	Cardinal School Action Plan 2025 26 to 2027 29				
	Cardinal- School Action Plan - 2025-26 to 2027-28 Principal: Colin Brown				
Goal #1	Math - SOL				
Strategic Plan Performance Objectives	PO-SAGS-1-By 2030, at least 90% of assessments and all reporting groups toward closing proficiency gaps.				
Strategic Plan Goal Area	Student Academic Growth & Success				
Baseline Data	Spring 2024 - Math SOL (93%) Black - 56% pass rate Hispanic 68% pass rate EL 50% pass rate SWD 66% pass rate Econ. Disady 45% pass rate	Black - 56% pass rate Hispanic 68% pass rate Hispanic 65% pass rate EL 48% pass rate SWD 66% pass rate SWD 65% pass rate Hispanic 65% pass rate Black - 71% pass rate Black - 7			
	3 Year	Performance Goal			
Black - Increase pass rate from (Spr. 2024 pa Hispanic - Increase pass rate from (Spr. 2024	By 2027, opportunity gaps on the Math SOL (aggregated for all grade levels) will be reduced by the following tiered goal: Black - Increase pass rate from (Spr. 2024 pass rate) 56% to at least 75%, reducing the gap from 37% to 17% Hispanic - Increase pass rate from (Spr. 2024 pass rate) 68% to at least 70%, reducing the gap from 25% to 23% EL - Increase pass rate from (Spr. 2024 pass rate) 50% to at least 55%, reducing the gap from 43% to 37%				
Econ. Disadv Increase pass rate from (Spr.					
	Annual	Performance Goals			
Annual Performance Goal Year 1 (2025-26) Black - Increase pass rate from 71% to at least 73%, reducing the gap from 22% to 19% Hispanic - Increase pass rate from 65% to at least 68%, reducing the gap from 28% to 25% EL - Increase pass rate from 48% to at least 52%, reducing the gap from 45% to 41% SWD - Increase pass rate from 65% to at least 69%, reducing the gap from 28% to 24% Econ. Disadv Increase pass rate from 66% to at least 69%, reducing the gap from 27% to 24%					
Annual Performance Goal Year 2 (2026-27) Black - Increase pass rate from 73% to at least 75%, reducing the gap from 19% to 17% Hispanic - Increase pass rate from 68% to at least 70%, reducing the gap from 25% to 23% EL - Increase pass rate from 69% to at least 56%, reducing the gap from 41% to 37% SWD - Increase pass rate from 69% to at least 72%, reducing the gap from 24% to 21% Econ. Disadv Increase pass rate from 69% to at least 72%, reducing the gap from 24% to 21%					

