PDSA – Instructional Management
Breathitt County School District

PLAN	**Six Steps to Improvement**
	Validate the need for improvement. State management audit recommendation: District leadership must create a plan to adequately train all certified teaching staff in the revised Kentucky Academic Standards. Additionally, this plan should include processes to ensure alignment of the adopted district curriculum and programs to the revised standards. District leadership must develop non-negotiables and expectations for unit and lesson planning for all classroom instruction. Processes and procedures should be developed for district and school leaders to monitor such plans, provide feedback and hold staff accountable for implementation and adjustment of instruction. *How are we doing? How do we know?*
	Clarify purpose, goals, and measures. Goal: **Breathitt County Schools will develop and implement effective systems for delivery of curriculum, instruction, assessment through data use and best practice**. *Why are we here? What do we need to do well together? How will we know how we're doing?*
DO	**Adopt and deploy an approach to continual improvement.** **Action steps will be developed collaboratively with school staff to correct deficiencies found in the management audit and these steps will be monitored at least monthly with completed tasks highlighted in** <mark style="background:green">green</mark>**, tasks in process marked in** <mark style="background:yellow">yellow</mark> **and tasks not started marked in** <mark style="background:red">red</mark>**.** *How will we work together to get better?*

Translate the approach into aligned action.

Steps	Actions to Accomplish Plan (Drivers)	Tasks to Accomplish Details Outlined in 30/60/90 Plans	Start Date	Projected Completion Date
# 1	There is an incomplete standards deployment and curriculum alignment plan around the revised Kentucky academic standards.	**30 Days: November 1-30** ● Meet with principals to plan for allocation of time to plan with teachers ● Begin utilizing PLC process to identify areas of concern to address during common planning with teachers ● Begin to identify teachers who may serve as teacher leaders for WW and Eureka in each building. **60 Days: December 1-31** ● Meet with the principals to review the goals of the KAS implementation work, to establish a regular meeting schedule for meeting those goals, and to clarify expectations for the teacher leaders ● Principals and curriculum team will identify teacher leaders for each core content area in each school ● Communicate the expectations for the teacher leaders with those identified for the role ● Order Clarity texts, Teacher Clarity Playbook texts, and necessary meeting materials ● Create and enroll participants in a Google Classroom to be utilized throughout our work ● District curriculum staff will complete the Clarity book study with KDE (September -December 2019). ● Continue to monitor progress on the Standards Implementation timeline **90 Days: January 1-31, 2020** ● Support KAS mini grant implementation work: **A delay in the shipping of our books for the book study has prevented us from meeting these benchmarks.** ○ Teacher leaders will read the introductory material and engage in reflection to develop context for gaining clarity. ○ CAO and Curriculum Specialist will model the process with participants to clarify the learning intentions and success criteria for our work. (Resource: Chapter 10 of Clarity for		

			Learning) ○ Teacher leaders will read Chapters 1-3 and participate in reflection exercises, collaborative meetings and virtual discussions to support learning. ● Create eWalk templates for KAS implementation. ● Establish baseline data utilizing implementation rubric ● Use baseline data to set goals ● Progress monitor curriculum document revisions and provide feedback/support to principals ● Design and deploy survey (needs assessment for resources and PD for KAS implementation) **120 Days: February 1-29, 2020** ● Share KAS implementation eWalk templates with school leadership for feedback. Adjust as needed. ● Analyze survey results (needs assessment for resources and PD for KAS implementation) **150 Days: March 1-31, 2020** ● Pilot use of KAS monitoring eWalks. ● Embed activities into the PD plan that address areas of need (needs assessment for resources and PD for KAS implementation) ● Begin exploration of resources to address areas of need (needs assessment for resources and PD for KAS implementation) **180 Days: April 1-30, 2020** ● Finalize PD plan		
	# 2	There is a lack of a consistent expectation around unit and lesson planning for submission, monitoring and feedback district-wide.	**30 Days: November 1-30** ● Begin utilizing PLC process to identify areas of concern to address during common planning with teachers ● Begin to identify teachers who may serve as teacher leaders for WW and Eureka in each building. ● Create draft versions of unit and lesson planning documents for feedback **60 Days: December 1-31** ● Communicate the expectations for the teacher leaders with those identified for the role ● Share unit and lesson planning documents/expectations with principals for feedback. ● Revise as necessary		

			90 Days: January 1-31, 2020 ● District level unit planning and lesson planning expectations and templates have been communicated to principals. ● Begin roll out of guided planning process to schools. (SE and MRC) CO staff will facilitate process initially. **120 Days: February 1-29, 2020** ● Continue to scale out guided planning process to remaining schools. (HT and BHS) CO staff will facilitate process initially. ● Begin process of co-facilitation of guided planning with SE and MRC ● Continue to support guided planning process in all schools **150 Days:** ● Begin process of co-facilitation of guided planning with HT and BHS ● Continue to support guided planning process in all schools **180 Days:** ● Continue to support guided planning process in all schools		
	# 3	District feedback to schools that impacts student growth and achievement is limited.	**30 Days: November 1-30** ● Review the Continuous Improvement Process with principals and district leadership. Discuss timelines for Pilot Phase II and III ● Begin utilizing the implementation rubric for WW and Eureka Math and use data to provide feedback and support to schools **60 Days: December 1-31** ● Continue to refine feedback and monitoring visits to align with implementation rubrics and MTSS plan ● Complete CDIP process through Phase III ● Create a current organizational chart for the Curriculum, Instruction and Assessment department **90 Days: January 1-31, 2020** ● Implement refined feedback and monitoring tool at schools (Visits are scheduled for the week of January 27) ○ Establish criteria to be used as part of monitoring system ● Gather baseline data utilizing PLC protocol eWalk template and set goals for improvement. ● Progress monitor curriculum document revisions and provide feedback/support to principals ● Share CIA organizational chart with principals and teachers **120 Days: February 1-29, 2020** ● Implement refined feedback and monitoring tool at schools		

