

# **MICIP Portfolio Report**

# Ypsilanti Community Schools

### Goals Included

#### Active

- Culture and Climate SEL Goal
- HMH Tier 1 Balanced Literacy Lesson Delivery and...
- Improve Literacy Achievement as Measured by State ...
- Improve Math Achievement as Measured by State and ...

## **Buildings Included**

# **Open-Active**

- ACCE
- ACTech High School
- Beatty Early Learning Center
- Erickson Elementary
- Estabrook Elementary
- Ford Early Learning Center
- Holmes Elementary
- Perry Early Learning Center
- STEMM Middle College
- Washtenaw International Middle Academy
- YPSI Connected Community School
- · Ypsilanti Community Middle School
- Ypsilanti International Elementary School

# Plan Components Included

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Goal Summary
Strategy
Summary
Implementation Plan
Buildings
Funding
Communication
Activities
Activity Text
Activity Buildings
```



# **MICIP Portfolio Report**

# Ypsilanti Community Schools

# HMH Tier 1 - Balanced Literacy Lesson Delivery and...

Status: ACTIVE

Statement: Student academic achievement for all groups (Black, EL and Special Education students) in grades 3-11 in the area of literacy (reading and writing) will increase by 2% as measured by state and local assessments by June 2025.

Created Date: 06/03/2021 Target Completion Date: 06/30/2025



# Strategies:

(1/1): Teacher Collaborative Routines

Owner: Carlos Lopez

Start Date: 06/18/2021 Due Date: 06/14/2024

Summary: Install and monitor Teacher Collaborative Routines which includes: Instructional

Design and Delivery, Using Data to Deepen Student Learning, and Reflective Practice

**Buildings**: All Active Buildings

Total Budget: \$5,000.00

• Title II Part A (Federal Funds)

Communication:

Method

• District Website Update

Audience

Educators



# Improve Literacy Achievement as Measured by State ...

Status: ACTIVE

Statement: Student academic achievement for all groups (Black, EL, and Special Education students) in grades 3-11 in the area of literacy (reading and writing) will increase by 3% as a result of 100% of ELA teachers having been fully trained in and having implemented the HMH Tier 1 Literacy Curriculum with fidelity as measured by state and local assessments by June 2025.

Created Date: 06/21/2021 Target Completion Date: 06/30/2026



# Strategies:

(1/8): Teacher Collaborative Routines

Owner: Carlos Lopez

Start Date: 06/21/2021 Due Date: 06/30/2026

Summary: Install and monitor Teacher Collaborative Routines which includes: Instructional

Design and Delivery, Using Data to Deepen Student Learning, and Reflective Practice

**Buildings:** All Active Buildings

Total Budget: \$1,400,000.00

• Title I Part A (Federal Funds)

• Title II Part A (Federal Funds)

• Title IV Part A, Student Support & Academic Enrichment (Federal Funds)

• At Risk (31-A) (State Funds)

## Communication:

### Method

- · MI School Data
- School Board Meeting
- District Website Update
- Parent Newsletter
- Social Media

### Audience

- Community-at-Large
- Educators
- Staff
- School Board
- Parents

# Strategy Implementation Plan Activities

Activity	Owner	Start Date	Due Date	Status
Refer to Literacy Strategy Implementation Guide for Activities Relating to Teacher Collaborative Routines at YCS.	Carlos Lopez	08/26/2024	06/30/2025	UPCOMING
Activity Buildings: All Buildings in Implementation Plan				
Teacher Actions (Student Engagement) (High Cognitive Demand Tasks)	Carlos Lopez	08/26/2024	06/30/2025	UPCOMING
Activity Buildings: All Building	s in Implementa	tion Plan		
Student Actions (Student Engagement) (High Cognitive Demand Tasks)	Carlos Lopez	08/26/2024	06/30/2025	UPCOMING
Activity Buildings: All Buildings in Implementation Plan				



# (2/8): Instructional Leadership Routines

Owner: Carlos Lopez

Start Date: 08/23/2021 Due Date: 06/30/2025

*Summary:* Implement and monitor Instructional Leadership Routines K-12 which includes: Monitor Instructional Practices and Curriculum Use, Guide Instructional System Decisions, and Provide Coaching and Feedback

**Buildings:** All Active Buildings

Total Budget: \$130,000.00

- Title II Part A (Federal Funds)
- General Fund (Other)
- At Risk (31-A) (State Funds)

### Communication:

### Method

- · MI School Data
- School Board Meeting
- District Website Update
- Parent Newsletter
- Social Media

### Audience

- Educators
- Staff
- School Board
- Parents

# Strategy Implementation Plan Activities

Activity	Owner	Start Date	Due Date	Status	
Refer to Strategy Implementation Guide for Instructional Leadership Routines at YCS	Carlos Lopez	08/26/2024	06/30/2025	UPCOMING	
Activity Buildings: All Building	s in Implementa	ition Plan			
Leaders will Engage in the Instructional Leader Actions Defined For YCS Leaders	Carlos Lopez	08/26/2024	06/30/2025	UPCOMING	
Activity Buildings: All Building	s in Implementa	ition Plan			
Into Reading at a Glance Grades K-5 and Into Literature at a Glance Tool for Principals to Inspect what they Expect	Carlos Lopez	08/26/2024	06/30/2025	UPCOMING	
Activity Buildings: All Building	Activity Buildings: All Buildings in Implementation Plan				
Monitoring Instruction and Providing Relevant Feedback through Walkthroughs	Carlos Lopez	08/26/2024	06/30/2025	UPCOMING	



MROVEMEN PROCESS				
Activity	Owner	Start Date	Due Date	Status
Activity Buildings: All Building	s in Implementa	ntion Plan		
Participating and Leading Professional Learning in Tier 1 Instruction	Carlos Lopez	08/26/2024	06/30/2025	UPCOMING
Activity Buildings: All Buildings in Implementation Plan				
Setting the Expectations: Focus on First Instruction to Improve Student Achievement through HMH Lesson Delivery Observations	Carlos Lopez	08/26/2024	06/30/2025	UPCOMING
Activity Buildings: All Building	s in Implementa	ntion Plan		
Engaged in Data Talk, Walk, and Walls	Carlos Lopez	08/26/2024	06/30/2025	UPCOMING
Activity Buildings: All Buildings in Implementation Plan				
Lead our District's Culturally Responsive Teaching Work at the Building Level	Carlos Lopez	08/26/2024	06/30/2025	UPCOMING
Activity Buildings: All Buildings in Implementation Plan				



(3/8): MTSS Framework (General)

Owner: Carlos Lopez

Start Date: 08/23/2021 Due Date: 06/30/2026

Summary: "A Multi-Tiered System of Supports (MTSS) is a comprehensive framework comprised of a collection of research-based strategies designed to meet the individual needs and assets of the whole child at all achievement levels. MTSS intentionally interconnects the education, health, and human service systems in support of learners, schools, centers, and community outcomes. The five essential components of MTSS are inter-related and complementary. Implementation of the essential components as intended provides educational settings with a framework to organize the strategies and processes needed to support successful learner outcomes. The five essential components include the following: Team-Based Leadership; Tiered Delivery System; Selection and Implementation of Instruction, Interventions and Supports; Comprehensive Screening & Assessment System; Continuous Data-Based Decision Making."