	Cardinal- School Action Plan - 2025-26 t Principal: Colin Brown	o 2027-2			
	By June 2028, opportunity gaps on the Math SOL (aggregated for all grade	levels) will be re	educed by the follow	ving tiered goal:	
Annual Performance Goal Year 3 (2027-28)	Black - Increase pass rate from 75% to at least 77%, reducing the gap from 17% to 15% Hispanic - Increase pass rate from 70% to at least 72%, reducing the gap from 23% to 21% EL - Increase pass rate from 55% to at least 59%, reducing the gap from 37% to 33% SWD - Increase pass rate from 72% to at least 74%, reducing the gap from 21% to 19% Econ. Disadv Increase pass rate from 72% to at least 74%, reducing the gap from 21% to 19%				
	Strategic Plan Strategies				
Strategic Plan Strategies- PRIMARY Strategic Plan Strategies- ADDITIONAL (OPTIONAL) -	Strategic Plan Strategies- ADDITIONAL S-SAGS-1.1-Deliver APS curriculum through rigorous, differentiated, evidence-based, and culturally responsive instruction aligned to the				
	Action Steps	, ,		<u> </u>	
Action Steps		Timeline	Responsible & Accountable	Monitoring for Implementation	
* Provide opportunities for EL and SpEd teaches supporting students. * Teacher will use all components of the 3 recoregularly meet with the teacher in targeted small	Implement Mathematics curriculum utilizing county provided curriculum and curricular resources (Pilot IXL). Provide opportunities for EL and SpEd teachers to collaborate with Math Coach or grade-level CLT wherever they are apporting students. Teacher will use all components of the 3 recommended math workshop structures within each unit. Every student will egularly meet with the teacher in targeted small group. Targeted groups are differentiated to meet each students' needs. Provide just-in-time support to help students access rade level curriculum. Teacher will use all components of the 3 recommended math workshop structures within each unit. Every student will each unit. Every student will monitor by conducting walkthroughs and observat and attending CLTs.				
Additional targeted small group 2-5x weekly during the intervention block using research based programs/strategies, rogress monitored and documented. (Including Kathy Richardson, Math in Practice, Bridges, and/or Do The Math (as porporiate and by need) Collaborative planning including EL and support teachers to target identified needs. Identify target areas to address undents still scoring in Below Basic and Basic quantile ranges. Ensure that ELs have access to environmental and visual caffolds (such as manipulatives, anchor charts for key vocabulary and processes, manipulatives, etc.) to aid					
ier 3 In addition to the regular math-block, intensive one-on-one or very small group meeting 4-5x weekly using research based rograms/strategies, progress monitored and documented. (Bridges, Do the Math, Math Recovery®(by trained Math ecovery teacher), Kathy Richardson) Principal, AP, and coachers support with ATSS, Math, Sept - June, ongoing teachers, EL, SpEd teachers, Math monitor by conducting				SPED & EL Office - will monitor by conducting walkthroughs and observations	

10/17/2025 2

Cardinal- School Action Plan - 2025-26 to 2027-28 Principal: Colin Brown					
Academies/Math Institute (if offered), MAP Growth data analysis training, Mastery Connect implementation; In-house opportunities; coaching cycles. CLT trainings on Math Workshop structures, small group intervention strategies and				Classroom teachers, EL, SpEd teachers, Math Coach,	Principal, AP, and coaches will support with ATSS, Math, SPED & EL Office - will monitor by conducting walkthroughs and observations and attending CLTs.
	Progr	ess Monitoring			
Strategic Plan Measures To determine if goal was achieved	LGI-SAGS-1.3-Math SOLs	- Strategic Plan Key Performan	ce Indicator	KPI-SAGS-1.4-% SOL	of students passing the Math
Evidence of Progress toward Annual Goal (MP1)	Annual Goal			Evidence of Pro	gress toward Annual Goal (MP4)
School level- NWEA - MAP Growth Teacher/CLT/Grade -District Benchmarks [Mastery Connect] -SOL Quick Checks (Just in time Quick Checks) -Progress Monitoring Data from Interventions	Teacher/CLT/Grade -District Benchmarks [Mastery Connect] -SOL Quick Checks (Just in time Quick Checks) -Progress Monitoring Data from Interventions	la		-SOL Quick Check	

Goal #2	Reading - SOL			
Strategic Plan Goal Area	Student Academic Growth & Success			
Strategic Plan Performance Objectives	PO-SAGS-1-By 2030, at least 90% of APS students will meet or exceed proficiency on the Virginia Standards of Learning (SOL's) assessments and all reporting groups will meet or exceed APS annual targets to demonstrate increased levels of proficiency and progress toward closing proficiency gaps.			
Baseline Data	Spring 2024 - Reading SOL 93% Spring 2025 - Reading SOL 91% Black - Pass 56% Black - Pass 66% Hispanic - Pass 66% EL - Pass 32% EL - Pass 32% SWD - Pass 66% SWD - Pass 66% SwD - Pass 57% Econ. Disady - Pa			
3 Year Performance Goal				

Cardinal- School Action Plan - 2025-26 to 2027-28 Principal: Colin Brown

READING SOL

By 2027, opportunity gaps on the Reading SOL (aggregated for all grade levels) will be reduced by the following tiered goal:

Black - Increase pass rate from (Spr. 2024 pass rate) 56% to at least 89%, reducing the gap from 37% to 2%

Hispanic - Increase pass rate from (Spr. 2023 pass rate) 68% to at least 72%, reducing the gap from 25% to 19%

EL - Increase pass rate from (Spr. 2023 pass rate) 50% to at least 45%, reducing the gap from 43% to 45% (Note change is EL scores in 2025)

SWD - Increase pass rate from (Spr. 2023 pass rate) 66% to at least 69%, reducing the gap from 27% to 22%

Econ. Disadv. - Increase pass rate from (Spr. 2023 pass rate) 45% to at least 64%, reducing the gap from 48% to 27%

	Annual Performance Goals				
Annual Performance Goal Year 1 (2025-26)	By June 2026, opportunity gaps on the Reading SOL will be reduced by the following tiered goal: Black - Increase pass rate from 86% to at least 88%, reducing the gap from 5% to 3% Hispanic - Increase pass rate from 65% to at least 69%, reducing the gap from 26% to 22% EL - Increase pass rate from 32% to at least 40%, reducing the gap from 58% to 50% SWD - Increase pass rate from 62% to at least 66%, reducing the gap from 29% to 25% Econ. Disadv Increase pass rate from 57% to at least 61%, reducing the gap from 34% to 30%				
Annual Performance Goal Year 2 (2026-27)	By June 2027, opportunity gaps on the Reading SOL will be reduced by the following tiered goal: Black - Increase pass rate from 88% to at least 89%, reducing the gap from 3% to 2% Hispanic - Increase pass rate from 69% to at least 72%, reducing the gap from 22% to 19% EL - Increase pass rate from 40% to at least 45%, reducing the gap from 50% to 45% SWD - Increase pass rate from 66% to at least 69%, reducing the gap from 25% to 22% Econ. Disadv Increase pass rate from 61% to at least 64%, reducing the gap from 30% to 27%				
Annual Performance Goal Year 3 (2027-28)	By June 2028, opportunity gaps on the Reading SOL will be reduced by the following tiered goal: Black - Increase pass rate from 68% to at least 70%, reducing the gap from 25% to 23% Hispanic - Increase pass rate from 72% to at least 75%, reducing the gap from 19% to 16% EL - Increase pass rate from 45% to at least 50%, reducing the gap from 45% to 40% SWD - Increase pass rate from 69% to at least 72%, reducing the gap from 22% to 19% Econ. Disadv Increase pass rate from 64% to at least 67%, reducing the gap from 27% to 24%				
Strategic Plan Strategies					
Strategic Plan Strategies- PRIMARY	S-SAGS 1.3-Provide structures (professional learning communities planning days, prioritize time in the schedule for planning, common language) that strengthen collaboration, shared belief in ability to achieve intended results, and scaling of best practices across all schools and the division.				
Strategic Plan Strategies- ADDITIONAL (OPTIONAL) -					
	Action Steps				
Action Steps		Timeline	Responsible & Accountable	Monitoring for Implementation	

	Cardinal- School Actio Principa	on Plan - 2025-26 t al: Colin Brown	o 2027-2	28	
			Sept-June, ongoing	Admin, Classroom Teachers, Reading Specialist, EL teachers, SpEd teachers, Coaches	
			Sept-June, ongoing	Admin, Classroom Teachers, Reading Specialist, EL teachers, SpEd teachers, Coaches	Principal, AP, and coaches will support with ATSS, Math, SPED & EL Office - will
		Sept-June, ongoing	Admin, Classroom Teachers, Reading Specialist, EL teachers, SpEd teachers, Coaches	monitor by conducting walkthroughs and observations and attending CLTs.	
'' '		Sept-June, ongoing	Admin, Classroom Teachers, Reading Specialist, EL teachers, SpEd teachers, Coaches		
Strategic Plan Measures To determine if goal was achieved	LGI-SAGS-1.1-Reading SOLs	ading SOLs Strategic Plan Key Performance Indicator KPI-SAGS-1.2-% of students passin Reading SOL		of students passing the	
Evidence of Progress toward Annual Goal (MP1)	Evidence of Progress toward Annual Goal (MP2)	Evidence of Progress toward Annual Goal (MP3)		Evidence of Pro	gress toward Annual Goal (MP4)