			○ Design timeline and process for the monitoring system. **150 Days: March 1-31, 2020** ● Pilot the monitoring system and adjust as needed. **180 Days: April 1-30, 2020** ● Complete monthly monitoring process and provide feedback.		
	# 4	The district and schools have purchased numerous programs for progress monitoring but it is unclear which program initiatives have been a direct influence on student achievement.	**30 Days: November 1-30** ● Begin utilizing PLC process to identify areas of concern to address during common planning with teachers ● Continue to provide opportunities for curriculum/program/initiative feedback from stakeholders using suggestion boxes (in schools and online). ● Begin utilizing the implementation rubric for WW and Eureka Math and use data to provide feedback and support to schools **60 Days: December 1-31** ● Continue to refine feedback and monitoring visits to align with implementation rubrics and MTSS plan to verify impact ● Continue to provide opportunities for curriculum/program/initiative feedback from stakeholders using suggestion boxes (in schools and online). **90 Days: January 1-31, 2020** ● Implement refined feedback and monitoring tool at schools (Visits are scheduled for the week of January 27) 　○ Establish criteria to be used as part of monitoring system **120 Days:** **150 Days:** **180 Days:**		
	Will this require additional fiscal resources? __YES __NO		Estimate cost	Costs associated with meeting	$
	Will this require additional human resources? __YES __NO		Estimate cost		$
					What will we do differently?

STUDY	Analyze the results.
	What happened?
ACT	Make improvements.
	What did we do with what we learned?

REPEAT THE CYCLE

PDSA – Career and Technical Education
Breathitt County School District

PLAN	**Six Steps to Improvement**
	Validate the need for improvement. *State Management Audit findings:* District and school leadership must ensure that written processes are developed, implemented, and monitored that address data collection and accuracy. District and school leadership must develop a professional development plan for CTE staff on developing Programs of Study and Pathways. *How are we doing? How do we know?*
	Clarify purpose, goals, and measures. Goal: **Breathitt County Schools will develop and implement effective systems for Career and Technical Education through data use and best practice**. *Why are we here? What do we need to do well together? How will we know how we're doing?*
DO	**Adopt and deploy an approach to continual improvement.** **Action steps will be developed collaboratively with school staff to correct deficiencies found in the management audit and these steps will be monitored at least monthly with completed tasks highlighted in green, tasks in process marked in yellow and tasks not started marked in red.** *How will we work together to get better?*

Translate the approach into aligned action.

Steps	Actions to Accomplish Plan (Drivers)	Tasks to Accomplish Details Outlined in 30/60/90 Plans	Start Date	Projected Completion Date
# 1	Written processes are not in place that address CTE data collection and accuracy or student scheduling. .	**30 Days: November 1-30** ● Participate in the Steering Committee meetings for Perkins Needs Assessment ● Meet with CTE support staff from KDE ● District CTE POC will attend TEDS training **60 Days: December 1-31** ● Participate in the Steering Committee meetings for Perkins Needs Assessment ● Support BHS in developing a master schedule that includes correct courses for offered pathways **90 Days: January 1-31, 2020** ● Begin monitoring of data collection spreadsheet that includes ATC and BHS data. Provide support as needed. **120 Days: February 1-29, 2020** ● District CTE POC will monitor and verify TEDS data entry. **150 Days: March 1-31, 2020** **180 Days: April 1-30, 2020**		
# 2	There is not a process in place to ensure CTE advisory councils meet the requirements outlined in the Perkins Act.	**30 Days: November 1-30** ● Participate in the Steering Committee meetings for Perkins Needs Assessment ● Review agendas and minutes from the Fall Advisory Council meetings **60 Days: December 1-31** ● Participate in the Steering Committee meetings for Perkins Needs Assessment **90 Days: January 1-31, 2020** ● Request CTE Advisory Council meeting schedule for Spring semester **120 Days: February 1-29, 2020**		

			● **150 Days: March 1-31, 2020** **180 Days: April 1-30, 2020**		
	# 3	There is not a process to ensure that all staff attend professional development for their program area.	**30 Days: November 1-30** ● <mark>Develop a survey to gather information regarding professional development needs from CTE teachers</mark> ● <mark>Explore ACTE professional development resources and opportunities</mark> **60 Days: December 1-31** ● <mark>Develop a survey to gather information regarding professional development needs from CTE teachers</mark> **90 Days: January 1-31, 2020** ● <mark>Conduct CTE PD needs assessment as part of teacher work day. (Work day was January 7, 2020)</mark> **120 Days: February 1-29, 2020** ● Analyze survey results and begin planning/locating CTE-specific professional learning experiences **150 Days: March 1-31, 2020** ● Begin development of the 2020-2021 PD Plan **180 Days: April 1-30, 2020** ●		
	# 4	Interviews with school leadership and CTE staff did not indicate a clear direction for growing or improving the program.	**30 Days: November 1-30** ● <mark>Continue to monitor and support the Law & Justice and Education pathways</mark> ● <mark style="background:yellow">Draft an interest survey to be administered to students in January</mark> ● <mark>Participate in the Steering Committee meetings for Perkins Needs Assessment</mark> ● <mark>Meet with CTE support staff from KDE</mark> **60 Days: December 1-31** ● <mark>Continue to monitor and support the Law &</mark>		

