

THE SCHOOL DISTRICT OF PHILADELPHIA 2021-2022 School-based Planning Tool (Phase 1 Root Cause Analysis and Budget)			
School Grade Span	00-05		
ULCS Code	6220		
Name of School	Eleanor C. Emlen School		
Neighborhood Network	Network 6		
Assistant Superintendent	Kimberly Newman		
ESSA Federal Designation	A-TSI		
Admission Type	Neighborhood		
District Classification (SGS-Acceleration, SGS-Academic Improvement Plan, School Redesign Initiative, CTE school-wide program)	NA		
Programmatic Partners/Initiatives/Interventions (Ex. Community School, Promise Neighborhoods, ISA, Faith-based partners etc.)	NA		
Principal Name	Tammy Thomas		
Years as Principal	8		
Years as Principal at this School	8		
Planning Team			
Team Member Title	Team Member Name	Organization	Email Address
Principal	Tammy Thomas	6220	tpiercethomas@philasd.org
Additional Leadership Team Representative	Frank Slabinski	6220	faslabinski@philasd.org
Math Content Specialist/Teacher Leader	Frank Slabinski	6220	faslabinski@philasd.org
Literacy Content Specialist/Teacher Leader	Megan McHugh	6220	meccduffy@philasd.org
Science Content Specialist/Teacher Leader	Chris Conallen	6220	cmconallen@philasd.org
School-based Climate Representative	John Coats	6220	jcoats@philasd.org
Parent	Sandria White	Emlen Parent	sandriawhite1@gmail.com
Community member	Jan Deruiter	Philadelphia Children's Foundation	jan@phillykids.org
Business partner (other than parent or community member)	Carol Bates	Chestnut Hill Rotary Club	cbatesphoto@gmail.com
Student (required for High Schools)	N/A	N/A	N/A
Planning and Evidence-based Support (PESO) member	Leya Egea-Hinton	LN6	legeahinton@philasd.org
Special Education Case Manager	Lynda Larubio	LN6	lsupplee@philasd.org
Network Attendance Coach	Michaela Finkelstein	LN6	mfinkelstein@philasd.org
Network Culture and Climate Coach	Daniel Merin	LN6	dmerin@philasd.org
Grants Compliance Monitor	Patty Nelson	Grants & Compliance Office	pnelson@philasd.org
Central Office Talent Partner	Laurese Harper	Talent Office	lharper@philasd.org
Network Early Literacy/Literacy Director	Toni O'Karma	LN6	aokarma@philasd.org
Network Professional Learning Specialist	Martha Schlatter	LN6	mdschlatter@philasd.org
Prevention and Intervention Liaison	Howard Marcus	LN6	hcmarcus@philasd.org
PBIS Coach (if applicable)	N/A	N/A	N/A
Relationships First Coach (if applicable)	N/A	N/A	N/A
Youth Court Coach (if applicable)	N/A	N/A	N/A
Community School Coordinator (if applicable)	N/A	N/A	N/A
Multilingual Manager	Maria Villella	LN6	mvillella@philasd.org
EL Point Person	Frank Slabinski	6220	faslabinski@philasd.org
What is your School's vision (i.e., a picture of the "preferred future"; a statement that describes how the future will look if the district fulfills its mission.)			
<p>At Emlen Elementary School, our vision is to have all students experience grade level curriculum aligned to content standards. Teachers will analyze and use data for action planning and to drive instruction. Members of our school community will create a culture of learning and collaboration in order to best meet the needs of all of our students. Our goal is to prepare today's students to become tomorrow's leaders.</p>			

ADDITIONAL DATA ANALYSIS

ELA Assessment Data (Leading Indicators for Board Goals #1-2, and 4)

[AIMSweb Reading Gr K-5 Data \(Click for link to data\)](#)

aimsweb Reading	Winter 2020-21					Fall 2020-21			
	Particip	Tier 1	Tier 2	Tier 3	SGP	Particip	Tier 1	Tier 2	Tier 3
K	94.6%	8.6%	11.4%	80.0%	44	84.4%	14.8%	18.5%	66.7%
1st	94.6%	32.1%	11.3%	56.6%	47	89.3%	32.0%	4.0%	64.0%
2nd	73.7%	38.1%	11.9%	50.0%	38	71.9%	53.7%	9.8%	36.6%
3rd	93.0%	45.0%	7.5%	47.5%	46	86.4%	34.2%	28.9%	36.8%
4th	75.0%	47.9%	14.6%	37.5%	46	68.8%	38.6%	25.0%	36.4%
5th	92.5%	46.9%	16.3%	36.7%	45	85.2%	41.3%	21.7%	37.0%

