

Galena Park Independent School District

District Improvement Plan

2019-2020

Accountability Rating: B



Mission Statement

The mission of the Galena Park Independent School District is to prepare students to become productive citizens and lifelong learners.

Vision

Leading...Learning...Serving

District Profile

When Ezekiel Thomas died, one thousand acres of his property was sold at public auction to Isaac Batterson, who settled on the land and named the settlement Clinton, after his former home in New York. In 1928, construction of the new high school, which was the old Galena Park Middle School was completed, and E. Lunsford became Principal. It was also in 1928, on April 13, that a group of citizens met and officially changed the name of the town from Clinton to Galena Park after the Galena Signal Oil Company, one of the town's leading industries. The change was made because the United States Post Office Department rejected the earlier name since there was already a post office at Clinton, Texas, in Hunt County.

Galena Park Independent School District was established in 1930 with G. P. Smith serving as Superintendent. He was followed by J. C. Ingram, W. E. Driskill, Dr. Walton Hinds, W. C. Cunningham, Dr. Gerald D. Cobb, Dr. Don W. Hooper, Dr. Shirley J. Neeley, and Dr. Mark Henry. Dr. Angi Williams is currently serving as Superintendent.

There are three high schools, five middle schools, fifteen elementary schools, and alternative programs staffed by approximately 2,000 teachers, administrators, classified and auxiliary personnel making us one of the largest employers in east Harris County. The District includes 39 square miles outside of Loop 610 East and has a student enrollment of over 22,000.

The District opened an Early College High School program for the 2015-2016 school year and graduated it's first class in 2018-2019.

In May 2016, District voters passed the largest bond referendum in the District's history. A \$290 million issue was approved, paving the way for the District to begin construction projects designed to carry GPISD into the future. The bonds are being used to pay for the construction of six new elementary campuses, a new 10th grade center, renovating and upgrading all campuses and facilities, and acquiring land for future facility needs. Phase two of new construction has completed with new facilities being built for Galena Park Elementary, North Shore Elementary, Woodland Acres Elementary, Cloverleaf Elementary and North Shore Senior High's 10th Grade Center.

Table of Contents

Comprehensive Needs Assessment	5
Needs Assessment Overview	5
Demographics	9
Student Achievement	10
District Culture and Climate	12
Staff Quality, Recruitment, and Retention	13
Curriculum, Instruction, and Assessment	14
Parent and Community Engagement	15
Technology	16
Priority Problem Statements	17
Comprehensive Needs Assessment Data Documentation	18
Goals	20
Goal 1: The District will provide a safe, productive and healthy learning/ working environment for students and staff.	20
Goal 2: The District will provide information and opportunities to assist students in preparing for college and careers.	27
Goal 3: The District will ensure student growth in the tested areas.	36
Goal 4: The District will ensure students are provided quality enrichment/extracurricular programs and encourage their participation.	41
Goal 5: The District will have a 96.5% or higher student attendance rate and a 97% or higher staff attendance rate.	49
Goal 6: The District will provide opportunities for parental/community involvement and business partnership.	54
Goal 7: The District will ensure high quality staff is employed.	60
Goal 8: The District will provide superior operational services to best support students and staff success.	66
RDA Strategies	71
State Compensatory	72
Budget for District Improvement Plan:	72
Title I Schoolwide Elements	74
ELEMENT 1. SWP COMPREHENSIVE NEEDS ASSESSMENT (CNA)	74
1.1: Comprehensive Needs Assessment	74
ELEMENT 2. SWP CAMPUS IMPROVEMENT PLAN (CIP)	74
2.1: Campus Improvement Plan developed with appropriate stakeholders	74
2.2: Regular monitoring and revision	75
2.3: Available to parents and community in an understandable format and language	75
2.4: Opportunities for all children to meet State standards	75

2.5: Increased learning time and well-rounded education	75
2.6: Address needs of all students, particularly at-risk	75
ELEMENT 3. PARENT AND FAMILY ENGAGEMENT (PFE)	75

Comprehensive Needs Assessment

Revised/Approved: June 18, 2020

Needs Assessment Overview

Where We've Been:

District Accountability Rating

2018-2019	88 -- B
2017-2018	Not Rated: Harvey Provision

System Safeguards / Closing the Gap Domain

2018-2019 Missed:

- Academic Achievement Targets - 10:26
- Growth Status Targets - 8:24
- Graduation Rate Targets - 6:7
- Student Success Targets - 5:13

2018-2019 Met:

- School Quality Targets
- English Language Proficiency Targets

2017-2018 Missed:

- Academic Achievement Targets - 13:26
- Growth Status Targets - 5:24
- Graduation Rate Targets - 7:7
- Student Success Targets - 8:13
- School Quality Targets - 5:9

Attendance, Dropout, & College Readiness Data

	2014-2015	2015-2016	2016-2017
Attendance	95.6	95.8	96.1
Drop-Out (7-8)	.3	.4	.5
Drop-Out (9-12)	2.5	2.1	3.3
4 Year Graduation Rate	89.7	90.4	88.8
Advanced Course/Dual Enrollment	36.4	40.4	42.9

STAAR/EOC Summary - Approaches Level

Subject	Year	State	District
All Subjects	2019	78	78
	2018	77	76
Reading / ELA	2019	75	73
	2018	74	72
Mathematics	2019	82	84
	2018	81	84
Writing	2019	68	67
	2018	66	64
Science	2019	81	82
	2018	80	80
Social Studies	2019	81	79
	2018	78	71

Highly Qualified Teacher Data

Since 2012, 100% of Galena Park ISD teachers are highly qualified.