			Justice and Education pathways • Participate in the Steering Committee meetings for Perkins Needs Assessment (due January 1, 2020) • Finalize the interest survey to be administered to students in January **90 Days: January 1-31, 2020** • Submit all data for the Perkins Needs Assessment • CTE staff will collaborate to design a CTE booklet that details available programs, course sequences, and industrial certifications offered. **120 Days: February 1-29, 2020** **150 Days: March 1-31, 2020** **180 Days: April 1-30, 2020**		
	# 5	Several students participating in CTE cooperative education did not meet eligibility requirements.	**30 Days: November 1-30** • Review cooperative education participation requirements with school leadership and counselors. **60 Days: December 1-31** • Embed process to review students participating in cooperative education experiences to ensure that requirements are met into the Feedback and Monitoring visits **90 Days: January 1-31, 2020** • Review students participating in cooperative education experiences to ensure that requirements are met as part of monthly Feedback and Monitoring visit (Visit is scheduled for January 27, 2020) **120 Days: February 1-29, 2020** • Review students participating in cooperative education experiences to ensure that requirements are met as part of monthly Feedback and Monitoring visit **150 Days: March 1-31, 2020**		

	● Review students participating in cooperative education experiences to ensure that requirements are met as part of monthly Feedback and Monitoring visit **180 Days: April 1-30, 2020** ● Review students participating in cooperative education experiences to ensure that requirements are met as part of monthly Feedback and Monitoring visit		

Will this require additional fiscal resources? __YES __NO	Estimate cost	Costs associated with meeting supplies	$
Will this require additional human resources? __YES __NO	Estimate cost		$

What will we do differently?

STUDY	**Analyze the results.**
	What happened?
ACT	**Make improvements.**
	What did we do with what we learned?

REPEAT THE CYCLE

PDSA – SPECIAL EDUCATION
Breathitt County School District

PLAN	**Six Steps to Improvement**
	Validate the need for improvement. ***State management audit recommendations:*** *How are we doing? How do we know?*
	Clarify purpose, goals, and measures. **Goal: Breathitt County Schools will develop and implement effective systems for delivery of special education services, supports and IDEA compliance through data use and best practice.** *Why are we here? What do we need to do well together? How will we know how we're doing?*
DO	**Adopt and deploy an approach to continual improvement.** **Action steps will be developed collaboratively with school staff to correct deficiencies found in the management audit and these steps will be monitored at least monthly with completed tasks highlighted in green, tasks in process marked in yellow and tasks not started marked in red.** *How will we work together to get better?*

Translate the approach into aligned action.

Steps	Actions to Accomplish Plan (Drivers)	Tasks to Accomplish Details Outlined in 30/60/90 Plans	Start Date	Projected Completion Date
#1	Few teachers expressed they have been fully trained in co-teaching strategies while other teachers indicate they had little or no training in this regard.	**30 Days: November 1-30** ● Develop eWalk walkthrough for Co-Teaching observations **60 Days: December 1-31** ● Conduct Co-teaching eWalk walkthroughs **90 Days: January 1-31** ● Determine level of Co-teaching expertise through Co-teaching surveys (each school) ● Develop Co-teaching training for teachers/schools based upon feedback from surveys Determine Co-teaching model that will be implemented in each co-taught classrooms ● Conduct Co-teaching roles and responsibilities checklist with each Co-taught classroom ● Contact KVEC to help support potential co-teaching training for each school ● Conduct Co-teaching eWalk walkthroughs **120 Days: February 1-28** **150 Days March 1-31:** ● Co-teaching workshop as part of New Teacher cadre meeting in March. **180 Days:**		
#2	There is a lack of curriculum documents to show that curriculum has been modified and documented to meet the needs of special education students.	**30 Days: November 1-30** ● Begin utilizing PLC process to identify areas of concern to address during common planning with teachers ● Begin to identify teachers who may serve as teacher leaders for WW and Eureka in each building. **60 Days: December 1-31** ● Utilize PLC process to identify areas of concern to address during common planning with teachers **90 Days: January 1-31, 2020** ● District level unit planning and lesson planning expectations and		

			<mark>templates have been communicated to principals.</mark> ● Begin roll out of guided planning process to schools. (SE and MRC) **120 Days: February 1-29, 2020** ● Continue to scale out guided planning process to remaining schools. (HT and BHS) ● Continue to support guided planning process in all schools **150 Days:** **180 Days:**		
	Will this require additional fiscal resources? __YES NO		**Estimate cost**	Costs associated with meeting supplies	**$**
	Will this require additional human resources? __YES NO		**Estimate cost**	Costs associated with meeting supplies	**$**

What will we do differently?

STUDY	**Analyze the results.** *What happened?*
ACT	**Make improvements.** *What did we do with what we learned?*

REPEAT THE CYCLE

PDSA – FISCAL MANAGEMENT
Breathitt County School District

PLAN	**Six Steps to Improvement**
	Validate the need for improvement. *State management audit recommendations for Central Office:* ● It is recommended that the district develop and implement procedures to ensure all accounts payable transactions have the proper supporting documentation - PO, dates, approvals, etc. ● It is recommended that the district develop and implement a plan to ensure all necessary school personnel and booster organizations receive training with the "Accounting Procedures for School Activity Funds" handbook (Redbook). ● It is recommended that the district develop and implement a process to internally audit schools for compliance with Redbook. *How are we doing? How do we know?*
	Clarify purpose, goals, and measures. Goal: **Breathitt County Schools will develop and implement effective policies and procedures to actively manage district finances.** *Why are we here? What do we need to do well together? How will we know how we're doing?*
DO	**Adopt and deploy an approach to continual improvement.** **Action steps will be developed collaboratively with school staff to correct deficiencies found in the management audit and these steps will be monitored at least monthly with completed tasks highlighted in green, tasks in process marked in yellow and tasks not started marked in red.** *How will we work together to get better?*

Translate the approach into aligned action.