Math Assessment Data (Leading Indicators for Board Goals 3, and 4)

[AIMSweb Math Gr K-5 Data \(Click for link to data\)](#)

aimsweb Math	Winter 2020-21					Fall 2020-21			
	Particip	Tier 1	Tier 2	Tier 3	SGP	Particip	Tier 1	Tier 2	Tier 3
K	94.6%	22.9%	22.9%	54.3%	60	87.5%	10.7%	39.3%	50.0%
1st	92.9%	28.8%	21.2%	50.0%	54	85.7%	27.1%	20.8%	52.1%
2nd	87.7%	28.0%	14.0%	58.0%	37	78.9%	46.7%	11.1%	42.2%
3rd	93.0%	15.0%	25.0%	60.0%	40	86.4%	13.2%	13.2%	73.7%
4th	78.1%	22.0%	28.0%	50.0%	42	75.0%	33.3%	25.0%	41.7%
5th	92.5%	26.5%	10.2%	63.3%	38	87.0%	14.9%	29.8%	55.3%

Climate Data

Annual Attendance Data (Click for link to data)					Monthly Attendance Snapshots (Click for link to data)				Suspension Data (Click for link to data)			
Attendance (% of students)	2020-21 YTD	2019-20	2018-19	2017-18	Jan 2021	Jan 2020	March 2020	March 2019	Students with Zero Suspensions (% of students)	2019-20	2018-19	2017-18
95%+ days	53.3%	59.1%	45.0%	43.2%	54.4%	57.2%	59.1%	43.9%	All students	98.9%	97.8%	89.2%
90-95% days	21.0%	24.2%	29.5%	28.1%	19.9%	26.3%	24.2%	31.0%	Black/Afr Amer	98.8%	97.6%	89.2%
85-90% days	9.2%	9.6%	15.0%	16.2%	10.1%	8.5%	9.6%	13.6%	Hispanic/Latino	100.0%	100.0%	88.9%
80-85% days	4.1%	3.3%	4.4%	5.9%	3.8%	4.5%	3.3%	5.2%	Asian			100.0%
<80% days	12.4%	3.8%	6.1%	6.4%	11.7%	3.4%	3.8%	6.2%	White	100.0%	100.0%	75.0%