Where We Are Now:

Galena Park ISD continues to deliver effective instruction to our diverse and growing student population in grades Pre-K through 12 and takes great pride in its academics. A variety of outstanding instructional programs are designed to meet the ever-changing needs of the students we serve. Our instructional programs include: bilingual education, English as a Second Language (ESL), advanced placement classes, pre-advanced placement classes, dual credit, gifted and talented, special education, Career and Technical Education (CTE), tutorials and alternative educational programs as well as a CTE Early College High School. The District has dropout recovery programs to help our students: Pregnancy Related Services and PEP child care, Accelerated Center for Education, Night School, 21st Century Community Learning Centers, and the Optional Flexible School Day programs. In addition, the District takes great pride in outstanding fine arts, CTE, athletic, academic UIL, LOTC and JROTC programs. Several of our award-winning programs have been recognized at the district, regional and state levels.

State Compensatory Education

The goal of State Compensatory Education is to increase the academic achievement and reduce the drop out rate of at-risk students. Galena Park Independent School District provides funds for supplemental state compensatory education programs and services for students who are identified as at risk. The programs and services were designed for these students using district test results in order to improve and enhance the regular education and summer school programs. Each campus oversees the administration of each supplemental State Compensatory Education Program.

Title I

The goal of Title I is to provide additional supplemental support to students who meet the low socio-economic criteria. In Galena Park ISD, campuses receive Title I funds based on the number of low socio-economic students. Funds are focused on increasing student academic achievement in the core content areas. Funds are utilized to provide supplemental staff, support after school tutorials and supplemental instructional materials. In addition, parent involvement activities are supported for each campus.

Title I, Part C Migrant

The goal of Title I Part C, Migrant is to ensure that migrant children are provided with appropriate educational services, including supportive services, that address their special needs in a coordinated and efficient manner. In Galena Park ISD, students are provided with clothes that meet our dress code, supplies and medical vouchers as needed. In addition, training for migrant parents is provided throughout the year to ensure student success. The District Migrant Coordinator meets/conferences with Priority for Service (PFS) migrant students and parents to monitor the services and growth of PFS students a minimum of twice a quarter completing a Priority for Services (PFS) Student Progress Review monthly; to ensure that PFS students are receiving the appropriate individualized services to address their academic needs. PFS students will receive lessons in areas of concern using STRIDE Academy-Adaptive Learning Platform bi-weekly utilizing technology that is checked out to them.

Where We're Going:

Based on feedback from this year's District Needs Assessment Survey, Parent Involvement Survey results, department input, assessment data, DPAC feedback and end-of-year program evaluations, the following sections outline our strengths and priority needs for 2019-2020. We will maintain efforts to support the District goals established by our Board of Trustees. The District will continue to implement the superintendent's focus areas of: Accountability/Own It, Growth/Improvement in EVERY department and EVERY campus, Follow-up and Follow-through, Quality Curriculum/Engaging Lessons, Quality Instruction, Quality Professional Learning for Leaders and Excellence in All We Do.

Demographics

Demographics Summary

Galena Park ISD consists of three high schools, five middle schools, fifteen elementary schools, one alternative program, one Early Head Start and two daycare centers staffed by approximately 3200 employees making us one of the largest employers in east Harris County. The District includes 34 square miles outside of Loop 610 East and has a student enrollment of approximately 22,300.

The student population is 15.0% African-American, 4.1% White, 0.6% Asian, 79.1% Hispanic, 0.3% American Indian or Alaska Native, and 0.8% Two or More Races with an economically disadvantaged status of 85.5%. The district serves 34.0% English Language Learner students, 9.0% of students served through special education. 65.4% of GPISD students are identified as at-risk. The average daily attendance rate for students was 95.7%.

Demographic Data Summary

Below is a student demographic summary based on our October 2019 fall snapshot data:

Subpopulation	Number of Students
African American	3418
White	803
Asian	132
Hispanic	17,888
American Indian or Alaska Native	40
Native Hawaiian/Other Pacific Islander	6
Two or More Races	141
Economically Disadvantaged	19,234
Limited English Proficient	8,058
Special Education	2,153
At-Risk	15,207

Demographics Strengths

Student Achievement

Student Achievement Summary

The following is a summary of student data from 2018 STAAR assessments to 2019 STAAR assessments.