Steps	Actions to Accomplish Plan (Drivers)	Tasks to Accomplish Details Outlined in 30/60/90 Plans	Start Date	Projected Completion Date
# 1	It is recommended that all monthly SBDM Council minutes posted to the KSBA Portal, contain any supporting documentation that is presented, and always be signed by those attending the meeting.	**30 Days: November 1-30** ● **Communicate with principals (again) to make sure they are posting their minutes to the portal, and providing them to Board Secretary for inclusion in Board agenda** **60 Days: December 1-31** ● **Follow up with email communication and check portal for compliance.** **90 Days: January 1-31, 2020** ● **Follow up with email communication and check portal for compliance.** ● **Check websites to ensure compliance** **120 Days: February 1-29, 2020** ● **Add SBDM meetings to the District Events Calendar** ● **Check websites to ensure compliance** **150 Days:** **180 Days:**	11/15/2019 12/30/2019 2/1/2019	12/31/2019 12/30/2019 2/15/2019
# 2	It is recommended that the district develop and implement Standard Operating Procedures for the bookkeepers at the school level, to ensure school level financial activities and procedures mandated by Redbook, are accurate and reliable; contain all necessary approvals or dates; are filed according to Redbook guidelines; are occurring timely; and contain any	**30 Days: November 1-30** ● **Standard Operating Procedure has been developed for purchasing and will be shared with School Principals, Secretaries and posted on the Finance Page of the District website. - SAF Purchase Process; District Purchase Process** ● **All fund raisers are submitted to finance officer for review, along with the fund raiser worksheet to ensure Redbook compliance.** **60 Days: December 1-31** **90 Days:** ● **These Redbook Recommendations will be reviewed with School Secretaries at each monthly meeting; Redbook guidelines will be routinely reviewed at each meeting, to ensure understanding and compliance; SAF**	11/15/2019 10/1/2019 11/5/2019 1/16/2020 1/16/2020	12/31/2019 6/30/2019 11/5/2019 1/16/2020 Ongoing

		documentation, if required by Redbook, together with consistent oversight by the finance officer.	**Purchase Process; District Purchase Process** ● **New Donation policy will be reviewed with school secretaries.** **120 Days:** **150 Days:** **180 Days:**		
	# 3	It is recommended that annual training on pertinent Redbook activities be mandatory for the assistant principals, teachers, and external entities, as it is not sufficient to educate just finance staff and principals in this area.	**30 Days: November 1-30** ● **Redbook training was conducted for school secretaries, principals, AD, and Boosters** ● **Board approved Email Service with Ron Flannery for Redbook Questions** ● **Schools are encouraged to contact Ron Flannery to conduct training at individual schools/faculty meetings** ● **Redbook Reviews were conducted in all schools by an outside resource.** **60 Days: December 1-31** ● **Responses from schools to Redbook Review are expected and will be reviewed with Principals and School Secretaries** **90 Days:** ● **Monthly Meetings are conducted with School Secretaries - Redbook Procedures are a standing item on the agenda** ● **Action Plans responding to internal audits will be reviewed with school secretaries to provide feedback, further recommendations/assistance** **120 Days:** **150 Days:** **180 Days:**	10/17/2019 11/1/2019 12/13/2019 1/16/2020	10/17/2019 11/25/2019 12/31/2019 Ongoing

	# 4	It is recommended the finance officer implement changes in the policies and procedures to address any Redbook findings.	**30 Days: November 1-30** ● **Monthly Meetings are conducted to review Redbook Recommendations** **60 Days: December 1-31** **90 Days:** ● **Policies will be reviewed to determine necessary changes to encourage and expect Redbook compliance** **120 Days:** **150 Days:** **180 Days:**	1/16/2020 1/1/2020	Ongoing 3/1/2020
	# 5	It is recommended that the finance officer review expenditures made from staff accounts, etc.	**30 Days: November 1-30** ● **Monthly Financials are received from schools.** **60 Days: December 1-31** ● **Finance Officer will begin review of the staff account from each school** **90 Days:** ● **Discussion of Staff Account protocol will be discussed at January School Secretary meeting** ● **Difference between SAF and DAF will be discussed/reviewed along with appropriate staff account revenue/expenditures.** **120 Days:** **150 Days:** **180 Days:**	Currently 1/5/2020 1/16/2020	Ongoing Ongoing-monthly 1/16/2020
	# 6	It is recommended the person performing bookkeeper duties in each school, does not solely perform the recordation of receipts and revenues, together with the final reconciliation of the report log. Additional staff	**30 Days: November 1-30** **60 Days: December 1-31** **90 Days:** ● **Segregation of Duties will be addressed at Monthly School Secretary Meeting, and then reviewed at subsequent meetings** **120 Days:** **150 Days:** **180 Days:**	12/16/2019 1/16/2020	12/31/2019 Ongoing - Monthly

		members must assist in the process to mitigate risk.			
	# 7	It is recommended to have an alternate person assigned to make deposits in the event the bookkeeper is out due to illness or personal leave.	**30 Days: November 1-30** **60 Days: December 1-31** **90 Days:** ● **Segregation of Duties will be addressed at Monthly School Secretary Meeting, and then reviewed at subsequent meetings** **120 Days:** **150 Days:** **180 Days:**	1/16/2020	Ongoing - Monthly

