with options and opportunities</b></p> <p><b>(State Priorities 4: Pupil Achievement/Outcomes, 7: Course Access/Conditions of Learning, 8: Other Pupil Outcomes &amp; Local Priority 7: Access to a Broad Course of Study)</b></p>

## Expected Annual Measurable Objectives

Metric	Baseline	Year 1 Outcome	Year 2 Outcome	Mid-Year Outcome Data	Desired Outcome for 2023-24
College and Career Readiness will increase by 10% each year based on CA Dashboard	2019 CA Dashboard Baseline - 37.8% of graduating seniors are college and career ready.	2021-22	2022-23	2023-24 data not yet available	55% of all graduating seniors will be college and career ready
Increased percentage of students by 10% at Met/Exceeded Standards or Distance from Standard on annual CAASPP English Language Arts assessment (CA Dashboard)	2019 CA Dashboard Baseline - 17 points below standard	2021-22 ALL STUDENTS: -53.2 points below standard (PBS) SUBGROUPS Latino: -58.3 PBS	2022-23 ALL STUDENTS: -35.2 points below standard (PBS) SUBGROUPS Latino: -36.6 PBS	2023-24 data not yet available	Encore will increase test scores by at least 10% each year in all subgroups.

Metric	Baseline	Year 1 Outcome	Year 2 Outcome	Mid-Year Outcome Data	Desired Outcome for 2023-24
		African American: -85.5 PBS White: -26.4 PBS Students with Disabilities: -138.1 PBS Socio Econ Disadvantaged: -72.5 PBS English Learners: -133.3 PBS	African American: -65.3 PBS White: -41.5 PBS Students with Disabilities:-123.1PBS Socio Econ Disadvantaged: -46.7 PBS English Learners: -117.9 PBS		
Increased percentage of students by 10% at Met/Exceeded Standards or Distance form Standard on annual CAASPP math assessment (CA Dashboard)	2019 CA Dashboard Baseline - 103.6 points below standard	2021-22  ALL STUDENTS: -135.6 PBS  SUBGROUPS  Latino:-136.8 PBS  African American:-176.1 PBS  White: -106 PBS  Students with Disabilities: -223.7 PBS  Socio Econ Disadvantaged: -144 PBS  English Learners: -188.8 PBS	2022-23  ALL STUDENTS: -122.PBS  SUBGROUPS  Latino: -127.7 PBS  African American: -155.7 PBS  White: -116.1 PBS  Students with Disabilities: -204.4 PBS  Socio Econ Disadvantaged: -130 PBS  English Learners: -193.3 PBS	2023-24 data not yet available	Encore will increase test scores by at least 10% each year in all subgroups.
Overall annual growth by 10% in READING Comprehension for all subgroups (EL, SWD, Low-income, African-American, Hispanic/Latino, White) based on internal MAP data Fall to Spring	MAP not administered for READING in 2020-21	2021-22 NWEA MAP Reading  Grade 7 Fall 210.4 -- Spring 205.7  Grade 8 Fall 208.5 -- Spring 206.1	2022-23 NWEA MAP Reading  Grade 7 Fall 208.7 -- Spring 208.9  Grade 8 Fall 205.0 -- Spring 211.6	2023-24 NWEA Reading (Fall to Winter)  Grade 7 Fall 209.9 -- Winter 208.7  Grade 8 Fall 209.8 -- Winter 209.5	Encore will increase test scores by at least 10% each year in all subgroups.