**Buildings**: All Active Buildings

Total Budget: \$1,000,000.00

- Title I Part A (Federal Funds)
- Title II Part A (Federal Funds)
- Title III Part A, English Learners (Federal Funds)
- Title IV Part A, Effective Use of Technology (Federal Funds)
- Title IV Part A, Student Support & Academic Enrichment (Federal Funds)
- General Fund (Other)
- At Risk (31-A) (State Funds)

# Communication:

### Method

- MI School Data
- School Board Meeting
- Presentations
- District Website Update
- · Parent Newsletter
- Social Media

#### **Audience**

- Educators
- Staff
- School Board
- Parents

# Strategy Implementation Plan Activities

Activity	Owner	Start Date	Due Date	Status	
Refer to Strategy Implementation Guide for MTSS at YCS	Carlos Lopez	08/26/2024	06/30/2025	UPCOMING	
Activity Buildings: All Buildings in Implementation Plan					
Tier 1 - High Quality First Instruction (High Cognitive Demand Tasks)	Carlos Lopez	08/26/2024	06/30/2025	UPCOMING	



Activity	Owner	Start Date	Due Date	Status	
Activity Buildings: All Building	s in Implementa	ition Plan			
Tier 2 and Tier 3 Literacy Interventions for Students with Significant Unfinished Academic Learning	Carlos Lopez	08/26/2024	06/30/2025	UPCOMING	
Activity Buildings: All Building	Activity Buildings: All Buildings in Implementation Plan				
Executive Functions: Restorative Practices, Conscious Discipline, Trauma Informed and Resilience Schools, SEL, TRAILS Lessons, Leader In Me	Carlos Lopez	08/26/2024	06/30/2025	UPCOMING	
Activity Buildings: All Buildings in Implementation Plan					



# (4/8): Culturally Responsive-Sustaining Education

Owner: Carlos Lopez

Start Date: 08/23/2021 Due Date: 06/30/2026

Summary: Creates student-centered learning environments that affirm racial, linguistic, and cultural identities; prepares students for rigor and independent learning; develops students' ability to connect across lines of difference; elevates historically marginalized voices; and empowers students as agents of social change.

**Buildings:** All Active Buildings

Total Budget: \$1,000,000.00

- Title I Part A (Federal Funds)
- Title II Part A (Federal Funds)
- Title III Part A, English Learners (Federal Funds)
- Title IV Part A, Effective Use of Technology (Federal Funds)
- General Fund (Other)
- At Risk (31-A) (State Funds)

### Communication:

### Method

- · MI School Data
- School Board Meeting
- Presentations
- District Website Update
- · Parent Newsletter
- · Social Media

### Audience

- Educators
- Staff
- School Board
- Parents

# Strategy Implementation Plan Activities

Activity	Owner	Start Date	Due Date	Status
Refer to Strategy Implementation Guide for Culturally Responsive Teaching at YCS	Carlos Lopez	08/26/2024	06/30/2025	UPCOMING
Activity Buildings: All Buildings in Implementation Plan				
Using Street Data to Drive and Lead Equity, Pedagogy, and School Transformation	Carlos Lopez	08/26/2024	06/30/2025	UPCOMING
Activity Buildings: All Building	s in Implementa	tion Plan		
Increasing Student Intellective Capacity by Supporting Rigorous Cognitive Development that Engage Students in High Cognitive Demand Tasks	Carlos Lopez	08/26/2024	06/30/2025	UPCOMING



Activity	Owner	Start Date	Due Date	Status
through Culturally Responsive Instruction				
Activity Buildings: All Building	s in Implementa	ition Plan		
Gholdy Muhammad's, Yolanda Sealy-Ruiz's, Bettina Love's and Zaretta Hammond's Deep Equity Work - Growing your Racial Literacy	Carlos Lopez	08/26/2024	06/30/2025	UPCOMING
Activity Buildings: All Building	s in Implementa	ition Plan		
Building Equitable Collaborations with Families and Communities - Creating Just Schools	Carlos Lopez	08/26/2024	06/30/2025	UPCOMING
Activity Buildings: All Building	s in Implementa	ition Plan		
Gholdy Muhammad's, HRI Framework - Lesson Planning 5 Pursuits (Identity, Skill, Intellect, Criticality, and Joy)	Carlos Lopez	08/26/2024	06/30/2025	UPCOMING
Activity Buildings: All Buildings in Implementation Plan				



(5/8): HMH Tier 1 - Balanced Literacy Lesson Delivery and Instructional Pacing

Owner: Carlos Lopez

Start Date: 06/22/2021 Due Date: 06/30/2025

Summary: ELA Teachers will teach the HMH Tier 1 - Lessons Delivery and Instructional Pacing with fidelity thus increasing the intellective capacity of students by Unpacking our Priority Standards, creating clear Learning Targets, and designing a tool for how to respond to Student Goal Setting.

YCS ELA Teachers will unpack and receive professional learning in all components of the ELA Instructional Framework - Into Reading K-5 and Into Literature 6-12 and Routines Aligned to the Literacy Essentials. They will be able to practice for mastery.

YCS ELA Teachers will ensure that our students are engaged in High Cognitive Demand Tasks that build their Intellective Capacity using Student Engaged Assessment Protocols with fidelity.

YCS ELA Teachers will participate in a FAME Formative Assessments Cohort that will develop their skills on how to effectively use Student-Engaged Assessment Protocols and Formative Assessments to prepare learners for rigor.