	# 8	Per Redbook, the bank statement shall be e-mailed directly (if electronically) or opened (if mailed or picked up) by the principal prior to the treasurer having access. It is recommended that all principals implement of this requirement.	**30 Days: November 1-30**
			   ● **Reviewed with Principals at Principals Meeting**
			60 Days: December 1-31
			90 Days:
			   ● **Recommendation to be reviewed with School Secretaries at Monthly Meeting**
			   ● **Further reinforcement of this procedure will be given at principals' meeting.**
			120 Days:
			150 Days:
			180 Days:
				12/3/2019
				
				1/16/2020
					12/3/2019
					
					1/16/2020

	# 9	It is recommended the finance officer have a plan in place to distribute new, required Redbook changes, such as those relating to outstanding checks, to school personnel.	**30 Days: November 1-30** **60 Days: December 1-31** ● **Redbook is distributed to all schools/school groups by email. As new officers/coaches are hired, the Redbook is emailed to the Individual, with read receipt.** **90 Days:** ● **Review/Update to ensure all appropriate personnel have received Updated Redbook** ● **Review/Update Booster/PTO Officers** **120 Days:** **150 Days:** **180 Days:**	10/15/2019 2/1/2020	12/31/2019 2/29/2020
	# 10	For schools receiving funding through grants, it is recommended that someone at the school level have an in-depth understanding of grant management, and be able to provide any supporting documentation upon request during an external audit. At least one member of the school finance staff should be able to explain the procedures and policies that are in place to ensure grants are being properly accounted for, and allocated.	**30 Days: November 1-30** **60 Days: December 1-31** **90 Days:** ● **Review of Grants/Spending Protocol will be reviewed at School Secretary Monthly Meeting** ● **Grants are routinely reviewed with SBDM at annual SBDM meeting attended by Finance Officer** **120 Days:** **150 Days:** **180 Days:**	1/16/2020	Ongoing - Monthly
	Will this require additional fiscal resources? __YES __NO		Estimate cost	Costs associated with meeting supplies	

| | Will this require additional human resources? __YES __NO | | Estimate cost | Costs associated with meeting supplies | |
| | | | | *What will we do differently?* | |

STUDY	**Analyze the results.**
	What happened?

ACT	**Make improvements.**
	What did we do with what we learned?

REPEAT THE CYCLE

PDSA – OPERATIONAL SUPPORT/FACILITIES
Breathitt County School District

PLAN	Six Steps to Improvement
	Validate the need for improvement. *State management audit recommendations:* ● Findings reported in the 2017 Audit have been addressed and processes are in place to ensure continued efficient functioning. Experience gained in these processes will help the District derive maximum benefit from the recently passed "nickel" tax dedicated to Facilities. *How are we doing? How do we know?*
	Clarify purpose, goals, and measures. Goal: **Breathitt County Schools will develop and implement effective policies and procedures to actively manage district finances.** *Why are we here? What do we need to do well together? How will we know how we're doing?*
DO	**Adopt and deploy an approach to continual improvement.** **Action steps will be developed collaboratively with school staff to correct deficiencies found in the management audit and these steps will be monitored at least monthly with completed tasks highlighted in** ==green==**, tasks in process marked in** ==yellow== **and tasks not started marked in** ==red==**.** *How will we work together to get better?*

Translate the approach into aligned action.

Steps	Actions to Accomplish Plan (Drivers)	Tasks to Accomplish Details Outlined in 30/60/90 Plans	Start Date	Projected Completion Date
# 1	Findings reported in the 2017 Audit have been addressed and processes are in place to ensure continued efficient functioning. Experience gained in these processes will help the District derive maximum benefit from the recently passed "nickel" tax dedicated to Facilities.	**30 Days: November 1-30** ● The Audit findings were addressed and work is ongoing to refine processes and make sure nickel tax is utilized to maximum benefit for the district and reflective of DFP. **60 Days: December 1-31** ● N/A **90 Days: January 1-31** ● N/A **120 Days:** **150 Days:** **180 Days:**		Nov. 1,2019
# 2	Breathitt County Facility Director will continue to work with Architect to correct any errors or findings in KFICS database.	**30 Days: November 1-30** ● All buildings will be submitted to KDE for approval or notification of needed corrections. **60 Days: December 1-31** ● Waiting on QAQC from KDE **90 Days: January 1-31** ● Waiting on QAQC from KDE **120 Days:** **150 Days:** **180 Days:**	Nov. 1, 2019	Dec. 1, 2019

	# 3	District and School maintenance budget will continue to be monitored and corrected based upon annual projections and school per pupil allocated amounts.	**30 Days: November 1-30** ● Monthly budget meetings will occur to evaluate the percentage of funds used and look for any expenses that may be reduced or unnecessary in the future. **60 Days: December 1-31** ● Monthly meetings are occurring and adjustments are being made. **90 Days: January 1-31** ● Meetings continue and budget conversations for the new year has begun. **120 Days:** **150 Days:** **180 Days:**	Nov. 1, 2019	June 30, 2020
	#4	SES Renovation BG-1, bids, and bonding	**30 Days: November 1-30** ● Breathitt County Board of Education have hired Tate Hill and Jacobs to design and submit plans to KDE, construction documents have been approved and bids are in process, with renovation completion slated for April 2020. **60 Days: December 1-31** ● Bond sales and initial orders being placed and work will begin over Christmas break. **90 Days: January 1-31** ● Construction began over Christmas break with Sections A and B nearing completion. Demo on section C has begun and timelines are being met. Construction meetings are occuring every 2 weeks. **120 Days:** **150 Days:** **180 Days:**	May 2019	April 2020