Metric	Baseline	Year 1 Outcome	Year 2 Outcome	Mid-Year Outcome Data	Desired Outcome for 2023-24
		Grade 9 Fall 208.6 -- Spring 209.6	Grade 9 Fall 209.5 -- Spring 216.1	Grade 9 Fall 217.1-- Winter 215.9	
		Grade 10 Fall 220.7 -- Spring 211.7	Grade 10 Fall 214.7-- Spring 216.5	Grade 10 Fall 214.8-- Winter 214.8	
		Grade 11 Fall 222.3 -- Spring 219.0	Grade 11 Fall 219.3-- Spring 218.0	Grade 11 Fall 217.7-- Winter 217.3	
Overall annual growth by 10% in MATH for all sub-groups (EL, SWD, Low-income, African-American, Hispanic/Latino, White) based on internal MAP data Fall to Spring	2020-21 was first year of NWEA MATH  Grade 7 Winter 212.1 -- Spring 213.1  Grade 8 Winter 215.4 -- 211.7  Grade 9 Winter 221.4 -- 218.0  Grade 10 Winter 226.2 -- Spring 224.5  Grade 11 Winter 228.9 -- Spring 228.3	2021-22 NWEA MAP Mathematics  Grade 7 Fall 206.6 -- Spring 207.2  Grade 8 Fall 209.4 -- Spring 214.8  Grade 9 Fall 209.8 -- Spring 211.5  Grade 10 Fall 222.1-- Spring 221.5  Grade 11 Fall 222.7 -- Spring 225.1	2022-23 NWEA MAP Mathematics  Grade 7 Fall 209.7 -- Spring 212.1  Grade 8 Fall 209.4 -- Spring 214.8  Grade 9 Fall 212.1-- Spring 214.8  Grade 10 Fall 218.6 -- Spring 220.0  Grade 11 Fall 222.7-- Spring 225.1	2023-24 NWEA Math (Fall to Winter)  Grade 7 Fall 209.2 -- Winter 212.9  Grade 8 Fall 209.9 -- Winter 213.9  Grade 9 Fall 215.5 -- Winter 216.2  Grade 10 Fall 215.9 -- Winter 217.5  Grade 11 Fall 221.8 -- Winter 223.5	Encore will increase test scores by at least 10% each year in all subgroups.
Percentage of EL students advancing at least one performance level on the ELPAC will increase by 5%		2021-22	2022-23	2023-24 data not yet available	Encore will increase test scores by at least 10% each year in all subgroups.

**Actions & Measuring and Reporting Results**

Goal # Action #	Action Title and Description	Contributing	Implementation Level	Mid-year Outcome Data	Other Data/Evidence (qualitative, quantitative, artifacts)	Total Funds Budgeted	Mid-Year Expenditures
4.1	<b>Student Academic Plans</b>  Counselors will develop and monitor a 4-year high school academic plan for all students, and grade check monitoring for all students in grades 7 and 8	No	Partially Implemented	Counselors ensure that all grade 9 students develop a 4-year academic plan. Additionally, counselors run grade checks throughout the semester to identify students who are at risk of not passing classes.		\$30,000.00	\$15000
4.2	<b>SBAC-aligned Assessments/ ELA and Math</b> SBAC-aligned Mid-terms and Final Exams in all ELA and Math core classes supported by formative use of ICAs, IABs and FIABs.	No	Partially Implemented	Teachers are using ICA, IABs as part of formative assessment.			
4.3	<b>SBAC-aligned Assessments Other Core &amp; CTE Classes</b> SBAC-aligned assessments for all other core and CTE classes in support of CaCCSS literacy standards	No	Partially Implemented			\$150,000.00	
4.4	<b>Academic Supports</b>  Implementation of intervention programs (e.g., differentiated instruction, small group instruction, after-school tutoring, Saturday School, Summer School) for sub-groups	Yes	Partially Implemented	Teacher tutoring, peer tutoring, small group instruction.			

Goal # Action #	Action Title and Description	Contributing	Implementation Level	Mid-year Outcome Data	Other Data/Evidence (qualitative, quantitative, artifacts)	Total Funds Budgeted	Mid-Year Expenditures
4.5	<b>NWEA Benchmark Implementation</b> Administer NWEA Benchmarks (fall, winter, spring all cohorts 7-11) with reflective Data Days after each administration to determine appropriate instructional adjustments and interventions for greater student achievement	No	Fully Implemented	As of January 2024, fall and winter benchmark assessments had been administered.	BOY and MOY MAP reports		
4.6	<b>LTEL Curriculum</b> Implement new curriculum for LTELs to increase reclassification rates	No	Fully Implemented	New ELA and ELD curriculum purchased this year (English 3D and Houghton Mifflin Harcourt)	Purchase orders and invoices		
4.7	<b>EL Consultant</b> Recruit and hire EL Consultant to improve EL student outcomes and achievement	Yes	Fully Implemented	Encore contracted with Thrive Public Schools in December 2023. The service contract includes review of our EL plan and services and suggested professional development to expand capacity and efficacy of EL services.	Thrive consulting contract	\$25,000.00	\$0
4.8	<b>RFEP Monitoring</b> Monitor RFEP achievement and adjust instruction and/or academic plans as appropriate to ensure student success	No	Fully Implemented	EL Coordinator monitors RFEP students for two years. Tracking sheet includes course grades, MAP results, and SBAC score.			