10/17/2025 5

Cardinal- School Action Plan - 2025-26 to 2027-28 Principal: Colin Brown				
School level-	Teacher/CLT/Grade-	School level-	School level-	
NWEA Reading	-End of Unit [Mastery Connect]	NWEA Reading	NWEA Reading	
VALLSS	-Quarterly Assessments [Mastery Connect]	VALLSS	VALLSS	
Teacher/CLT/Grade-		Teacher/CLT/Grade-	Teacher/CLT/Grade-	
-End of Unit [Mastery Connect]		-End of Unit [Mastery Connect]	-End of Unit [Mastery Connect]	
-Quarterly Assessments [Mastery Connect]		-Quarterly Assessments [Mastery Connect]	-Quarterly Assessments [Mastery Connect]	

Goal #3	EL Progress		
Strategic Plan Goal Area	Student Academic Growth & Success		
Strategic Plan Performance Objectives	PO-SAGS-1-By 2030, at least 90% of APS students will meet or exceed proficiency on the Virginia Standards of Learning (SOL's) assessments and all reporting groups will meet or exceed APS annual targets to demonstrate increased levels of proficiency and progress toward closing proficiency gaps.		
Baseline Data	ACCESS 2.0 - EL Progress – SY 2024-25 (21 students) 52.5% EL - Pass rate from (Spr. 2023 pass rate) 50% Reading SOL- 2024-25 - (22 students) 32% Identify if goal is required based on state or federal requirements, or other guidelines		
3 Year Performance Goal			

By 2028, opportunity gap on the Reading SOL (aggregated for all grade levels) will be reduced by the following tiered goal: EL - Increase pass rate from (Spr. 2025 pass rate) 32% to at least 50%, reducing the gap from 58% to 40%

	Annual Performance Goals				
Annual Performance Goal Year 1 (2025-26)	By 2026, EL - Increase pass rate from 32% to at least 40%, reducing the gap from 58% to 50%				
Annual Performance Goal Year 2 (2026-27)	By 2027, EL - Increase reading SOL pass rate from 40% to at least 45%, reducing the gap from 50% to 45%				
Annual Performance Goal Year 3 (2027-28)	By 2028, EL - Increase reading SOL pass rate from 45% to at least 50%, reducing the gap from 45% to 40%				
	Strategic Plan Strategies				
Strategic Plan Strategies- PRIMARY	S-SAGS-1.1-Deliver APS curriculum through rigorous, differentiated, evidence-based, and culturally responsive instruction aligned to the Virginia standards of learning with opportunities to infuse depth and complexity to promote deeper understanding of the content.				
Strategic Plan Strategies- ADDITIONAL (OPTIONAL) -					