	# 5	Develop a 3-5 year plan to address future district facility needs that will be reflective of the current DFP.	**30 Days: November 1-30** • Begin initial planning and discussion of developing facility needs plan. **60 Days: December 1-31** • Initial discussions have begun and will continue to develop needs **90 Days:** • Strategic planning meeting is being scheduled for the beginning of 2020 and facility needs will be a component of those talks to solidify 3-5 year needs. • The Board of Education will vote in January to complete a feasibility study on a new elementary school based upon the DFP. **120 Days:** **150 Days:** **180 Days:**	Nov. 1, 2019	May 1, 2020
	Will this require additional fiscal resources? __YES _X_NO		Estimate cost		
	Will this require additional human resources? __YES _X_NO		Estimate cost		
					What will we do differently?
STUDY	**Analyze the results.** *What happened?*				
ACT	**Make improvements.** *What did we do with what we learned?*				

PDSA – OPERATIONAL SUPPORT/FOOD SERVICE
Breathitt County School District

PLAN	Six Steps to Improvement
	Validate the need for improvement. *State Management audit recommendations:* ● It is recommended that Breathitt County High School examine alternate methods of breakfast meal service. Options could be to offer a second chance breakfast, breakfast grab and go stations or serving breakfast in the classroom. Allowing additional access to the breakfast meal service would not only benefit students in terms of providing nutrition, but it would also provide increased revenue due to the program's Community Eligibility Program (CEP) meal claiming rate of 100%. ● It is recommended that a system for evaluation of menu items be implemented. Such a system would allow for the food service director and staff to be able to evaluate food items that students and staff enjoy and will eat versus those they do not. It is important for program meals to be of high food quality and items that program participants enjoy consuming. An evaluation system could consist of taste testing potential items, a feedback system for current items, and also rotating menu items to increase variety. *How are we doing? How do we know?*
	Clarify purpose, goals, and measures. Goal: **Breathitt County Schools will develop and implement effective systems for food service processes and policies through data use and best practice**. *Why are we here? What do we need to do well together? How will we know how we're doing?*
DO	**Adopt and deploy an approach to continual improvement.** **Action steps will be developed collaboratively with school staff to correct deficiencies found in the management audit and these steps will be monitored at least monthly with completed tasks highlighted in** <mark>**green**</mark>**, tasks in process marked in** <mark>**yellow**</mark> **and tasks not started marked in** <mark>**red**</mark>**.** *How will we work together to get better?*

Translate the approach into aligned action.

Steps	Actions to Accomplish Plan (Drivers)	Tasks to Accomplish Details Outlined in 30/60/90 Plans	Start Date	Projected Completion Date
# 1	There is little evidence of an attempt to provide students with an opportunity to taste test items or provide direct feedback on items served in the program. It is recommended that a system for evaluation of menu items be implemented.	**30 Days: November 1-30** • Tabitha Napier, School Nutrition Director met with various district personnel, parents, and students on November 6, 2019 that serve on the district Wellness Policy Committee. The committee members completed a group activity and gave various suggestions and methods for evaluation of menu items and ways of allowing more student input. • Continue to brainstorm ideas from the session shared on 11/6/19 and determine what method of evaluation would best be suited for each grade level. **60 Days: December 1-31** • Begin work with food service secretary and Chefs in Schools on developing a process on collecting data from students for each grade level/type of school. These may include student online surveys, face to face interaction during meal service and paper surveys, taste testings with sticker satisfaction ratings, etc. **90 Days: January 1-31** • Work with KDA to schedule replacement personnel for Chefs in School Program. Judith Gurnee, original chef assigned to our district in December 2019 is now on medical leave indefinitely at this time. The month and year for replacement chef in the Chefs in School Program will be determined by the Kentucky Department of Agriculture. **120 Days: February 1-29** • Schedule student surveys for a sample of elementary students using paper surveys and sticker satisfaction ratings. • Schedule student surveys for a sample of high school students using paper surveys.	11/1 11/1 12/1 1/1 2/1	11/30 11/30 12/31 1/31 2/29

			150 Days: **180 Days:**		
	# 2	It is recommended that Breathitt County High School examine alternate methods of breakfast meal service. Options could be to offer a second chance breakfast, breakfast grab and go stations or serving breakfast in the classroom.	**30 Days: November 1-30** ● Tabitha Napier, School Nutrition Director met with various district personnel, parents, and students on November 6, 2019 that serve on the district Wellness Policy Committee. The committee members completed a group activity and gave various suggestions and possible changes that could be implemented to help increase the breakfast participation at Breathitt High School. ● BHS improved by 6% on breakfast participation for September 2019 compared to August 2019, to 54%. Overall district breakfast participation improved to 72.6% and overall lunch participation improved to 90.6%, an increase of 7.2% and 3.3% respectively compared to August 2019. ● Continue to track monthly meal participation rates and make more recommendations for improvement. Email monthly rates to Superintendent, principals, and lunchroom managers and explore alternatives to increase meal participation rates. ● Continue to brainstorm ideas from the session shared on 11/6/19 and determine what's most suitable for the school and able to be implemented based on scheduling of the day, accessibility to students, and other variables. **60 Days: December 1-31** ● Discuss in more detail and coordinate possible changes in breakfast service with Charlie Davidson, Breathitt High School Principal and food service staff, including breakfast on the go in a high traffic area of the school. Breakfast on the go began the last few days of November and overall participation increased by 1% for the month. ● Continue to track monthly meal participation rates and make more recommendations for improvement. Email monthly rates to Superintendent, principals, and lunchroom managers and explore alternatives to increase meal participation rates.	11/1 11/1 11/1 11/1 12/1 12/1	11/30 11/30 11/30 11/30 12/31 12/31