Goal # Action #	Action Title and Description	Contributing	Implementation Level	Mid-year Outcome Data	Other Data/Evidence (qualitative, quantitative, artifacts)	Total Funds Budgeted	Mid-Year Expenditures



## Goal 5

### Goal Description

Encore will recruit and maintain professionals and programs that support the socio-emotional well-being of students and their families, and will ensure that all students are adequately supported academically and socio-emotionally.

(State Priorities 7: Course Access/Condition of Learning, 9: Expelled Youth, and 10: Foster Youth & Local Priority 6: School Climate)

### Expected Annual Measurable Objectives

Metric	Baseline	Year 1 Outcome	Year 2 Outcome	Mid-Year Outcome Data	Desired Outcome for 2023-24
Student suspension rate	2018-19 1.1% student suspension rate	2021-22 3.5% student suspension rate	2021-22 4.8% student suspension rate	2023-24 no data yet	Decreased expulsion rate over previous year.
Counseling will have members of the department that are dedicated to support Homeless Youth, Foster Youth, and Expelled Youth.	2018-19 Encore employed five full time counselors	2021-22 Due to declining enrollment and fiscal constraints, Encore implemented a reduction in force that resulted in the number of counselors decreasing from five to three counselors.	2022-23 Encore employed three full time counselors	2023-24 Encore continues to employ three full time counselors.	Maintain counseling staff
School will track student mental health (incl. Belongingness, stress levels, suicidal ideation) via surveys and access to resources both on- and off-campus (student data from counseling dept)					

### Actions & Measuring and Reporting Results

Goal # Action #	Action Title and Description	Contributing	Implementation Level	Mid-year Outcome Data	Other Data/Evidence (qualitative, quantitative, artifacts)	Total Funds Budgeted	Mid-Year Expenditures
5.1	Trauma-informed Practices	Yes	Planned				

Goal # Action #	Action Title and Description	Contributing	Implementation Level	Mid-year Outcome Data	Other Data/Evidence (qualitative, quantitative, artifacts)	Total Funds Budgeted	Mid-Year Expenditures
	Implement Trauma-informed practices schoolwide through training and on-going professional development and coaching						
5.2	<b>SEL Practices</b> Implement Socio-Emotional Learning (SEL) practices school-wide through training and on-going professional development and coaching	No	Partially Implemented	Encore provides SEL support through school counselors, outside counselors, and the School Psychologist.	Referrals to counseling		
5.3	<b>JEDI Practices</b> Implement JEDI (Justice, Equity, Diversity, & Inclusion) training for teachers, administrators, and families	No	Partially Implemented	Principal-led professional development for teachers. Parent training planned for second semester.	PD agenda		
5.4	<b>Restorative Justice</b> Implement Restorative Justice frameworks, and Positive Behavioral Interventions and Support (PBIS). Encore will build and sustain school-wide practices, policies, and systems that support and sustain equitable, humane, dignified and relation-based interventions.	Yes	Partially Implemented	Principal-led professional development for teachers, conferences, conflict resolution training for Assistant Dean of Student Services. Encore in process to build out these systems schoolwide.		\$325,000.00	

Goal # Action #	Action Title and Description	Contributing	Implementation Level	Mid-year Outcome Data	Other Data/Evidence (qualitative, quantitative, artifacts)	Total Funds Budgeted	Mid-Year Expenditures
5.5	<b>Counselors and Psychologist.</b> Recruit and maintain Counselors and hire a school Psychologist.		Fully Implemented	Encore employs three full time counselors and a full time school psychologist			
5.6	<b>Wrap-around Services</b> School will provide in-house and outside-agency counseling services for wrap-around socio-emotional interventions, such as Student/Family Success Teams, for students and/or their families		Partially Implemented	School Psychologist, RSP teachers, and counselors implement SST protocol. Ad hoc "house" meetings are convened to support a student's comprehensive intervention in academics, mental health, and socioemotional needs.			
5.7	<b>Mental Health Supports</b> Develop and implement a student survey to identify and address student mental health concerns, and provide access to resources and strategies for improved student agency, including but not limited to Peer Mentoring		Partially Implemented	Survey administered in fall 2023; school in progress to develop a plan of support.			