Cardinal- School Action Plan - 2025-26 to 2027-28 Principal: Colin Brown

Principal: Colin Brown					
	Ac	ction Steps			
Action Steps			Timeline	Responsible & Accountable	Monitoring for Implementation
			Sept-June, Ongoing	Admin, Classroom Teachers, Reading Specialist, EL teachers, SpEd teachers, Coaches	
			Sept-June, Ongoing	Admin, Classroom Teachers, Reading Specialist, EL teachers, SpEd teachers, Coaches	Principal, AP, and coaches will support with ATSS, ELA, SPED & EL Office - will
Tier 3: * Structured literacy lessons in addition to regular tier 1 instruction * Multisensory decoding/encoding lessons; repeated opportunities for practice * Targeted small group instruction based on need with EL teachers * Enhanced vocabulary instruction			Sept-June, Ongoing	Admin, Classroom Teachers, Reading Specialist, EL teachers, SpEd teachers, Coaches	monitor by conducting walkthroughs and observations and attending CLTs.
Professional Learning Build teacher capacity through: -Coaching by EL teachers to support implementation of instructional practices and data analysis -Structures to support development of collective efficacy within the CLT/Grade Level -Provide teachers with ACCESS testing awareness through PD		August for initial training, Sept-June, Ongoing	Admin, Classroom Teachers, Reading Specialist, EL teachers, SpEd teachers, Coaches		
	Progre	ess Monitoring			
Strategic Plan Measures To determine if goal was achieved LGI-SAGS-1.1-Reading SOLs Strategic Plan Performance (Objectives	KPI-SAGS-1.2-% of SOL	students passing the Reading	
Evidence of Progress toward Annual Goal (MP1) Evidence of Progress toward Annual Goal (MP2) Evidence of Progress toward Annual Goal (MP3)		Annual Goal	Evidence of Pro	gress toward Annual Goal (MP4)	

10/17/2025 7

Cardinal- School Action Plan - 2025-26 to 2027-28 Principal: Colin Brown				
School level- NWEA Reading VALLSS Teacher/CLT/Grade-	Teacher/CLT/Grade- -End of Unit [Mastery Connect] -Quarterly Assessments [Mastery Connect]	School level- NWEA Reading VALLSS Teacher/CLT/Grade-	School level- NWEA Reading VALLSS ACCESS	
End of Unit [Mastery Connect] Quarterly Assessments [Mastery Connect] —End of Unit [Mastery Connect] —Uuarterly Assessments [Mastery Connect] —Uuarterly Assessments [Mastery Connect] —Uuarterly Assessments [Mastery Connect] —Uuarterly Assessments [Mastery Connect]				

Goal #4	Student Well-Being		
Strategic Plan Goal Area	Student Well-Being		
Strategic Plan Performance Objectives	PO-SWB-1-By 2030, at least 80% of students will respond favorably about their school climate, mental health and self-management skills		
Baseline Data	Spr. 2025 YVM I see people like me in the lessons, books, and stories at school. Overall 65%, HIspanic 50%, White 65%, Other 72%	Identify if goal is required based on state or federal requirements, or other guidelines	
3 Year Performance Goal			

By 2027, 75% of students will see people like themselves in lessons, books, and stories at school.

Annual Performance Goals					
Annual Performance Goal Year 1 (2025-26)	By 2026, 70% of students will see people like themselves in lessons, books, and stories at school.				
Annual Performance Goal Year 2 (2026-27)	By 2027, 75% of students will see people like themselves in lessons, books, and stories at school.				
Annual Performance Goal Year 3 (2027-28)	By 2028, 80% of students will see people like themselves in lessons, books, and stories at school.				
Strategic Plan Strategies					
S-SWB-1.1-Implement evidence-based, culturally responsive curriculum materials and strategies that help build resilience and support students maintain and/or improve their physical, social, emotional, and mental health, with a deliberate focus on Black, Hispanic, Students with Disabilities, English Learners and other historically marginalized student groups, (c) Explicit SEL strategies that can be incorporated into core instruction					
Strategic Plan Strategies- ADDITIONAL (OPTIONAL) -					
Action Steps					
Action Steps		Timeline	Responsible & Accountable	Monitoring for Implementation	

Cardinal- School Action Plan - 2025-26 to 2027-28 Principal: Colin Brown					
			Sept-June ongoing	Admin team, Lead Teacher Team, Coaching Team. Librarian, SEL team, PTA	Principal, AP, and coaches will support with SEL team - will monitor by conducting walkthroughs and observations and attending CLTs.
Progress Monitoring					
Strategic Plan Measures To determine if goal was achieved	LGI-SWB-1.2-YVM Student: School Climate			KPI-SWB-1.4-% of students responding favorably to YVM school climate question, "Overall, how much do you feel like you belong at your school?": 4th-5th & 6-12th*	
Evidence of Progress toward Annual Goal (MP1)	Evidence of Progress toward Annual Goal (MP2)	Evidence of Progress toward Annual Goal (MP3)		Evidence of Progress toward Annual Goal (MP4)	
Staff meeting working agreement	Staff Meeting Check-in, Classroom check-in	Exit tickets, anecdotal records (SE morning meeting)	L lessons,	YVM	