All ELA Teachers will actively participate in quarterly HMH Professional Learning experiences and will implement the HMH ELA routines with a high level of fidelity as outlined on the Pacing Guides.

Increase the number of ELA Teachers actively utilizing our Instructional Coaches to support and stretch their teaching and learning practices in how to deliver high quality instructional tier 1 instruction.

**Buildings:** All Active Buildings

Total Budget: \$500,000.00

- Title I Part A (Federal Funds)
- Title II Part A (Federal Funds)
- Title IV Part A, Effective Use of Technology (Federal Funds)
- General Fund (Other)
- At Risk (31-A) (State Funds)

### Communication:

### Method

- MI School Data
- School Board Meeting
- Email Campaign
- Presentations
- District Website Update
- Parent Newsletter
- Social Media

Strategy Implementation Plan Activities

### Audience

- Educators
- Staff
- School Board
- Parents



Activity	Owner	Start Date	Due Date	Status
Pacing Guides: Unpacking Priority Standards, Learning Targets, and Student Goal Setting	Carlos Lopez	08/26/2024	06/30/2025	UPCOMING
Activity Buildings: All Building	s in Implementa	ition Plan		
ELA Instructional Framework - Into Reading K-5 and Into Literature 6-12	Carlos Lopez	08/26/2024	06/30/2025	UPCOMING
Activity Buildings: All Buildings in Implementation Plan				
Engaging Students in High Cognitive Demand Tasks	Carlos Lopez	08/26/2024	06/30/2025	UPCOMING
Activity Buildings: All Buildings in Implementation Plan				
Formative Assessments (Student-Engaged Assessment Protocols)	Carlos Lopez	08/26/2024	06/30/2025	UPCOMING
Activity Buildings: All Building	s in Implementa	ition Plan	•	•
Professional Learning	Carlos Lopez	08/26/2024	06/30/2025	UPCOMING
Activity Buildings: All Building	s in Implementa	ition Plan		
Instructional Coaches	Carlos Lopez	08/26/2024	06/30/2025	UPCOMING
Activity Buildings: All Building	s in Implementa	ition Plan		
All ELA Teachers will actively participate in quarterly IB, High Scope, LLI Professional Learning experiences and will implement the ELA routines with a high level of fidelity as outlined on the Pacing Guides	Carlos Lopez	08/26/2024	06/30/2025	UPCOMING



(6/8): 23g Tutoring

**Owner:** Charles Davis

Start Date: 10/20/2023 Due Date: 06/27/2025

*Summary:* Tutoring, defined as supplemental one-on-one or small group instruction, can be a powerful tool for accelerated learning. Tutoring is an effective intervention because tutoring:

- customizes learning to target a student's immediate learning needs.
- provides additional instructional time by aligning the tutoring activities to current classroom activities.
- offers more engagement, rapid feedback, and less distractions in one-on-one and small group environments.
- creates meaningful mentor relationships.

### **Buildings**

- ACCE
- Holmes Elementary
- Ypsilanti Community Middle School

Total Budget: \$441,420.00

• Other State Funds (State Funds)

### Communication:

#### Method

- School Board Meeting
- Email Campaign
- Presentations
- District Website Update
- Parent Newsletter

Strategy Implementation Plan Activities

## Audience

- Community-at-Large
- Educators
- Staff
- · School Board
- Parents





Activity Buildings: All Buildings in Implementation Plan



(7/8): 23g Career Pathways

Owner: Chelsea Harris-Hugan

Start Date: 10/20/2023 Due Date: 06/27/2025

Summary: Career pathways to enable students to further their education, secure a job, and advance in employment. Career pathways blur the lines between high school, college, and career. Research shows that career related curricula or pathways demonstrated positive effects on preventing students from dropping out. Efforts might include career academies, dual enrollment, work-based learning, and career advising and navigation.

## **Buildings**

- ACCE
- · ACTech High School
- STEMM Middle College
- Ypsilanti Community Middle School

Total Budget: \$209,980.00

Other State Funds (State Funds)

#### Communication:

### Method

- School Board Meeting
- · Email Campaign
- Presentations
- District Website Update
- Brochure
- Parent Newsletter
- Social Media

Strategy Implementation Plan Activities

# Audience

- Community-at-Large
- Educators
- Staff
- · School Board
- Parents







# (8/8): Early Warning Intervention and Monitoring System (EWIMS)

Owner: Carlos Lopez

Start Date: 07/26/2024 Due Date: 06/30/2026

Summary: EWIMS is a systematic approach to using data to identify students who are at risk of not graduating on time, assign students flagged as at risk to interventions, and monitor atrisk students' response to intervention. The EWIMS model provides schools with guidance to implement a seven-step process, supported by the use of an early warning data tool. The tool uses validated indicators, based on prior research, to flag students who are at risk of not graduating on time (Heppen & Therriault, 2008; Therriault, Heppen, O'Cummings, Fryer, & Johnson, 2010) and allows schools to assign students to interventions and monitor their progress. The indicators used to flag at-risk students in the tool are chronic absence (missed 10 percent of instructional time or more), course performance (failed any course, grade point average [GPA] below 2.0), behavioral problems (suspended once or more), and an off-track indicator (failed two or more semester-long or three or more trimester-long core courses or accumulated fewer credits than required for promotion to the next grade). The EWIMS model is intended to help schools efficiently use data to identify at-risk students and provide targeted supports.

### **Buildings**

- ACCE
- · ACTech High School
- STEMM Middle College
- YPSI Connected Community School
- Ypsilanti Community Middle School

# Total Budget: \$120,000.00

- Other Local Funds (Other)
- Other State Funds (State Funds)

# Communication:

MethodOther

**Audience** 

- Educators
- Staff

## Strategy Implementation Plan Activities

Activity	Owner	Start Date	Due Date	Status
EWIMS Ongoing Professional Development	Carlos Lopez	07/26/2024	06/30/2026	UPCOMING
Activity Buildings: All Buildings in Implementation Plan				



# Improve Math Achievement as Measured by State and ...

Status: ACTIVE

Statement: Student academic achievement for all groups (Black, EL and Special Education students) in grades 3-11 in the area of math will increase by 2% as a result of 100% of Math teachers having been fully trained in and having implemented the Math Tier 1 Ambitius Teaching Curriculum with fidelity as measured by state and local assessments by June 2025. Student academic achievement for all groups (Black, EL and Special Education students) in grades 3-11 in the area of math will increase by 3% as a result of 100% of Math teachers having been fully trained in and having implemented the Math Tier 1 Ambitius Teaching Curriculum with fidelity as measured by state and local assessments by June 2026.