- Reading Approaches grade level scores remained relatively the same in grades 3, 5, and 6, but increased in grades 4, 7, and 8.
- Reading Meets grade level scores increased in grades 3, 4, 7 and 8, with grades 5 and 6 decreasing.
- Reading Masters grade level scores increased in grades 3, 5, and 8, with decreases in grades 4, 6, and 7.
- Writing Approaches grade level scores increased in both grade 4 and grade 7; Meets decreased; and Masters remained relatively the same.
- Math Approaches grade level scores remained relatively the same in grade 3 and 8. decreased in grades 4 and 5, and increased in grades 6 and 7.
- Math Meets grade level scores decreased in elementary and increased in middle school.
- Math Masters grade level scores remained relatively the same in grades 3, 4, 6, and 7 with increased in grade 5 and 6.
- Science Approaches grade level scores decreased in grade 5 and increased in grade 8.
- Science Meets grade level scores increased in both grades 5 and 8.
- Science Masters grade level scores increased in grade 5 and decreased in grade 8.
- Social Studies Approaches, Meets, and Masters scores all increased considerably in grade 8.
- English I and II EOC scores increased for Galena Park High School and remained relatively the same for North Shore Senior High.
- Algebra I EOC scores improved for both high schools and continued to hold steady at all middle schools.
- Biology EOC scores saw improvements in the Meets and Masters grade level scores for both Galena Park High and North Shore Senior High.
- US History EOC scores remained relatively the same for North Shore Senior, but increased significantly for Galena Park High School.

Student Achievement Strengths

- Galena Park ISD campuses earned several STAAR / EOC distinction designations in 2018 - 2019. The chart below outlines the number of distinctions earned for each category.

Academic Achievement in:				Top 25%, Academic Growth	Top 25%, Closing the Gap	Top 25% Post-Sec. Readiness
Reading / ELA	Mathematics	Science	Social Studies			
8	7	5	3	7	9	6

- The number of students participating in the dual credit program has grown significantly over the past several years. The chart below provides a summary of the growth in dual credit enrollment in Galena Park ISD since 2017. For 2019-2020, 11 students graduated with the Associate of Arts degree and 15 graduated with the Associate of Applied Science degree from San Jacinto College. Seventy three students earned the technical certifications in a variety of fields. Over 12,666 college credit hours were earned by the students.

GALENA PARK ISD				
Dual Credit Course Enrollment				
	2017	2018	2019	2020
Students in 9th grade	129	125	125	142
Students in 10th grade	0	122	123	120
Students in 11th grade	195	284	444	473
Students in 12th grade	197	237	426	399
Totals Students	521	768	1118	1134

- GPISD is proud to recognize the outstanding accomplishment of students who have been selected to the Texas Music Educators Association All-State band, All-State choir or All-State orchestra. Over the past three years GPHS had 11 students and North Shore Senior High had 13 students recognized as All-State members.
- North Shore Senior High has a strong athletic program for both their boys and girls teams having advanced to regionals in several areas over the past five years. Several of these athletes have earned college athletic scholarships.

District Culture and Climate

District Culture and Climate Summary

Galena Park ISD provides a family atmosphere for more than 3,200 employees in the district. On average, teachers in Galena Park ISD have ten years of experience with turnover rates at 18.6%. Salaries are competitive with neighboring districts and opportunities to be promoted within the district are available to those who aspire to become administrators as the Aspiring Administrators Academy and professional development is provided. Teacher student ratios are low at 16:2 and support for teachers is considerable with each campus having language arts, math, and science specialists and the district also providing support with district-level social studies, bilingual/ESL, and special education specialists.

Staff Quality, Recruitment, and Retention

Staff Quality, Recruitment, and Retention Summary

Overall, the District does a great job with recruiting efforts; however, there is a need to continue focus on the critical shortage areas. Galena Park ISD provided employees with a minimum 4% general salary increase, plus an additional \$50 towards employees' health insurance for the 2019-2020 school year. In addition, salary equity adjustments were made to administrators at various steps in the salary schedule. The District is providing employees a 1.5% general pay increase in 2020 - 2021 with new teacher starting pay increasing to \$59,000.

Staff Quality, Recruitment, and Retention Strengths

District strengths include:

- District continues to offer competitive salaries
- Offers signing bonuses & stipends
- Increased recruiting efforts in both state and out-of-state
- District Teacher Job Fair
- District Auxiliary Job Fair
- Mentor Teacher Program

Curriculum, Instruction, and Assessment

Curriculum, Instruction, and Assessment Summary

Based on research and best practice, the district has designed and deployed a state-aligned curriculum that is learner- centered. Data- driven decisions for improvement in written curriculum and instructional methodologies are based on state and local assessments. Intentional efforts and processes will be employed to increase fidelity of curriculum implementation and instructional best practices. Embedded professional development and analysis of data will continue to provide the basis for monitoring accountability progress at the district and campus levels. Building instructional leadership capacity of campus and district staff that is focused on academic goals and student achievement is a priority.