			90 Days: January 1-31 ● <mark>Continue breakfast on the go near the student drop off point at BHS and monitor participation.</mark> ● <mark>Continue to track monthly meal participation rates and make more recommendations for improvement. Email monthly rates to Superintendent, principals, and lunchroom managers and explore alternatives to increase meal participation rates. Develop a Google Doc tracking and comparing district meal participation data, to include the high school and share with the board members on an annual basis. Compare December breakfast participation rates to months prior to include breakfast on the go and compare data. December's breakfast participation has increased by 4% to 54% since the initiation of breakfast grab and go.</mark> **120 Days: February 1-29** ● **Continue to monitor breakfast grab and go and potential increases in breakfast participation. Continue to track monthly meal participation rates and make more recommendations for more improvement.** **150 Days:** **180 Days:**	<mark>1/1</mark> <mark>1/1</mark> 2/1	<mark>1/31</mark> <mark>1/31</mark> 2/29
	Will this require additional fiscal resources? __YES __NO				
	Will this require additional human resources? __YES __NO				$
					What will we do differently?

STUDY	**Analyze the results.**
	What happened?
ACT	**Make improvements.**
	What did we do with what we learned?

REPEAT THE CYCLE

PDSA – TRANSPORTATION
Breathitt County School District

PLAN	Six Steps to Improvement
	Validate the need for improvement. *State Management audit recommendations:* ● It is recommended that the district develop and implement a bus replacement policy to effectively manage buses needed for daily transportation, older buses needed for substitute usage, and efficient depreciation of bus assets. · *How are we doing? How do we know?*
	Clarify purpose, goals, and measures. Goal: **Breathitt County Schools will develop and implement effective systems for transportation through data use and best practice.** *Why are we here? What do we need to do well together? How will we know how we're doing?*
DO	**Adopt and deploy an approach to continual improvement.** **Action steps will be developed collaboratively with school staff to correct deficiencies found in the management audit and these steps will be monitored at least monthly with completed tasks highlighted in** green**, tasks in process marked in** yellow **and tasks not started marked in** red**.** *How will we work together to get better?*

Translate the approach into aligned action.

Steps	Actions to Accomplish Plan (Drivers)	Tasks to Accomplish Details Outlined in 30/60/90 Plans	Start Date	Projected Completion Date

# 1	It is recommended the district have 30-32 buses available to use to cover routes and substitute buses when needed.	**30 Days: November 1-30** 	
		   • **We have a plan in place to keep 30-32 buses in the fleet**
		60 Days: December 1-31
		   • **Revise/Update Bus Replacement Plan**
		90 Days January 1-31:
		   • **Present to local board of education for approval**
		120 Days:
		150 Days:
		180 Days:
				In progress

# 2	Breathitt County would need to budget to purchase 2 buses each year.	**30 Days: November 1-30** 	
		   • **2 Buses were purchased and approved**
		   • **Bus replacement plan is being reviewed**
		60 Days: December 1-31
		   • **In progress**
		90 Days: January 1-31:
		   • **In progress**
		120 Days:
		150 Days:
		180 Days:
				In Progress

# 3	Due to Breathitt County having concerns regarding the dependability of the remaining 10 hybrid buses that are currently on routes, it is recommended that the older buses be kept in reserve.	**30 Days: November 1-30** 	
		   • **In progress**
		60 Days: December 1-31
		   • **In progress**
		90 Days: January 1-31:
		   • **Receive approval from local board to declare older buses surplus**
		120 Days: Solicit bids for surplus buses
		150 Days:
				In Progress

			180 Days:		

# 4		It is recommended that the district develop and implement a bus replacement policy to effectively manage buses needed for daily transportation, older buses needed for substitute usage, and efficient depreciation of bus assets.	**30 Days: November 1-30** 	
			  ● **Plan is in place**
			60 Days: December 1-31
			  ● **In progress**
			90 Days: January 1-31:
			  ● **In progress**
			120 Days:
			150 Days:
			180 Days:
					Plan is in place

Will this require additional fiscal resources? YES __NO			Estimate cost	Costs associated with meeting supplies	$
Will this require additional human resources? __YES __NO			Estimate cost		$

What will we do differently?

STUDY	**Analyze the results.**
ACT	**Make improvements.** *Bus Replacement Plan: https://drive.google.com/open?id=1dNGTnYPrsQTsZWoWjSkDozRSHkOuI1HE*

REPEAT THE CYCLE

PDSA – PERSONNEL ADMINISTRATION
Breathitt County School District

PLAN	**Six Steps to Improvement**
	Validate the need for improvement. *State management audit recommendations:* ● It is recommended that the district develop a formal procedural task list to ensure consistency and accuracy in the setup of new employees. ● It is recommended that the district develop a standard inventory of documents to be included for each employee. ● It is recommended that the classified employee evaluations include the specific job duties corresponding to the job description of the position for which the employee was hired. *How are we doing? How do we know?* **Clarify purpose, goals, and measures.** Goal: **Breathitt County Schools will develop and implement effective systems (policies and procedures) for personnel management through data use and best practice**. *Why are we here? What do we need to do well together? How will we know how we're doing?*
DO	**Adopt and deploy an approach to continual improvement.** **Action steps will be developed collaboratively with school staff to correct deficiencies found in the management audit and these steps will be monitored at least monthly with completed tasks highlighted in <mark>green</mark>, tasks in process marked in <mark>yellow</mark> and tasks not started marked in <mark>red</mark>.** *How will we work together to get better?*

Translate the approach into aligned action.