If our #1 Top Priority Focus for the 2024-25 School Year is to substantially improve the quality of teaching and learning of both the teacher and the student and thereby significantly advancing the learning for all YCS students then we must be intentional about ensuring that all Tier 1 Ambitious Teaching instruction is our main focus with our Tier 2 and Tier 3 interventions aligned to support our learners and improve student achievement. (If we establish a shared equitable mindset and a coordinated system process to address gaps and provide the right level of mathematics support, we can successfully establish a comprehensive system of support to ensures that all math teachers at YCS receive the appropriate level of mathematics curriculum training, coaching, and support needed for mastery - the most fundamental practices necessary for successful implementation of the mathematics Ambitious Teaching curriculum, thus improving learning conditions for all YCS students so that they can be successful and proficient to transition to the next level of their learning).

Created Date: 06/21/2021 Target Completion Date: 06/30/2026



# Strategies:

(1/6): Teacher Collaborative Routines

Owner: Carlos Lopez

Start Date: 08/23/2021 Due Date: 06/30/2026

Summary: Install and monitor Teacher Collaborative Routines which includes: Instructional Design and Delivery, Using Data to Deepen Student Learning, and Reflective Practice

**Buildings:** All Active Buildings

Total Budget: \$1,400,000.00

• Title I Part A (Federal Funds)

• Title I Part D (Federal Funds)

• Title IV Part A, Student Support & Academic Enrichment (Federal Funds)

General Fund (Other)

• At Risk (31-A) (State Funds)

### Communication:

### Method

- MI School Data
- School Board Meeting
- Presentations
- District Website Update
- Parent Newsletter
- Local Newspaper
- Social Media

### Audience

- Educators
- Staff
- School Board
- Parents

# Strategy Implementation Plan Activities

Activity	Owner	Start Date	Due Date	Status
Refer to Math Strategy Implementation Guide for Teacher Collaborative Routines at YCS	Carlos Lopez	08/26/2024	06/30/2025	UPCOMING
Activity Buildings: All Buildings in Implementation Plan				
Teacher Actions (Student Engagement) (High Cognitive Demand Tasks)	Carlos Lopez	08/26/2024	06/30/2025	UPCOMING
Activity Buildings: All Building	s in Implementa	ition Plan		
Student Actions (Student Engagement) (High Cognitive Demand Tasks)	Carlos Lopez	08/26/2024	06/30/2025	UPCOMING
Activity Buildings: All Buildings in Implementation Plan				



(2/6): Everyday Mathematics®

Owner: Carlos Lopez

Start Date: 08/23/2021 Due Date: 06/30/2026

Summary: Everyday Mathematics® is a core curriculum for students in prekindergarten through grade 6. At each grade level, the Everyday Mathematics® curriculum provides students with multiple opportunities to learn concepts and practice skills. Across grade levels, concepts are reviewed and extended in varying instructional contexts. The distinguishing features of Everyday Mathematics® are its focus on real-life problem solving, student communication of mathematical thinking, and appropriate use of technology. This curriculum also emphasizes balancing different types of instruction (including collaborative learning), using various methods for skills practice, and fostering parent involvement in student learning.

**Buildings: All Active Buildings** 

Total Budget: \$500,000.00

• Title I Part A (Federal Funds)

- Title II Part A (Federal Funds)
- Title IV Part A, Student Support & Academic Enrichment (Federal Funds)
- General Fund (Other)
- At Risk (31-A) (State Funds)

#### Communication:

### Method

- MI School Data
- Presentations
- District Website Update
- · Parent Newsletter
- Local Newspaper
- Social Media

#### Audience

- Educators
- Staff
- School Board
- Parents

## Strategy Implementation Plan Activities

Activity	Owner	Start Date	Due Date	Status
Refer to Math Strategy Implementation Guide for Balanced Literacy Lesson Delivery and Instructional Pacing at YCS	Carlos Lopez	08/26/2024	06/30/2025	UPCOMING
Activity Buildings: All Building	s in Implementa	tion Plan		
Pacing Guides: Unpacking Priority Standards, Learning Targets, and Student Goal Setting	Carlos Lopez	08/26/2024	06/30/2025	UPCOMING
Activity Buildings: All Buildings in Implementation Plan				



Activity	Owner	Start Date	Due Date	Status	
Instructional Framework - Math K-5 and Math 6-12	Carlos Lopez	08/26/2024	06/30/2025	UPCOMING	
Activity Buildings: All Buildings in Implementation Plan					
Engaging Students in High Cognitive Demand Tasks	Carlos Lopez	08/26/2024	06/30/2025	UPCOMING	
Activity Buildings: All Building	Activity Buildings: All Buildings in Implementation Plan				
Formative Assessments (Student-Engaged Assessment Protocols)	Carlos Lopez	08/26/2024	06/30/2025	UPCOMING	
Activity Buildings: All Building	s in Implementa	ition Plan			
Professional Learning	Carlos Lopez	08/26/2024	06/30/2025	UPCOMING	
Activity Buildings: All Buildings in Implementation Plan					
Instructional Coaches	Carlos Lopez	08/26/2024	06/30/2025	UPCOMING	
Activity Buildings: All Buildings in Implementation Plan					



# (3/6): Houghton Mifflin Mathematics

Owner: Carlos Lopez

Start Date: 08/23/2021 Due Date: 06/30/2025

Summary: Houghton Mifflin Mathematics is a core mathematics curriculum for students at all ability levels in kindergarten through grade 6. At each grade level, the program focuses on basic skills development, problem solving, and vocabulary expansion to help students master key math concepts. Students practice daily math lessons through instructional software, enrichment worksheets, manipulatives, and workbooks, in addition to student textbooks. The program incorporates assessments—including lesson-level interventions to meet the needs of all learners—to monitor students' progress.