Curriculum, Instruction, and Assessment Strengths

District strengths include:

- Aligns curriculum and assessments to state standards to ensure the appropriate level of rigor
- Provides support for campus-based professional development to ensure proper implementation of curriculum and pedagogy
- Incorporates assessment data to identify and address strengths, weaknesses and gaps in the curriculum at the district and campus level
- Provides for quality professional development with a focus on high need areas
- Imbeds multiple opportunities for student learning and recognition beyond the classroom (iStation contests, Fast on Facts, Spelling Bee, Geography Bee, S3, Science Fair).
- Provides tutorial services such as Saturday tutorials, 21st Century Community Learning Centers, and after school campus tutorials.

Parent and Community Engagement

Parent and Community Engagement Summary

Based on research, legislation, and best practices, the district complies with all corresponding laws and guidelines regarding Parent Involvement, and is especially strong in getting parents involved at the district and campus levels. We have a very active Community Council PTA, and will continue to provide support through this avenue, in addition to providing campuses with supplies, materials, and support made possible through the use of our Title I Part A funding. At our annual district-wide Parent Involvement meeting in September, parents are recruited to serve on the District Parent Advisory Board, School Health Services Advisory Committee and Parent Advisory Council Meeting per year (October, February and May).

Parent and Community Engagement Strengths

District strengths include:

- Parent participation in district and campus site-based planning and decision-making
- Effective communication tools/resources (facebook, Twitter, BlackBoard ParentLink, School Status, remind, newsletters)
- Communication translated (oral and written)
- Partnership with Harris County Department of Education (HCDE)
- Partnership with Communities in Schools (CIS)
- Community Leadership Council
- Partnership with local ministers
- Partnership with retired educators
- Parents and students utilize Facebook as a means of private contact when in need of answers. They receive answers within 24 hours and appreciate having their concerns addressed.
- The district web page is updated daily.
- The Communications Department features an Alumnus Spotlight each month on our district web page.
- The team takes over 50,000 pictures per school year and shares with departments, campuses and teams following each event.
- The Galena Park Schools (GPS) newsletter is produced 3 times per year.
- Stories are submitted to the *North Channel Star* weekly.
- GPISD's Fathers Take Your Children to School Day is an annual event.
- We were notified by TEA that our district had the most Heroes for Children nominations statewide. We have had 4 winners in the last 5 years.

Technology

Technology Summary

The Technology department believes engaging our students in exciting lessons that explore and incorporate higher level thinking skills ensures success for all students. Providing students with blended learning opportunities and technology integrations allows for students to utilize the technological resources which promote engaging, meaningful learning.

Providing technology resources, support and training for student and business software is also important as we ensure employees are productive and utilizing resources that allows for the greatest degree of accuracy and efficiency in day to day tasks.

Technology Strengths

District strengths include:

- Amount of equipment available and the growth of mobile devices
- Curriculum: including technology projects and resources as part of their scope and sequence
- Curriculum and Technology are providing staff development, lessons and resources on how to integrate technology to enhance learning
- We have a wealth of support with our team
- The implementation of Individual Technology Goals (ITG) allowed us to individualize learning for teachers
- Provide required and individualized training
- Support personnel, planning and training for Student and Business Software is in place.
- On-Line training for all areas is provided on the technology web page.

Priority Problem Statements

Comprehensive Needs Assessment Data Documentation

The following data were used to verify the comprehensive needs assessment analysis:

Improvement Planning Data

- District goals
- Campus Performance Objectives Summative Review from previous year
- Current and/or prior year(s) campus and/or district improvement plans
- Campus and/or district planning and decision making committee(s) meeting data
- State and federal planning requirements

Accountability Data

- Texas Academic Performance Report (TAPR) data
- Student Achievement Domain
- Student Progress Domain
- Closing the Gaps Domain
- Accountability Distinction Designations
- Federal Report Card Data
- PBMAS data

Student Data: Assessments

- State and federally required assessment information (e.g. curriculum, eligibility, format, standards, accommodations, TEA information)
- State of Texas Assessments of Academic Readiness (STAAR) current and longitudinal results, including all versions
- STAAR End-of-Course current and longitudinal results, including all versions
- Texas English Language Proficiency Assessment System (TELPAS) results
- Advanced Placement (AP) and/or International Baccalaureate (IB) assessment data
- SAT and/or ACT assessment data
- Student Success Initiative (SSI) data for Grades 5 and 8

Student Data: Student Groups

- Special education/non-special education population including discipline, progress and participation data
- At-risk/non-at-risk population including performance, progress, discipline, attendance, and mobility data
- EL/non-EL or LEP data, including academic achievement, progress, support and accommodation needs, race, ethnicity, and gender data
- STEM/STEAM data
- Dyslexia Data

Student Data: Behavior and Other Indicators

- Completion rates and/or graduation rates data
- Annual dropout rate data
- Attendance data
- Discipline records
- Violence and/or violence prevention records

Employee Data

- Professional learning communities (PLC) data
- Staff surveys and/or other feedback
- Professional development needs assessment data

Parent/Community Data

- Parent surveys and/or other feedback

Support Systems and Other Data

- Budgets/entitlements and expenditures data
- Study of best practices

Goals

Revised/Approved: May 30, 2020

Goal 1: The District will provide a safe, productive and healthy learning/ working environment for students and staff.

