



Norfolk Public Schools

Multi-Tiered Systems of Supports Action Plan

2023-2024

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Norfolk Public Schools is committed to ensuring that all of our students have proactive supports for academic achievement, for daily, on-time attendance at school, and for social-emotional wellness so that they can actively engage in learning and reach their full potential. In NPS, we believe in *Equity and Excellence for All*, which means that we are committed to providing each student with individualized supports and interventions developed to overcome barriers to school attendance and to engaging in learning. Significantly accelerating increased student achievement in literacy and numeracy, especially among our students who perform well below their peers, focuses our efforts for MTSS development and implementation and directly aligns with our *Norfolk Public Schools Strategic Plan 2022-2027* under the **Student Excellence** and **Safety and Climate** goals. Implementation of MTSS will also have indirect positive impacts upon our **Workforce** and **Community** goals as well, as the MTSS approach involves not only the entire school community, but also enlists the support of the broader community. Furthermore, implementing proactive, systemic, and division-wide tiered supports and interventions for students will streamline the work of staff, including teachers, thus reducing work-related stress, according to extant research.

We have developed this plan collaboratively with our Virginia Tiered Systems of Supports (VTSS) systems coaches, in alignment with our five-year grant awarded from the Virginia Department of Education (VDOE). This plan reflects the intentional work we will conduct this year to ensure the streamlining and alignment of our previous work in NPS for implementation of Positive Behavior Intervention and Supports (PBIS), Restorative Practices, Response to Intervention for academics (RTi), and Social-Emotional Learning, supports, and interventions (SEL). To accomplish that overarching goal, the plan includes three essential actions we will undertake during the 2023-2024 school year, with accompanying action steps:

- Restructuring our Division Leadership Team (DLT) to become a working team that meets monthly and ensures inclusion of representatives from needed departments, along with our division-level systems coaches
- Streamlining and aligning all supports, interventions, and professional development for academics, social-emotional screening and learning, and PBIS (including restorative practices)
- Implementing a social-emotional screener with aligned social-emotional learning lessons and resources
- Contracting a mental health referral service for connecting students needing support beyond the scope of the school setting with mental health professionals in our community within acceptable timelines for care

The chart below details our SMART goals for the restructuring of our DLT and for the consistent, school-based implementation of MTSS teams and systems in all our schools and sites.

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Division-Wide Goal: Implement MTSS division-wide to support student excellence through proactive systems, supports, and interventions to ensure all students reach their full potential in academics, attendance, and social-emotional wellness.

Area of Focus: Implementation with fidelity of a division-wide Multi-tiered System of Supports (MTSS) Framework

SMART Goal: By June 2024, each school and site in Norfolk Public Schools will implement with fidelity an MTSS team that proactively provides individualized supports to students for reaching academic, attendance, and social-emotional goals.

Essential Action: Establish an MTSS Division Leadership Team (DLT) that provides a systemic framework, monitoring, and coaching to school teams, with aligned system-wide resources, interventions, decision rules, and tools for school-based implementation to provide systemic, proactive supports and interventions to meet students' individual needs.

Action Plan

Action Steps (Place in sequential order)	Position(s) Responsible for Implementation	Implementation and/or Completion Timeline	Evidence/Artifacts	Position(s) Responsible for Monitoring	Monitoring Frequency
Restructuring of the NPS MTSS division-wide MTSS team, with reset of team members, norms, and the establishment of monthly team meeting dates/times for the 2023-2024 school year	CSO	Meeting with VTSS coaches – July and August 2023 Initial meeting with Chiefs for identification of team members and restructuring protocols – September 2023	Agendas, minutes, finalized team member list, calendar of meetings	CSO	Monthly
Development of the NPS MTSS Implementation Plan for 2023-2024	CSO/DLT	Draft plan review, input, and finalization – September 2023	NPS MTSS Implementation Plan	CSO	Weekly through finalization of the plan in September

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Development of the MTSS Progression Chart integrating resource mapping (previously completed in 2022-2023) and establishing clear decision rules for tiered interventions	DLT	<p>Crosswalk between progression chart draft and resource map – September & October 2023</p> <p>Recommendations to DLT & finalization – October 2023</p> <p>PD & communication of chart and resources to schools/sites – October 30, 2023</p>	<p>Finalized progression chart, communication document (WIP)</p> <p>PD materials and agenda for 10/30/23</p>	CSO	Weekly
Development of MTSS division-wide protocols and tools for school teams	DLT	<p>Draft review and subcommittee input/refinement of protocols & tools – September 2023</p> <p>Recommendations to DLT for finalization of protocols and tools – Early October 2023</p> <p>PD & communication of protocols and tools for schools/sites – October 30, 2023</p>	<p>Finalized Team Meeting Protocol, Progression Chart/Decision Rules, Student Intervention Plan, Referral for additional services and evaluations protocol</p> <p>PD materials and agenda for 10/30/23</p>	CSO	Weekly