**Buildings**: All Active Buildings

Total Budget: \$200,000.00

- Title I Part A (Federal Funds)
- Title II Part A (Federal Funds)
- Title IV Part A, Student Support & Academic Enrichment (Federal Funds)
- General Fund (Other)
- At Risk (31-A) (State Funds)

### Communication:

#### Method

- MI School Data
- School Board Meeting
- Presentations
- District Website Update
- · Parent Newsletter
- Local Newspaper
- Social Media

#### Audience

- Educators
- Staff
- · School Board
- Parents

## Strategy Implementation Plan Activities

Activity	Owner	Start Date	Due Date	Status
Refer to Math Strategy Implementation Guide for Balanced Math Lesson Delivery and Instructional Pacing at YCS	Carlos Lopez	08/26/2024	06/30/2025	UPCOMING
Activity Buildings: All Buildings in Implementation Plan				
Engaging Students in High Cognitive Demand Tasks	Carlos Lopez	08/26/2024	06/30/2025	UPCOMING
Activity Buildings: All Buildings in Implementation Plan				
Formative Assessments (Student-Engaged Assessment Protocols)	Carlos Lopez	08/26/2024	06/30/2025	UPCOMING



Activity	Owner	Start Date	Due Date	Status	
Activity Buildings: All Buildings in Implementation Plan					
Professional Learning	Carlos Lopez	08/26/2024	06/30/2025	UPCOMING	
Activity Buildings: All Building	Activity Buildings: All Buildings in Implementation Plan				
Instructional Coaches	Carlos Lopez	08/26/2024	06/30/2025	UPCOMING	
Activity Buildings: All Building	Activity Buildings: All Buildings in Implementation Plan				
Pacing Guides: Unpacking Priority Standards, Learning Targets, and Student Goal Setting	Carlos Lopez	08/26/2024	06/30/2025	UPCOMING	
Activity Buildings: All Buildings in Implementation Plan					
Instructional Framework - EDM K-5 and Big Ideas 6-12	Carlos Lopez	08/26/2024	06/30/2025	UPCOMING	
Activity Buildings: All Buildings in Implementation Plan					



(4/6): MTSS Framework (General)

Owner: Carlos Lopez

Start Date: 08/23/2021 Due Date: 06/30/2026

Summary: "A Multi-Tiered System of Supports (MTSS) is a comprehensive framework comprised of a collection of research-based strategies designed to meet the individual needs and assets of the whole child at all achievement levels. MTSS intentionally interconnects the education, health, and human service systems in support of learners, schools, centers, and community outcomes. The five essential components of MTSS are inter-related and complementary. Implementation of the essential components as intended provides educational settings with a framework to organize the strategies and processes needed to support successful learner outcomes. The five essential components include the following: Team-Based Leadership; Tiered Delivery System; Selection and Implementation of Instruction, Interventions and Supports; Comprehensive Screening & Assessment System; Continuous Data-Based Decision Making."

**Buildings:** All Active Buildings

Total Budget: \$1,000,000.00

- Title I Part A (Federal Funds)
- Title II Part A (Federal Funds)
- Title III Part A, English Learners (Federal Funds)
- Title IV Part A, Effective Use of Technology (Federal Funds)
- Title IV Part A, Student Support & Academic Enrichment (Federal Funds)
- General Fund (Other)
- At Risk (31-A) (State Funds)

# Communication:

### Method

- MI School Data
- School Board Meeting
- Email Campaign
- Presentations
- District Website Update
- · Parent Newsletter
- Social Media

#### Audience

- Educators
- Staff
- School Board
- Parents

# Strategy Implementation Plan Activities

Activity	Owner	Start Date	Due Date	Status
Refer to Math Strategy Implementation Guide for Student Support Network at YCS	Carlos Lopez	08/26/2024	06/30/2025	UPCOMING
Activity Buildings: All Buildings in Implementation Plan				
Tier 1 - High Quality First Instruction (High Cognitive	Carlos Lopez	08/26/2024	06/30/2025	UPCOMING



Activity	Owner	Start Date	Due Date	Status
Demand Tasks)				
Activity Buildings: All Buildings in Implementation Plan				
Tier 2 and Tier 3 Literacy Interventions for Students with Significant Unfinished Academic Learning	Carlos Lopez	08/26/2024	06/30/2025	UPCOMING
Activity Buildings: All Building	s in Implementa	tion Plan		
Executive Functions: Restorative Practices, Conscious Discipline, Trauma Informed and Resilience Schools, SEL, TRAILS Lessons, Leader In Me	Carlos Lopez	08/26/2024	06/30/2025	UPCOMING
Activity Buildings: All Building	Activity Buildings: All Buildings in Implementation Plan			



# (5/6): Instructional Leadership Routines

Owner: Carlos Lopez

Start Date: 08/23/2021 Due Date: 06/30/2026

*Summary:* Implement and monitor Instructional Leadership Routines K-12 which includes: Monitor Instructional Practices and Curriculum Use, Guide Instructional System Decisions, and Provide Coaching and Feedback

**Buildings**: All Active Buildings

Total Budget: \$200,000.00

- Title I Part A (Federal Funds)
- Title II Part A (Federal Funds)
- Title IV Part A, Student Support & Academic Enrichment (Federal Funds)
- General Fund (Other)
- At Risk (31-A) (State Funds)

### Communication:

### Method

- MI School Data
- School Board Meeting
- Presentations
- District Website Update
- Parent Newsletter
- Social Media

## Audience

- Educators
- Staff
- School Board
- Parents

# Strategy Implementation Plan Activities

Activity	Owner	Start Date	Due Date	Status
Refer to Math Strategy Implementation Guide for Instructional Leadership Routines at YCS	Carlos Lopez	08/26/2024	06/30/2025	UPCOMING
Activity Buildings: All Buildings in Implementation Plan				
Leaders will Engage in the Instructional Leader Actions Defined For YCS Leaders	Carlos Lopez	08/26/2024	06/30/2025	UPCOMING
Activity Buildings: All Building	s in Implementa	ition Plan		
EDM K-5 and Big Ideas (6-12) at a Glance Tool for Principals to Inspect what they Expect	Carlos Lopez	08/26/2024	06/30/2025	UPCOMING
Activity Buildings: All Buildings in Implementation Plan				
Monitoring Instruction and Providing Relevant	Carlos Lopez	08/26/2024	06/30/2025	UPCOMING



Activity	Owner	Start Date	Due Date	Status	
Feedback through Walkthroughs					
Activity Buildings: All Building	Activity Buildings: All Buildings in Implementation Plan				
Participating and Leading Professional Learning in Tier 1 Instruction	Carlos Lopez	08/26/2024	06/30/2025	UPCOMING	
Activity Buildings: All Building	s in Implementa	ition Plan			
Setting the Expectations: Focus on First Instruction to Improve Student Achievement through Math Lesson Delivery Observations	Carlos Lopez	08/26/2024	06/30/2025	UPCOMING	
Activity Buildings: All Building	s in Implementa	ition Plan			
Engaged in Data Talk, Walk, and Walls	Carlos Lopez	08/26/2024	06/30/2025	UPCOMING	
Activity Buildings: All Buildings in Implementation Plan					
Lead our District's Culturally Responsive Teaching Work at the Building Level	Carlos Lopez	08/26/2024	06/30/2025	UPCOMING	
Activity Buildings: All Buildings in Implementation Plan					



# (6/6): Culturally Responsive-Sustaining Education

Owner: Carlos Lopez

Start Date: 08/23/2021 Due Date: 06/30/2025

Summary: Creates student-centered learning environments that affirm racial, linguistic, and cultural identities; prepares students for rigor and independent learning; develops students' ability to connect across lines of difference; elevates historically marginalized voices; and empowers students as agents of social change.