Performance Objective 1: Provide regular communication/recognition for students, parents, staff, and campuses

Evaluation Data Source(s) 1:

Summative Evaluation 1: Met Performance Objective

Next Year's Recommendation 1: Continue all strategies listed below.

Strategy Description	ELEMENTS	Monitor	Strategy's Expected Result/Impact	Reviews			
				Formative			Summative
				Oct	Dec	Feb	May
1) Distribute monthly parent/community newsletters (email, Facebook, mobile app, webpage).		Communication Services	Newsletter				
2) Distribute monthly employee newsletters. (email, text message)		Communication Services	Newsletter				
3) Distribute weekly administrator bulletin (News You Can Use - The Week Ahead At-A-Glance).		Communication Services	Newsletter Calendar				
4) Daily Facebook/Twitter posts highlighting students, parents, staff and/or campus achievements.		Communication Services	Social Media Posts				

Strategy Description	ELEMENTS	Monitor	Strategy's Expected Result/Impact	Reviews			
				Formative			Summative
				Oct	Dec	Feb	May
5) Write and distribute recognition stories on Facebook / Twitter, district webpage and in local newspapers.		Communication Services	Newspaper Social Media				
6) Recognize parent volunteers at monthly Board of Trustees meetings.		Communication Services	Board Meeting				
7) Recognize employees (Excellent Educators) at the Dazzling Diamonds Gala.		Communication Services	Application Process				
8) Ensure all district outgoing information is provided in English and Spanish.		Communication Services					
9) Maintain good morale in the transportation department by communicating regularly and hosting a monthly event such as popcorn and pickles, pot luck, happy hamburger day.		Director of Transportation	Communicating to transportation employees via Quarterly newsletter and implementing a survey for staff morale by Spring 2020.				
= Accomplished = Continue/Modify = No Progress = Discontinue							

Goal 1: The District will provide a safe, productive and healthy learning/ working environment for students and staff.

Performance Objective 2: Teach safety practices and protocols to students and staff

Evaluation Data Source(s) 2:

Summative Evaluation 2:

Strategy Description	ELEMENTS	Monitor	Strategy's Expected Result/Impact	Reviews			
				Formative			Summative
				Oct	Dec	Feb	May
1) Instructional Technology will provide and teach online safety through Digital Literacy curriculum for students in grades K-12.		Technology	Curriculum taught at each grade level for all students.				
2) An Internet Safety Poster contest will be held for students in grades K-12.		Technology	Internet Safety Poster contest advertised and held.				
3) All Employees will complete a Digital Literacy eCourse.		Technology	Digital Literacy eCourse created and complete by staff members.				
4) The district will renew certification as a Common Sense Digital Citizenship District.		Technology	Complete all requirements for Digital Citizenship certification.				
5) Ensure online safety courses are updated and available prior to the start of school.		Professional Development					
6) Safety computerized e-training sessions		Executive Director for Security & Cyber Security Director for Security & Emergency Management/Foundations	100% of safety trainings will be current and working on the Eduphoria website				

Strategy Description	ELEMENTS	Monitor	Strategy's Expected Result/Impact	Reviews			
				Formative			Summative
				Oct	Dec	Feb	May
7) Safety Drills: fire, lockout, lockdown, tornado, active shooter, etc.		Director for Security & Emergency Management/Foundations Chief of Police Executive Director of Technology Senior Director for Risk Management and Non-Exempt Services	100% of our schools will complete the required safety drills on time				
8) Implement a comprehensive health and wellness program		Director of Benefits	The Benefits Department will plan and execute coordinated health and wellness programs resulting in an 80% favorable survey result and an increase in survey participation by at least 25% by August 31, 2019				
= Accomplished = Continue/Modify = No Progress = Discontinue							

Goal 1: The District will provide a safe, productive and healthy learning/ working environment for students and staff.

Performance Objective 3: Implement a comprehensive health and wellness program

Evaluation Data Source(s) 3:

Summative Evaluation 3:

Goal 1: The District will provide a safe, productive and healthy learning/ working environment for students and staff.

Performance Objective 4: Create a healthy environment so staff and students thrive and are productive

Evaluation Data Source(s) 4:

Summative Evaluation 4:

Strategy Description	ELEMENTS	Monitor	Strategy's Expected Result/Impact	Reviews			
				Formative			Summative
				Oct	Dec	Feb	May
1) Provide support for campus character building programs which promote positive behavior management.		Senior Director for Student Support Services Program and Director for Social Studies	Character Ed Meeting Schedule; agendas; Web page				
2) Implement RTI behavior intervention strategies district-wide.		Director for School Culture	Reduce number of discipline referrals.				
3) Provide a healthy breakfast and lunch everyday that meets the state and federal requirements-Increase breakfast participation		Director for Student Nutrition	All elementary schools will have at least 75% participation for breakfast. All middle schools will have at least 60% participation for breakfast				
4) Remove all barriers in order for homeless students to have access to enrollment		Program Director for School Support Services	Immediate enrollment for homeless students				
5) Participate in the Texas Education for Homeless Children and Youth Grant (TECHY)		Program Director for Student Support Services	Homeless students will be provided emergency food and clothing along with school of origin transportation.				