Comprehensive Plan: Strategies and Action Steps						
Evidence Based Strategy #1:						
ELA Framework (Focus: Tier I Academics)						
Select Any Applicable Goals	Why Statement	Goal Statement	Essential Practice			
Board Goal 1	The data shows there hasn't been any increase in ELA over the last three years because there hasn't been a targeted focus on small group instruction where teachers have been provided PD on analyzing Aimsweb Data to support more intention SGI and intervention instruction.					
Anticipated Outputs (link out to EP Look Fors)			Monitoring/Evaluation			
If Guided reading instruction and small group instruction is taking place in all K-3 classrooms and Teachers are following the 120 minute literacy guide and plan, Teachers are using district resources, (ELA Framework, ReadyGen, pacing guides- OCI digital website), and Teachers have vocabulary posted in the classroom, and continuing to focus on Foundational Skills, monthly Short Answer Writing Prompts, LN6 Tasks, and PSSA released items, then our students will			LN6 TDA's and Math Tasks, AimswebPlus assessments, walkthroughs and teacher observations/coaching, i-Ready, Lexia, PSSA Focus Groups (small group instruction), Short Answer /released Writing Prompts/ SAS			
Action Steps	Anticipated Start Date	Anticipated Completion Date	Lead Person/Position	Materials / Resources Needed	PD Step?	
Teachers will incorporate the ELA Framework and Look-Fors into their mandatory 120-minute daily schedule.	09/08/2021	6/10/2022	Teachers, SBTL, Lit Lead, Principal	ELA Framework, ELA 120 min. schedule/block, ELA Look Fors	Y	
We will ensure that all staff actively participate in the District's professional learning for implementation of the literacy framework.	08/23/21	6/10/2022	Teachers, SBTL, Lit Lead, Principal, LN6 Team, SDP OAS Team	PD material	Y	
Principal, SBTL, and Lit Lead will construct CPT schedule and agendas to focus on an observation & feedback schedule that will identify trends in literacy data to inform CPT, Data Review, requests for professional learning, progress monitoring, and status of implementation.	09/13/2021 (start of GG mtgs)	6/2/2022	Teachers, SBTL, Lit Lead, Principal	GG Agendas, Curriculum, Look Fors, Frameworks, LN6 Data Protocols	N	
Collect literacy data to determine areas of strength and areas to improve as it aligns to LN6 and District instructional expectations.	Fall Aimsweb	Spring Aimsweb	Teachers, SBTL, Lit Lead, Principal	Aimsweb Test Measures, Stimulus Books, Progress Monitoring Books, If/Then Resource -SGI	Y	
Principal will review and provide feedback on teachers lesson plans and unit plans bi weekly by using the "Look For" documents. (Virtually/hybrid via meet/zoom)	09/08/2021	6/10/2022	Principal	Google Classroom for LPs	N	
Determine quarterly implementation goals aligned to "Look For" data.	09/13/2021 (start of GG mtgs)	6/10/2022	Teachers, SBTL, Lit Lead, Principal	Look Fors, Frameworks	Y	
Collaborate with LN6 and Central Office Points of Contact to support CPT and school-based professional learning.	09/13/2021	6/10/2022	Teachers, SBTL, Lit Lead, Principal, LN6 Team, SDP OAS Team	Frameworks, Resources/Topics as needed	N	
Plan, implement, and assess lessons aligned to the District's curriculum (or Quarters at a Glance) *OCI digital website.	09/08/2021	6/10/2022	Teachers, Principal, SBTL, Lit Lead	Curriculum, OCI digital website, Frameworks, Look Fors, ReadyGen, enVision	N	
Teachers will align ELA Framework & Curriculum implementation to the Look-Fors.	09/08/2021	6/10/2022	Teachers, Principal, SBTL, Lit Lead	ELA Framework, ELA 120 min. schedule/block, ELA Look Fors	Y	
Analyze student data (LN6 Tasks, Aimsweb) to monitor progress towards meeting expected student outcomes.	11/16/2021 (end of 1st Qtr.)	6/10/2022	Teachers, Principal, SBTL, Lit Lead, LN6 Team	Data Protocols, Aimsweb Data, LN6 Tasks + Rubrics	N	
Parent workshops are held to inform them about curriculum frameworks and various assessments and how they can support their children at home. (If virtual/hybrid workshops will be held on meet/zoom).	Fall Title-I /SAC Mtg.	06/10/2022	Teachers, Principal, SBTL, Lit Lead, Parents, SAC/Face Coordinator	Curriculum Frameworks, Look Fors, Aimsweb, topics as needed, SAC topics/resources	N	
Parents are updated on student's progress once AimswebPLUS testing is completed at each marking period.	11/22/2021 (Report Card Conferences)	6/10/2022	Parents, Teachers	Report Cards, Student Data	N	

Comprehensive Plan: Strategies and Action Steps

Evidence Based Strategy #2:

Math Framework (Focus: Tier I Academics)

Select Any Applicable Goals	Why Statement	Goal Statement	Essential Practice
Board Goal 3	The data shows there hasn't been major growth over the past three years because of teacher comfortability with leading math lessons and not offering enough student discourse and time for students to be able to show and explain their work.	Grade 3-8 students proficient on Math PSSA will grow from 21.5% in August 2019 to 52.0% by August 2026.	EP03: School teams use a collaborative process to analyze a variety of assessment data (including diagnostic, formative, and summative) in order to monitor student learning and adjust programs and instructional practices

Anticipated Outputs (link out to EP Look Fors)

Monitoring/Evaluation

If Teachers develop lesson plans that provide high quality math instruction using best practices from the Math Framework including grade-level common core standards, use the OCI digital website, provide differentiated instruction based on their skill level with accommodations and modifications, small groups based on needs, while keeping the pace, then students will score proficient/advanced on Math PSSA. Teachers will also engage in ongoing mathematics dialogue about standards, instruction, and

We will monitor the implementation and effectiveness of this strategy using district benchmark assessments, adaptive interventions, classroom assessments, walkthroughs and observations, lesson plan feedback, and individual/class progress monitoring, iReady, PSSA Focus Groups (sm. group instruction), and LN6 Math Framework Look-Fors.