**Buildings**: All Active Buildings

Total Budget: \$1,000,000.00

- Title I Part A (Federal Funds)
- Title II Part A (Federal Funds)
- Title IV Part A, Student Support & Academic Enrichment (Federal Funds)
- General Fund (Other)
- At Risk (31-A) (State Funds)

### Communication:

### Method

- · MI School Data
- School Board Meeting
- Presentations
- District Website Update
- Parent Newsletter
- Social Media

### Audience

- Educators
- Staff
- School Board
- Parents

# Strategy Implementation Plan Activities

Activity	Owner	Start Date	Due Date	Status
Refer to Math Strategy Implementation Guide for Culturally Responsive Teaching at YCS	Carlos Lopez	08/26/2024	06/30/2025	UPCOMING
Activity Buildings: All Buildings in Implementation Plan				
Increasing Student Intellective Capacity by Supporting Rigorous Cognitive Development that Engage Students in High Cognitive Demand Tasks through Culturally Responsive Instruction	Carlos Lopez	08/26/2024	06/30/2025	UPCOMING
Activity Buildings: All Buildings in Implementation Plan				
Gholdy Muhammad's, Yolanda Sealy-Ruiz's,	Carlos Lopez	08/26/2024	06/30/2025	UPCOMING



Activity	Owner	Start Date	Due Date	Status
Bettina Love's and Zaretta Hammond's Deep Equity Work - Growing your Racial Literacy				
Activity Buildings: All Building	s in Implementa	ation Plan		
Gholdy Muhammad's, HRI Framework - Lesson Planning 5 Pursuits (Identity, Skill, Intellect, Criticality, and Joy)	Carlos Lopez	08/26/2024	06/30/2025	UPCOMING
Activity Buildings: All Building	s in Implementa	ation Plan		
Building Equitable Collaborations with Families and Communities - Creating Just Schools	Carlos Lopez	08/26/2024	06/30/2025	UPCOMING
Activity Buildings: All Buildings in Implementation Plan				
Using Street Data to Drive and Lead Equity, Pedagogy, and School Transformation	Carlos Lopez	08/26/2024	06/30/2025	UPCOMING
Activity Buildings: All Buildings in Implementation Plan				



# **Culture and Climate SEL Goal**

Status: ACTIVE

Statement:

Office disciplinary referrals and suspensions will be reduced by 50% by June 30, 2026 as a result of 100% of YCS teachers having been trained on how to teach students the Self-Control Executive Function skills Competencies they need to succeed and learn and be ready for rigor. They will use practices from PBIS, Trauma-Informed and Resilient Practices, Restorative Practices, Conscious Discipline, SEL TRAILS Modules, etc.

Created Date: 06/21/2021 Target Completion Date: 06/29/2026



# Strategies:

(1/5): Teacher Disposition (Removing Labels and Deficit Thinking and Focusing on Asset Thinking and Shifting our Mindsets for Success)

Owner: Carlos Lopez

Start Date: 06/23/2021 Due Date: 06/30/2025

Summary: According to Hattie (2020), Teacher Estimates of Student Achievement (teacher informed judgments about a student's performance drawn from regular progress monitoring and adjusting instruction to accelerate learning forward) has a significant effect size of 1.44 on student overall learning and their academic success.

According to Hattie (2020), Not Labeling Students (When teachers expect certain behaviors of students, they are likely to act in ways that make the expected behavior more likely to occur) have a notable positive influence on learning with an effect size of 0.61 on student overall learning and their academic success.

According to Hattie (2020), Being Disliked by Teachers or Peers (When a teacher dislikes a student it has a significant negative impact on the overall learning. In fact, this action has the power to reverse learning) has a significant negative effect size of -0.13 on student overall learning and their academic success.

Getting Students Ready for Rigor by Unapologetically Advancing their Excellence is one of the most powerful Culturally Responsive Practices that a teacher can provide to our students.

**Buildings:** All Active Buildings

Total Budget: \$10,000.00

- Title II Part A (Federal Funds)
- Title IV Part A, Student Support & Academic Enrichment (Federal Funds)
- General Fund (Other)
- At Risk (31-A) (State Funds)

### Communication:

### Method

- MI School Data
- School Board Meeting
- Email Campaign
- Presentations
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- Social Media

Strategy Implementation Plan Activities

### Audience

- Educators
- Staff
- School Board
- Parents



Activity	Owner	Start Date	Due Date	Status	
Building Relationships with Students by Getting to Know Them and their Unique Identities - (Seeing, Listening, Valuing, Respecting, and Loving our Students for Who They Are)	Carlos Lopez	08/29/2022	06/30/2025	ONTARGET	
Activity Buildings: All Building	s in Implementa	ation Plan			
Growing Community by Focusing on Compassion before Compliance	Carlos Lopez	08/29/2022	06/30/2025	ONTARGET	
Activity Buildings: All Building	s in Implementa	ation Plan	•		
Focusing on High Expectations with High Support by Intentionally Suspending Labels that Hurt Students, Maintaining our Composure, Compassion, and Patience	Carlos Lopez	08/29/2022	06/30/2025	ONTARGET	
Activity Buildings: All Building	s in Implementa	ation Plan	•		
Preparing Students for High Levels of Rigorous Grade Level Work	Carlos Lopez	08/29/2022	06/30/2025	ONTARGET	
Activity Buildings: All Buildings in Implementation Plan					
Creating a Classroom and School Culture of Belonging	Carlos Lopez	08/29/2022	06/30/2025	ONTARGET	
Activity Buildings: All Building	Activity Buildings: All Buildings in Implementation Plan				



(2/5): Student Executive Function Skills (All students will learn self-regulatory and self-control skills in a safe, healthy, and nurturing learning environment through a Whole Child Approach)

Owner: Carlos Lopez

Start Date: 06/23/2021 Due Date: 06/30/2025

Summary: Staff creates a culturally responsive and productive culture in every classroom that addressed the right type of support that meets the student's EF#1: Working Memory Skill creating the opportunity for students to be ready for rigor.