Strategy Description	ELEMENTS	Monitor	Strategy's Expected Result/Impact	Reviews			
				Formative			Summative
				Oct	Dec	Feb	May
6) Provide child care opportunities for our teen parents funded through SCE.		Asst. Supt of Student Support Services	At Risk students with babies will continue to attend school with child care provided				
= Accomplished = Continue/Modify = No Progress = Discontinue							

Goal 1: The District will provide a safe, productive and healthy learning/ working environment for students and staff.

Performance Objective 5: Ensure our students and staff have 21st Century technology and equipment so performance is at a maximum

Evaluation Data Source(s) 5:

Summative Evaluation 5:

Strategy Description	ELEMENTS	Monitor	Strategy's Expected Result/Impact	Reviews			
				Formative			Summative
				Oct	Dec	Feb	May
1) Continue to monitor technology enhancements and new products		Technology	Working with District Technology committee to create a plan to work toward a 1:1 goal for student technology. Evaluate emerging technology to improve work, teaching and learning.				
= Accomplished = Continue/Modify = No Progress = Discontinue							

Goal 2: The District will provide information and opportunities to assist students in preparing for college and careers.

Performance Objective 1: Provide K-12 students with multiple college and career awareness opportunities

Evaluation Data Source(s) 1:

Summative Evaluation 1:

Strategy Description	ELEMENTS	Monitor	Strategy's Expected Result/Impact	Reviews			
				Formative			Summative
				Oct	Dec	Feb	May
1) Secondary campuses will provide Career Day opportunity for all students.	2.5	CTE Director, Secondary Principals	Campus Career Day Flyer and Information				
2) Continue to provide student opportunities to explore and develop skills relevant to career pathway		CTE Director	Field Trip/experience records				
3) Provide District College Night for students and Parents		Senior Director for Student Support Services, Director for Advanced Academics, Academic Advisors	Flyers, agenda, sign-in sheets				
4) All campuses will provide/conduct College Day/Night Activities	2.5	Executive Director for School Administration, Director for Advanced Academics	Sign in sheets; flyers				

Strategy Description	ELEMENTS	Monitor	Strategy's Expected Result/Impact	Reviews			
				Formative			Summative
				Oct	Dec	Feb	May
5) Available scholarship opportunities will be provided to all seniors to assist them in completing scholarship applications.		Assistant Superintendent for Student Support Services, Senior Director for Student Support Services, Director for Advanced Academics, Campus Counselors, Academic Advisors	Scholarship Calendar; # of applicants for each local scholarship				
6) To increase knowledge and skills for improving college and career readiness, an array of qualify staff development opportunities will be provided for all Journeys, Encounters, Pre-AP and AP teachers, counselors and Academic Advisors		Coordinator for Gifted and Talented; Director for Advanced Academics	Agendas, Sign-in sheets, flyer				
7) Maintain District Scholarship Calendar available for students and parents to access on the district webpage		Academic Advisors, Director for Advanced Academics	Increased numbers of student scholarships received				
= Accomplished = Continue/Modify = No Progress = Discontinue							

























Goal 2: The District will provide information and opportunities to assist students in preparing for college and careers.

Performance Objective 2: Increase success rate of students achieving college and career readiness indicators

Evaluation Data Source(s) 2:

Summative Evaluation 2:

Strategy Description	ELEMENTS	Monitor	Strategy's Expected Result/Impact	Reviews			
				Formative			Summative
				Oct	Dec	Feb	May
1) Provide Pre-Advanced Placement and Advanced Placement vertical alignment sessions for all core areas.		Content Program Directors, Director for Advanced Academics	Agenda/Sign-in Sheet				
2) Ensure students complete a coherent sequence of courses to be coded a 2 in PEIMS.		CTE Director	Increase coding of student in PEIMS to a level 2.				
3) Identified Pre-AP and AP teachers will participate in the week-long Advanced Placement Summer Institute at Rice University or the University of Houston		Director for Advanced Academics	Certificates of Completion				
4) District will promote House Bill 5 Graduation requirements through the following: communication plan, student meetings, parent meetings, expanded information on the website, etc.		Deputy Superintendent, Executive Director of Student Support Services, Senior Director for Student Support Services, Director for Advanced Academics	Web pages, agenda, sign-in sheets				