Action Steps	Anticipated Start Date	Anticipated Completion Date	Lead Person/Position	Materials / Resources Needed	PD Step?
Teachers will incorporate the Math Framework and Look-Fors into their mandatory daily schedule.	09/08/2021	6/10/2022	Teachers, Principal, SBTL, Lit Lead	Math Framework, Curriculum, OCI digital website, Math Look Fors	Y
We will ensure that all staff actively participate in the District's professional learning for implementation of the math framework.	08/23/2021	6/10/2022	Teachers, SBTL, Lit Lead, Principal, LN6 Team, SDP OAS Team	Math Framework, Curriculum, OCI digital website, Math Look Fors, Math Routines, Do-Nows, Formative Tasks	Y
Principal, SBTL, and Lit Lead will construct CPT schedule and agendas to focus on an observation & feedback schedule that will identify trends in math data to inform CPT. Data Review, requests for professional learning, progress monitoring, and status of implementation.	9/13/2021 (start of GG mtgs.)	06/02/2022	Teachers, Principal, SBTL, Lit Lead	GG Agendas, Curriculum, Look Fors, Frameworks, LN6 Data Protocols	N
Collect math data to determine areas of strength and areas to improve as it aligns to LN6 and District instructional expectations.	Fall Aimsweb, i-Ready	Spring Aimsweb, i-Ready	Teachers, Principal, SBTL, Lit Lead	Aimsweb Test Measures, Stimulus Books, Progress Monitoring Books, i-Ready Diagnostics	N
Principal will review and provide feedback on teachers lesson plans and unit plans bi weekly by using the "Look For" documents. (Virtually/hybrid via meet/zoom)	09/08/2021	6/10/2022	Principal	Google Classroom for LP's	N
Determine quarterly implementation goals aligned to "Look For" data.	09/13/2021 (start of GG mtgs)	06/10/2022	Principal, Teachers, SBTL, Lit Lead	Frameworks, Look Fors, Math Routines, Martha's LN6 Resources: Self-Evaluation	Y
Collaborate with LN6 and Central Office Points of Contact to support CPT and school-based professional learning.	09/13/2021	6/10/2022	Teachers, SBTL, Lit Lead, Principal, LN6 Team, SDP OAS Team	Frameworks, Resources/Topics as needed	N
Plan, implement, and assess lessons aligned to the District's curriculum (or Quarters at a Glance) *OCI digital website.	09/08/2021	6/10/2022	Teachers, Principal, SBTL, Lit Lead	Curriculum, OCI digital website, Frameworks, Look Fors, ReadyGen, enVision	N
Teachers will align Math Framework & Curriculum implementation to the Look-Fors.	09/08/2021	6/10/2022	Teachers, Principal, SBTL, Lit Lead	Math Framework, Daily schedule/block, Math Look Fors, Math Routines	Y
Analyze student data (LN6 Tasks, Aimsweb) to monitor progress towards meeting expected student outcomes.	11/16/2021 (end of 1st Qtr.)	6/10/2022	Teachers, Principal, SBTL, Lit Lead, LN6 Team	Data Protocols, Aimsweb Data, LN6 Tasks + Rubrics	Y
Parent workshops are held to inform them about curriculum frameworks and various assessments and how they can support their children at home. (If virtual/hybrid workshops will be held on meet/zoom).	Fall Title-I /SAC Mtg.	6/10/2022	Teachers, Principal, SBTL, Lit Lead, Parents, SAC/Face Coordinator	Curriculum Frameworks, Look Fors, Aimsweb, topics as needed, SAC topics/resources	N

Comprehensive Plan: Strategies and Action Steps

Evidence Based Strategy #1:

Relationships First (Focus: Tier I Climate Framework)

Select Any Applicable Goals	Why Statement	Goal Statement	Essential Practice
Board Goal 1	The data shows there hasn't been any increase in ELA over the last three years because there hasn't been a targeted focus on small group instruction where teachers have been provided PD on analyzing Aimsweb Data to support more intention SGI and intervention instruction.	Grade 3-8 students proficient on ELA PSSA will grow from 35.7% in August 2019 to 65.0% by August 2026.	EP11: Promote and sustain a positive school environment where all members feel welcomed, supported, and safe in school: socially, emotionally, intellectually, and physically
Additional Goal 1	(please type a Why statement here for this goal)	Climate	EP11: Promote and sustain a positive school environment where all members feel welcomed, supported, and safe in school: socially, emotionally, intellectually, and physically

Anticipated Outputs (link out to EP Look Fors)

Monitoring/Evaluation

Adult-student, adult-adult, and student-student interactions are positive, caring, and respectful. There are clear procedures for reporting and responding to safety concerns. Discipline procedures are aligned with the goals of supporting students in their learning and being respectful of all individuals; the goals are enhanced with authentic student- driven opportunities for reconciliation when appropriate. Leadership and staff are provided continuous professional development to develop and sustain

We will monitor the effectiveness and implementation of this strategy using attendance and suspension data, SIS, ODRs and referrals, the PBIS Rewards app, and district wide survey data.