Staff creates a culturally responsive and productive culture in every classroom that addressed the right type of support that meets the student's EF#2: Prioritizing, Organizing, Sequencing, Managing Time, and Planning Skill creating the opportunity for students to be ready for rigor. Staff creates a culturally responsive and productive culture in every classroom that addressed the right type of support that meets the student's EF#3: Attending, Initiating, and Focusing Skill creating the opportunity for students to be ready for rigor.

Staff creates a culturally responsive and productive culture in every classroom that addressed the right type of support that meets the student's EF#4: Social/Emotional and Inhibiting Skill creating the opportunity for students to be ready for rigor.

Staff creates a culturally responsive and productive culture in every classroom that addressed the right type of support that meets the student's ER#5: Communicating, Cognitive Flexibility/ Shifting Skill creating the opportunity for students to be ready for rigor.

**Buildings:** All Active Buildings

Total Budget: \$500,000.00

- Title I Part A (Federal Funds)
- Title II Part A (Federal Funds)
- Title IV Part A, Student Support & Academic Enrichment (Federal Funds)
- General Fund (Other)
- At Risk (31-A) (State Funds)

### Communication:

#### Method

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Strategy Implementation Plan Activities

#### Audience

- Educators
- Staff
- School Board
- Parents



Activity	Owner	Start Date	Due Date	Status	
Each School will Provide Professional Learning for Staff on Evidenced-Based Approaches to Promote Self-Control Executive Function Skills Competencies, Including Social-Emotional Learning Objectives, Skills, Strategies, and Learning Conditions	Carlos Lopez	08/29/2022	06/30/2025	ONTARGET	
Activity Buildings: All Building	s in Implementa	ation Plan		•	
Each Building Teacher Teams will Meet to Develop a Self-Control Executive Function Skills Competencies Common Calendar that Identifies How they Plan to Intentionally Teach Self- Control Skills to their Students	Carlos Lopez	08/29/2022	06/30/2025	ONTARGET	
Activity Buildings: All Building	s in Implementa	ation Plan		•	
Classroom Implementation of the Self-Control Executive Function Skills Competency Lessons and the Monitoring of the Self-Control Executive Function Skills Competencies as Evident in our Students.	Carlos Lopez	08/29/2022	06/30/2025	ONTARGET	
Activity Buildings: All Building	Activity Buildings: All Buildings in Implementation Plan				
Monitor Office Disciplinary Referrals and Suspensions Rates	Carlos Lopez	08/29/2022	06/30/2025	ONTARGET	
Activity Buildings: All Building	s in Implementa	ation Plan	-	1	



(3/5): MI Blueprint for Comprehensive Student Recovery Focus on Wellness (Addressing the Non-Academic Needs of Each Student through a Whole Child Approach)

Owner: Carlos Lopez

Start Date: 06/23/2021 Due Date: 06/30/2025

Summary: The District Leadership Team has developed a Comprehensive Student Recovery Wellness Plan that addresses the mental health needs of our students, staff and families. The District Leadership Team has developed a Comprehensive Student Recovery Wellness Plan that addresses access to a school nurse to reduce any missed opportunities by monitoring or managing illnesses, particularly for children with chronic conditions. The District Leadership Team has developed a Comprehensive Student Recovery Wellness Plan that addresses any unmitigated student mental health challenges, including symptoms of depression, anxiety, traumatic stress, racial trauma, and grief that students might bring to school as a result of the pandemic.

The District Leadership Team has developed a Comprehensive Student Recovery Wellness Plan that addresses the diminished wellness visits and missing immunizations among children.

The District Leadership Team has developed a Comprehensive Student Recovery Wellness Plan that addresses the decrease in physical activity as a result of the pandemic. The District Leadership Team has developed a Comprehensive Student Recovery Wellness Plan that addresses the uneven distribution of work across school staff and caseload volumes that make delivery of timely, effective mental health and wellness services impossible.

The District Leadership Team has developed a Comprehensive Student Recovery Wellness Plan that addresses the educator burnout, low job satisfaction, and high staff turnover as a result of the pandemic.

**Buildings:** All Active Buildings

Total Budget: \$1,500,000.00

- Title I Part A (Federal Funds)
- Title II Part A (Federal Funds)
- Title IV Part A, Student Support & Academic Enrichment (Federal Funds)
- General Fund (Other)
- At Risk (31-A) (State Funds)

### Communication:

### Method

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Strategy Implementation Plan Activities

### Audience

- Educators
- Staff
- School Board
- Parents



Activity	Owner	Start Date	Due Date	Status
Implementation of a District Wide Comprehensive Recovery Plan to Address Teacher Burnout, Low Job Satisfaction, and High Staff Turnover by Putting In Place Early Warning Signs to Support our Staff	Carlos Lopez	08/29/2022	06/30/2025	ONTARGET
Activity Buildings: All Building	s in Implementa	ation Plan		
Implementation of a District Wide Comprehensive Recovery Plan that Addresses Access to School Nurses at YCS	Carlos Lopez	08/29/2022	06/30/2025	ONTARGET
Activity Buildings: All Buildings in Implementation Plan				
Implementation of a District Wide Comprehensive Recovery Plan that Focuses on Physical Activity for Students and Staff at YCS	Carlos Lopez	08/29/2022	06/30/2025	ONTARGET
Activity Buildings: All Building	s in Implementa	ation Plan	1	
Implementation of a District Wide Comprehensive Recovery Plan to Address Any Unmitigated Student Mental Health Challenges (Depression, Anxiety, Traumatic Stress, Racial Trauma, and Grief)	Carlos Lopez	08/29/2022	06/30/2025	ONTARGET
Activity Buildings: All Building	s in Implement	ation Plan	•	•
Implementation of a District Wide Comprehensive Recovery	Carlos Lopez	08/29/2022	06/30/2025	ONTARGET



Activity	Owner	Start Date	Due Date	Status
Wellness Plan that Addresses Wellness (Immunizations), Mental Health, and Case Management Support for Students, Staff and Families				
Activity Buildings: All Buildings in Implementation Plan				

Activity Buildings: All Buildings in Implementation Plan



(4/5): Culturally Responsive Teaching (A Culture Fostering Positive Identity, Belonging, Agency, and Purpose Aligned with Explicit Anti-Racist Discussions, Practices and Action through a Whole Child Approach

Owner: Carlos Lopez

Start Date: 06/23/2021 Due Date: 06/30/2025

Summary: Building Leaders will grow their Culturally Responsive School Leadership skills by engaging students, staff, and families in equitable power-sharing relationship building experiences where their voices are heard and help to positively impact change for the better for All.