Strategy Description	ELEMENTS	Monitor	Strategy's Expected Result/Impact	Reviews			
				Formative			Summative
				Oct	Dec	Feb	May
5) Information regarding ACT, SAT, FAFSA, HB5, district and local scholarships and G/T opportunities will be shared at parent meetings		Senior Director for Student Support Services, Director for Advanced Academics, Academic Advisors	Agendas, Sign-in sheets				
6) Provide district ACT tutorial opportunities for students		Director for Advanced Academics	Sign-in sheets				
7) All Journey, Encounters, Pre-AP and AP teachers will require their students to complete a long-term research project of professional quality, such as the Texas Performance Standards Project or EnVision, once a semester to improve college readiness skills		Coordinator of Advanced Academics and Director for Advanced Academics	Projects				
8) The following exams will be administered to students to serve as college readiness indicators: 8th graders - TSI English portion 9th graders - TSI Math portion 10th graders - Top 5% of 10th/11th graders will take the PSAT/NMSQT exam; TSI - English and Math 11th and 12th grade students will take the TSI in English and Math The ACT School day will be administered to interested 10th, 11th and 12th graders.		Director for Advanced Academics, Academic Advisors, Counselors, Testing Coordinators and Campus Content Specialists	Registration information, exam results				
9) Academic advisors, counselors, Director for Advanced Academics and Principal will hold scholarship information meetings to address improving the quantity and quality of applicants applying for district and local scholarships.		Academic Advisors, Director for Advanced Academics, Senior Director for Student Support Services	Agendas, Sign in sheets				
 = Accomplished  = Continue/Modify  = No Progress  = Discontinue							

Goal 2: The District will provide information and opportunities to assist students in preparing for college and careers.

Performance Objective 3: Provide comprehensive counseling to students

Evaluation Data Source(s) 3:

Summative Evaluation 3:

Strategy Description	ELEMENTS	Monitor	Strategy's Expected Result/Impact	Reviews			
				Formative			Summative
				Oct	Dec	Feb	May
1) District will utilize CTE counselors at each high school to promote careers in high-skill, high-demand and high-wage fields		CTE Director	Student assemblies and award ceremonies, parent meetings.				
2) Secondary counselors will meet one-on-one or in small groups with all students		Senior Director for Student Support Services, Campus Counselors	Sign in sheets for students, Endorsement Selection Forms for students in the 8th grade and PGPs for students in grades 9 - 12				
3) Conduct monthly Lead Counselor Meetings		Senior Director for Student Support Services	Meeting agendas, sign in sheets				
4) Provide staff development and training opportunities for all counselors on relevant topics		Senior Director for Student Support Services	Implementation of comprehensive counseling program, meeting agendas, sign in sheets, handouts				
5) Continue implementation of district's House Bill 5 initiatives including: available resources, district website, brochures, parent meetings, etc.		Senior Director for Student Support Services	Compliance with HB5 requirements				
6) Continue partnerships with various community agencies to address relevant topics with students and parents.		Senior Director for Student Support Services, Director for Social Services and District LCDC	Feedback from parents, students and teachers during and at the completion of programs.				

Strategy Description	ELEMENTS	Monitor	Strategy's Expected Result/Impact	Reviews			
				Formative			Summative
				Oct	Dec	Feb	May
7) Continue to provide multiple student and parents informational meetings/training on topics based on district/campus needs assessment		Senior Director for Student Support Services and Campus Counselors	Student and parent assemblies, sign-in sheets, agendas and surveys				
8) Conduct multiple opportunities for counselor collaboration to discuss and monitor district's counseling program (monthly meetings, quarterly meetings, bimonthly meetings)		Senior Director for Student Support Services	Meeting agendas, sign in sheets				
9) Director for Social Services will participate in monthly lead counselor meetings to address crisis intervention concerns.		Director for Social Services, Senior Director for Student Support Services	Increased implementation of crisis intervention techniques throughout the district				
= Accomplished = Continue/Modify = No Progress = Discontinue							



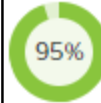
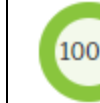




Goal 2: The District will provide information and opportunities to assist students in preparing for college and careers.

Performance Objective 4: Increase number of students participating in Dual Credit

Evaluation Data Source(s) 4:

Summative Evaluation 4:

Strategy Description	ELEMENTS	Monitor	Strategy's Expected Result/Impact	Reviews			
				Formative			Summative
				Oct	Dec	Feb	May
1) Increase CTE Dual Credit opportunities for students.	2.5	CTE Director; Director for Advanced Academics	Enrollment data				
2) Provide letters to the parents of the students who meet eligibility requirements to participate in the program		Senior Director for Student Support Services, Director for Advanced Academics, Academic Advisors, Counselors	Increased numbers of students in the program				
3) Parent meetings will be held to inform parents of the opportunities to earn college credits and/or certifications.		Director for Advanced Academics, Academic Advisors, Counselors	Agendas, sign in sheets				
4) Classroom visits will be held to inform students of the opportunities		Director for Advanced Academics, Academic Advisors, Counselors	Agendas, sign in sheets				

Strategy Description	ELEMENTS	Monitor	Strategy's Expected Result/Impact	Reviews			
				Formative			Summative
				Oct	Dec	Feb	May
5) Provide eligible students with the dual credit scholarship - Fall/Spring semesters	2.5	Director for Advanced Academics, Academic Advisors, Counselors	Invoices from San Jacinto College; Increase in the number of degrees, college credit hours and certifications earned				
 = Accomplished  = Continue/Modify  = No Progress  = Discontinue							

Goal 2: The District will provide information and opportunities to assist students in preparing for college and careers.