Goal #5	Partnerships			
Strategic Plan Goal Area	Partnerships			
Strategic Plan Performance Objectives	PO-P-3-By 2024, at least 90% of APS families will respond favorably on student and family engagement on the Your Voice Matters survey results.			
Baseline Data	Spring 2025 YVM: "My student's school offers a variety of family engagement activities to support their academic progress beyond back to school night or parent teacher conferences." 93%	Identify if goal is required based on state or federal requirements, or other guidelines		
3 Year Performance Goal				

By 2028, maintain at least 93% of Cardinal families responding favorably on the family engagement segment on the YVM survey. "My student's school offers a variety of family engagement activities to support their academic progress beyond back to school night or parent teacher conference."

Annual Performance Goals

Cardinal- School Action Plan - 2025-26 to 2027-28					
		al: Colin Brown			
Annual Performance Goal Year 1 (2025-26)	By 2026, maintain at least 93% of Cardinal families responding favorably on the family engagement segment on the YVM survey. "My student's school offers a variety of family engagement activities to support their academic progress beyond back to school night or parent teacher conference."				
Annual Performance Goal Year 2 (2026-27)	By 2027, maintain at least 93% of Cardinal families responding favorably on the family engagement segment on the YVM survey. "My student's school offers a variety of family engagement activities to support their academic progress beyond back to school night or parent teacher conference."				
Annual Performance Goal Year 3 (2027-28)	By 2028, maintain at least 93% of Cardinal families responding favorably on the family engagement segment on the YVM survey. "My student's school offers a variety of family engagement activities to support their academic progress beyond back to school night or parent teacher conference."				
	Strategi	c Plan Strategies			
Strategic Plan Strategies- PRIMARY	S-P-2.1-Collaborate with and consistently gather feedback from families on family and community engagement and opportunities for improvement.				
Strategic Plan Strategies- ADDITIONAL (OPTIONAL) -	Strategic Plan Strategies- ADDITIONAL				
Action Steps					
Action Steps			Timeline	Responsible & Accountable	Monitoring for Implementation
Increase academic and social emotional learning opportunities provided by staff for parents at PTA and other meetings. Sept-June ongoing				PTA executive board, Mental Health Team, admin team, classroom teachers	Principal & AP will monitor through developing PTA agendas that include academic and SEL opportunities and check-in meetings with staff who are presenting.
Continue to offer virtual options for SST and other student support meetings. Sept-June ongoing			PTA executive board, Mental Health Team, admin team, classroom teachers	Principal & AP will monitor through participation in SST, PTA and PT Conferences to ensure virtual options are provided	
Continue to offer multiple information opportunities (park meet and greets, school information sessions, rising grade level parent orientation sessions, PTA meetings, the Book Fair, Family Science Night, the annual art show, Kaleidoscope Day, Purple Star event, Diversity Equity Inclusion session for parents, and other meetings.			PTA executive board, Mental Health Team, admin team, classroom teachers	Principal & AP will monitor by developing and reviewing plans to engage families	
Progress Monitoring					
Strategic Plan Measures To determine if goal was achieved	LGI-P-2.1-YVM Family - Partnerships: Family Engagement	Strategic Plan Key Performar	ice Indicator		s responding favorably to YVM os: Family Engagement

Cardinal- School Action Plan - 2025-26 to 2027-28 Principal: Colin Brown				
Evidence of Progress toward Annual Goal (MP1) Evidence of Progress toward Annual Goal (MP2)		Evidence of Progress toward Annual Goal (MP3)	Evidence of Progress toward Annual Goal (MP4)	
	School-Based Survey		YVM	