Steps	Actions to Accomplish Plan (Drivers)	Tasks to Accomplish Details Outlined in 30/60/90 Plans	Start Date	Projected Completion Date
# 1	It is recommended that the district develop a standard inventory of documents to be included for each employee.	**30 Days: November 1-30** ● **Procedure 03.121 AP.22; Google Sheet** **60 Days: December 1-31** **90 Days:** **120 Days:** **150 Days:** **180 Days:**	11/01/19	12/31/2019
# 2	It is recommended that a copy of the evaluation be kept at the school location (secured) but the original should be maintained in the employee's official personnel file at the central office.	**30 Days: November 1-30** **60 Days: December 1-31** **90 Days:** ● **This is the current process and will be reviewed at next Principals' meeting and COLT meeting to ensure understanding and compliance** **120 Days:** **150 Days:** **180 Days:**	1/20/2020	2/1/2020
# 3	It is recommended that the classified employee evaluations include the specific job duties corresponding to the job description of	**30 Days: November 1-30** **60 Days: December 1-31** **90 Days:** ● **Review process followed by other districts to find exemplar that fits our district.** **120 Days:** **150 Days:** **180 Days:**	2/1/2020	6/30/2020

		the position for which the employee was hired.		
#4	It is recommended that the district implement Standard Operating Procedures that identify all steps and associated forms that support the hiring process.	**30 Days: November 1-30** **60 Days: December 1-31 - Google Sheet** **90 Days:** **120 Days:** **150 Days:** **180 Days:**	12/1/2019	12/31/2019
#5	It is recommended that the district develop a formal procedural task list to ensure consistency and accuracy in the setup of new employees.	**30 Days: November 1-30** ● **60 Days: December 1-31** ● **Personnel Flow Chart** ● **Google Sheet** **90 Days:** **120 Days:** **150 Days:** **180 Days:**	11/01/2019	12/31/2019
Will this require additional fiscal resources? __YES __NO		Estimate cost	Costs associated with meeting supplies	$
Will this require additional human resources? __YES NO		Estimate cost	Costs associated with meeting supplies	

What will we do differently?

STUDY	Analyze the results.
	What happened?
ACT	Make improvements.
	What did we do with what we learned?

REPEAT THE CYCLE

PDSA – PLANNING
Breathitt County School District

PLAN	Six Steps to Improvement
	Validate the need for improvement. *State management audit recommendations:* ● Develop and implement a 3-5 year plan that encompasses the academic, financial, and facility needs of the district. The superintendent and the advisory council members should include a variety of stakeholders (e.g., central office staff, principals, SBDM members, teachers, parents, students, community members) in the development and implementation of this plan to ensure that the needs of the district are met. *How are we doing? How do we know?*
	Clarify purpose, goals, and measures. Goal: **Breathitt County Schools and Advisory Board of Education will develop a sustainable system through systemic change that ensures decisions are made based on research, school level data, community needs, and is flexible to the changing needs of the district.** *Why are we here? What do we need to do well together? How will we know how we're doing?*
DO	**Adopt and deploy an approach to continual improvement.** **Action steps will be developed collaboratively with school staff to correct deficiencies found in the management audit and these steps will be monitored at least monthly with completed tasks highlighted in green, tasks in process marked in yellow and tasks not started marked in red.** *How will we work together to get better?*

Translate the approach into aligned action.

Steps	Actions to Accomplish Plan (Drivers)	Tasks to Accomplish Details Outlined in 30/60/90 Plans	Start Date	Projected Completion Date
# 1	Develop and implement a 3-5 year plan that encompasses the academic, financial, and facility needs of the district. The superintendent and the advisory council members should include a variety of stakeholders (e.g., central office staff, principals, SBDM members, teachers, parents, students, community members) in the development and implementation of this plan to ensure that the needs of the district are met.	**30 Days: November 1-30** ● Review management audit and current strategic plan ● Reflect upon strategic planning process ● Begin strategic planning conversation with board members and COLT **60 Days: December 1-31** ● Review protocols for strategic planning **90 Days: January 1-31** ● Select protocol to be implemented to support strategic planning ● Identify and invite participants to initial strategic planning meeting **120 Days: February 1-29** ● Conduct initial strategic planning meeting with shareholders **150 Days:** **180 Days:**		
# 2	Structures have not been fully developed to ensure that community members have a clear understanding of the role of the Board of Education and the role of the superintendent.	**30 Days: November 1-30** ● **60 Days: December 1-31** ● **90 Days: January 1-31** ● Organizational Chart will be published on the District Website ● Links to Definition of Board Roles and Responsibilities will be published on the District Website **120 Days: February 1-29** ● Review organizational chart as part of initial strategic planning meeting	2/1/2020	2/29/2020

		● Explain the roles and responsibilities of the board of education and the superintendent **150 Days:** **180 Days:**		
Will this require additional fiscal resources? YES __NO		Estimate cost	Costs associated with meeting supplies	$
Will this require additional human resources? YES __NO		Estimate cost	Costs associated with meeting supplies	$

What will we do differently?

STUDY	**Analyze the results.** *What happened?*
ACT	**Make improvements.** *What did we do with what we learned?*

REPEAT THE CYCLE