Action Steps	Anticipated Start Date	Anticipated Completion Date	Lead Person/Position	Materials / Resources Needed	PD Step?
Train school leadership on full implementation scope and sequence of Relationships First (RF), giving a high-level overview of implementation across all three tiers of the MTSS framework	8/23/2021	8/30/2021	RF Coach	RF Tier 1 Action Steps	Y
Create roster to ensure adequate time for every student to participate in Community-Building Circle (CBC)	8/23/2021	8/30/2021	Counselor, Principal, RF Coach	Calendar of Topics	
Ensure that the school's progressive discipline policy includes restorative interventions, including restorative conversations (RC), that must be used prior to writing an ODR	8/23/2021	9/30/2021	Principal	GG Agendas, Calendar of topics	
Identify school-level Relationships First team and train this team in CBC & RC in preparation for school-wide PD	11/1/2021	6/1/2022	Principal	Calendar of Topics	
Include Relationships First team members in MTSS Tier 1 team	9/1/2021	6/15/2022	Teachers, Counselor, Principal, SBTL, Lit Lead		
Train all staff on Relationships First Tier 1 CBC & RC (this includes training for front-office staff, custodians, and SSOs in RC)	9/1/2021	6/15/2022	Counselor	PD Materials	
Identify & Train Youth Leaders in CBC	9/1/2021	6/15/2022	Counselor	GG Agendas, Calendar of topics	Y
Make a plan for ongoing support and coaching	9/1/2021	6/15/2022	Principal	Calendar of Topics	
Implement CBC in every classroom or advisory for 45 minutes every week	9/1/2021	6/15/2022	Teachers, Counselor, Principal, SBTL, Lit Lead		
Train staff on RJ equity to liberation module 1	9/1/2021	6/15/2022	RF Coach		Y

Eleanor C. Emlen School [6220] 2021-2022 School Plan

	Goal Statement	Q1 Target	Q2 Target	Q3 Target	Q4 Target
BOARD GOAL 1	At least 41% of grade 3-5 students will score proficient/advanced on the ELA PSSA	At least 41% students in grades 3-5 will score at or above grade-level on the District's within-year reading assessment in Q1	At least 41% students in grades 3-5 will score at or above grade-level on the District's within-year reading assessment in Q2	At least 41% students in grades 3-5 will score at or above grade-level on the District's within-year reading assessment in Q3	At least 41% students in grades 3-5 will score at or above grade-level on the District's within-year reading assessment in Q4
	Actual Performance				
	Met Target?				
BOARD GOAL 2	At least 31% of grade 3 students will score proficient/advanced on the ELA PSSA	At least 31% students in grades K-3 will score at or above grade-level on the District's within-year reading assessment in Q1	At least 31% students in grades K-3 will score at or above grade-level on the District's within-year reading assessment in Q2	At least 31% students in grades K-3 will score at or above grade-level on the District's within-year reading assessment in Q3	At least 31% students in grades K-3 will score at or above grade-level on the District's within-year reading assessment in Q4
	Actual Performance				
	Met Target?				
BOARD GOAL 3	At least 19% of grade 3-5 students will score proficient/advanced on the Math PSSA	At least 19% students in grades 3-5 will score at or above grade-level on the District's within-year math assessment in Q1	At least 19% students in grades 3-5 will score at or above grade-level on the District's within-year math assessment in Q2	At least 19% students in grades 3-5 will score at or above grade-level on the District's within-year math assessment in Q3	At least 19% students in grades 3-5 will score at or above grade-level on the District's within-year math assessment in Q4
	Actual Performance				
	Met Target?				
95% ATTENDANCE GOAL	At least 75% of all students will attend school 95% of days or more	At least 75% of all students will attend school 95% of days or more in Q1.	At least 75% of all students will attend school 95% of days or more in Q2.	At least 75% of all students will attend school 95% of days or more in Q3.	At least 75% of all students will attend school 95% of days or more in Q4.
	Actual Performance				
	Met Target?				