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MTSS Professional development planning	DLT	<p>Principals' Meetings each month – September 2023 through April 2024</p> <p>October 30, 2023 Professional Development Day – initial MTSS protocols, tools training</p> <p>Data dashboard and data-based decision-making training – initial on 10/30/23; follow-up: monthly principals' meetings – October 2023 – April 2024</p> <p>PD for PBIS Team Leaders on conducting the TFI in NPS – January 2024</p> <p>Summer planning for SLI, systems coaching, VTSS trainings – April 2024</p>	PD materials and agendas each month; evidence of school implementation of initiatives during site visits and data meetings	CSO and EDs	Monthly
Systems coaching, implementation, and monitoring support for schools through attending school-based data meetings and MTSS meetings.	Executive Directors of Schools	<p>Data meetings – monthly October 2023 – April 2024</p> <p>Weekly CSO/ED meeting protocol</p>	Agendas, ED meeting protocol forms with next steps and supports needed identified for action	CSO	Weekly

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		October 2023- June 2024			
Division-Wide Goal: Implement MTSS division-wide to support student excellence through proactive systems, supports, and interventions to ensure all students reach their full potential in academics, attendance, and social-emotional wellness.					
Area of Focus: Integration and alignment of Positive Behavior Interventions and Supports (PBIS), Restorative Practices, and additional social-emotional supports and learning into the holistic MTSS framework and delivery system					
SMART Goal: By June 2024, PBIS, restorative practices, and SEL screeners and supports will be fully aligned and integrated into the NPS MTSS framework that is being used for school-based MTSS implementation.					
Essential Action: Align all efforts for social-emotional screening, intervention, and support into the MTSS framework.					
Action Plan					
Action Steps (Place in sequential order)	Position(s) Responsible for Implementation	Implementation and/or Completion Timeline	Evidence/Artifacts	Position(s) Responsible for Monitoring	Monitoring Frequency
Integrate Restorative Practices into PBIS framework	Division PBIS Champion & Senior Coordinator of DSSS	Meeting to integrate components together and ensure alignment & recommendation to DLT - October 2023 Communication in WIP – November 2023	Updated PBIS/Restorative Practices Plan and framework, WIP memo	CSO/CSSSIO	Bi-Weekly
Professional development for updated PBIS framework and implementation	Division PBIS Champion, Senior Coordinator of DSSS	PD for administrators – November 2023 and continuing monthly in principals' meetings through April 2024	PD materials and agenda	CSO/CSSSIO	Monthly

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Division-Wide Goal: Implement MTSS division-wide to support student excellence through proactive systems, supports, and interventions to ensure all students reach their full potential in academics, attendance, and social-emotional wellness.

Area of Focus: Implementation of Social-Emotional universal screener and aligned resources, supports and interventions

SMART Goal: By June 2024, NPS will provide systemic screening and aligned support for students' social-emotional wellness.

Essential Action: implement a social-emotional screener with aligned social-emotional learning classroom lessons and resources, along with a mental health referral service.

Action Plan

Action Steps (Place in sequential order)	Position(s) Responsible for Implementation	Implementation and/or Completion Timeline	Evidence/Artifacts	Position(s) Responsible for Monitoring	Monitoring Frequency
Implement the universal screener K-12 using the online survey	Senior Director of Student Wellness	<p>July/August 2023 – initial training of staff</p> <p>Online additional professional development modules for staff – September 2023 – June 2024</p> <p>Development of opt-out letter and communications to school administrators – September 2023</p> <p>Initial survey implementation – October 2023</p>	Training materials, online modules, survey	CSO/CSSSIO	Bi-weekly

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Professional development planning for implementation	Senior Director of Student Wellness, CSO	<p>Initial survey implementation PD for school counselors and administrators – Summer 2023</p> <p>Use of data for counselors, administrators, teachers – October 2023 after initial survey administration</p> <p>Use of aligned resources for counselors and teachers – November 2023 and ongoing modules through May 2024</p>	Training materials, online modules	CSO/CSSSIO	Monthly