Teachers will increase student intellective capacity by supporting rigorous cognitive development that engage students in high cognitive demand tasks through culturally responsive instruction.

All YCS Staff will grow their racial identity and literacy by being engaged in Gholdy Muhammad's, Yolanda Sealy-Ruiz's, Bettina Love's and Zaretta Hammond's Deep Equity Work. All YCS Teachers incorporate Gholdy Muhammad's HRI Framework - 5 Pursuits (Identity, Skill Development, Criticality, Intellectualism, and Joy) within every HMH Tier 1 - Lesson Delivery and Instructional Pacing. (September 21)

All YCS Staff will engage in establishing a school culture that fosters positive identities, belonging, student agency, voice, choice, and purpose.

All YCS Staff will continue to hold explicit anti-racist discussions, practices, and take actions that respects and values the genius in every child.

All YCS Staff will be intentional with Building Equitable Collaborations with Families and Communities - Creating Just Schools that is responsive to fostering equitable collaborations so that literacy can thrive.

All YCS Staff will Use Street Data to Drive and Lead Equity, Pedagogy, and School Transformation throughout the district so that literacy can thrive.

**Buildings:** All Active Buildings

Total Budget: \$100,000.00

- Title I Part A (Federal Funds)
- Title II Part A (Federal Funds)
- Title IV Part A, Student Support & Academic Enrichment (Federal Funds)
- General Fund (Other)
- At Risk (31-A) (State Funds)



# Communication:

# Method

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- School Board Meeting
- Email Campaign
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- District Website Update
- Parent Newsletter
- Social Media

# Audience

- Educators
- Staff
- School Board
- Parents

# Strategy Implementation Plan Activities

Activity	Owner	Start Date	Due Date	Status	
Increasing Student Intellective Capacity by Supporting Rigorous Cognitive Development that Engage Students in High Cognitive Demand Tasks through Culturally Responsive Instruction	Carlos Lopez	08/29/2022	06/30/2025	ONTARGET	
Activity Buildings: All Buildings in Implementation Plan					
Gholdy Muhammad's, Yolanda Sealy-Ruiz's, Bettina Love's and Zaretta Hammond's Deep Equity Work - Growing your Racial Literacy	Carlos Lopez	08/29/2022	06/30/2025	ONTARGET	
Activity Buildings: All Building	Activity Buildings: All Buildings in Implementation Plan				
Gholdy Muhammad's, HRI Framework - Lesson Planning 5 Pursuits (Identity, Skill, Intellect, Criticality, and Joy)	Carlos Lopez	08/29/2022	06/30/2025	ONTARGET	
Activity Buildings: All Buildings in Implementation Plan					
Building Equitable Collaborations with Families and Communities - Creating Just Schools	Carlos Lopez	08/29/2022	06/30/2025	ONTARGET	



Activity	Owner	Start Date	Due Date	Status
Activity Buildings: All Buildings in Implementation Plan				
Using Street Data to Drive and Lead Equity, Pedagogy, and School Transformation	Carlos Lopez	08/29/2022	06/30/2025	ONTARGET
Activity Buildings: All Buildings in Implementation Plan				

Activity Buildings: All Buildings in Implementation Plan



# (5/5): Student Support Network

Owner: Carlos Lopez

Summary: This system is concerned with implementing and supporting a vision of high-quality student support to effectively nurture and support all students who come to school with non-academic needs that create obstacles for high achievement.

Buildings: All Active Buildings
Total Budget: \$1,500,000.00

- Title I Part A (Federal Funds)
- Title II Part A (Federal Funds)
- Title IV Part A, Student Support & Academic Enrichment (Federal Funds)
- General Fund (Other)
- At Risk (31-A) (State Funds)

### Communication:

### Method

- MI School Data
- School Board Meeting
- Email Campaign
- Presentations
- · District Website Update
- Parent Newsletter

## Audience

- Educators
- Staff
- School Board
- Parents

### Strategy Implementation Plan Activities

Activity	Owner	Start Date	Due Date	Status
Addressing the Social Emotional Learning and Wellness Needs of Students by Being Responsive	Carlos Lopez	08/29/2022	06/30/2025	ONTARGET
Activity Buildings: All Buildings in Implementation Plan				
Attending and Being Responsive to the Pastoral Care Needs (Care, Support, Membership, and Safety) of Our Students, Families and Staff	Carlos Lopez	08/29/2022	06/30/2025	ONTARGET
Activity Buildings: All Buildings in Implementation Plan				
ISSN Building Level Leadership Team	Carlos Lopez	08/29/2022	06/30/2025	ONTARGET



Activity	Owner	Start Date	Due Date	Status
Meetings will Meet Quarterly to Collect, Monitor, and Review Student Data for Impact in the Areas of Chronic Absenteeism, SEL, Wellness, Achievement, Wellness, and Other Need.				
Activity Buildings: All Building	s in Implementa	ation Plan		
ISSN Building Level Leadership Team Meetings will Meet Quarterly to Collect, Monitor, and Review Student Disciplinary Data (Office Referrals, Suspensions, Expulsions, Disproportionality, and the Use of Restorative Circles and Practices.	Carlos Lopez	08/29/2022	06/30/2025	ONTARGET
Activity Buildings: All Building	s in Implementa	ation Plan	!	!
Being Intentional in Eliminating the Disproportionality that Exists at YCS Pertaining to our Black and Brown Students by Being Restorative in our Actions, Thinking, and Leading	Carlos Lopez	08/29/2022	06/30/2025	ONTARGET
Activity Buildings: All Buildings in Implementation Plan				
For additional details please see the Culture and Climate SEL Implementation guide	Carlos Lopez	08/29/2022	06/30/2025	ONTARGET
Activity Buildings: All Buildings in Implementation Plan				