Performance Objective 5: Increase the number of Career and Technical Education certificates earned by students

Evaluation Data Source(s) 5:

Summative Evaluation 5:

Strategy Description	ELEMENTS	Monitor	Strategy's Expected Result/Impact	Reviews			
				Formative			Summative
				Oct	Dec	Feb	May
1) Ensure teachers and students have appropriate materials for students to be successful on license and certification assessments.		CTE Director	Number of certificates.				
2) District will utilize CTE counselors at each high school to promote careers in the growing field of technology education.		Director of Career and Technology Education	Student assemblies and award ceremonies, parent meetings				
= Accomplished = Continue/Modify = No Progress = Discontinue							

Goal 3: The District will ensure student growth in the tested areas.

Performance Objective 1: Meet or exceed the state average in all tested areas

Evaluation Data Source(s) 1:

Summative Evaluation 1:

Strategy Description	ELEMENTS	Monitor	Strategy's Expected Result/Impact	Reviews			
				Formative			Summative
				Oct	Dec	Feb	May
1) Provide district assessments for all state tested areas using the design and format of the STAAR program.		Curriculum & Instruction Department, Principals	Increase in all STAAR scores				
Funding Sources: 199 - Local - 0.00							
2) Analyze district and state assessment data and provide planning review sessions for campuses in need.		Program Directors, Coordinators and Specialists.	Data review session agendas and sign in sheets. Increase in STAAR scores.				
3) Monitor campus CIP, STAAR Success and Tutorial plans and STAAR Online practice.		District Accountability Team, Director of Special Education, Executive Director for School Administration	Plan completions. Increase in STAAR scores.				
= Accomplished = Continue/Modify = No Progress = Discontinue							

Goal 3: The District will ensure student growth in the tested areas.

Performance Objective 2: Provide instructional support through high quality curriculum and resources

Evaluation Data Source(s) 2:

Summative Evaluation 2:

Strategy Description	ELEMENTS	Monitor	Strategy's Expected Result/Impact	Reviews			
				Formative			Summative
				Oct	Dec	Feb	May
1) Revise curriculum and assessments to address weak areas identified by local and state assessment data.		C & I Program Directors, Coordinators and Specialists	Lessons aligned to TEKS, increase in STAAR Scores				
2) Provide assessment writing training to subject areas and grade levels in need.		C & I Program Directors, Coordinators and Specialists	Assessments aligned to TEKS and at the rigor of STAAR. Increase in state assessment scores.				
3) Provide instructional support through multiple modalities to address all learning styles.	2.4	C & I Department	Increase local and state assessment scores; program usage reports				
4) Attend campus content planning sessions as needed to ensure the use of the curriculum maps and the production of high quality lessons.		C & I Department	Increase in quality lessons in the classroom. Increase in local and state assessment scores.				
5) Provide student access to appropriate calculators based on the grade level or course.		Math & Science Program Directors	Increase in student proficient use of calculators during daily instruction. Increase math and science STAAR scores.				
= Accomplished = Continue/Modify = No Progress = Discontinue							


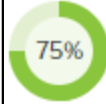
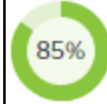
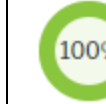




Goal 3: The District will ensure student growth in the tested areas.

Performance Objective 3: Build instructional capacity through coaching, professional development, and academies

Evaluation Data Source(s) 3:

Summative Evaluation 3:

Strategy Description	ELEMENTS	Monitor	Strategy's Expected Result/Impact	Reviews			
				Formative			Summative
				Oct	Dec	Feb	May
1) Monitor instruction and provide support for teachers through the instructional coaching model.		C & I Program Directors, Coordinators and Specialists	Evidence of effective instruction and increase rigor reflected in increased local and state assessment scores.				
2) Provide professional development across all content areas to enable teachers to implement research based instructional strategies.		C & I Program Directors, Coordinators and Specialists	Evidence of research based instructional strategies reflected in increased local and state assessment scores.				
Funding Sources: 285 - Title IV - 0.00, 255 - ESEA Title II, Part A TPTR - 0.00							
Comprehensive Support Strategy 3) Provide training on differentiation of instruction through modifications and accommodations to address the needs of all LEP and SpED students.	2.4	C & I Program Directors, Coordinators and Specialists	Teacher documentation of LEP and SpED accommodations and modifications accurately used for making testing recommendations. Increase in LEP and SpED local and state assessment scores.				
Funding Sources: 285 - Title IV - 0.00							
4) Provide vertical alignment sessions to bridge the gaps between certain grade levels/content areas		C & I Program Directors, Coordinators and Specialists	Increase in local and state assessment scores.				
5) Offer pedagogy support sessions (classroom management, communication, instructional strategies, etc.) monthly for classroom teachers.		Professional Development					
6) Start developing a video-based library for instructional strategy training and support.		Professional Development					

Strategy Description	ELEMENTS	Monitor	Strategy's Expected Result/Impact	Reviews			
				Formative			Summative
				Oct	Dec	Feb	May
7) Provide ongoing, frequent support and coaching for new teachers.		Professional Development					
Funding Sources: 285 - Title IV - 0.00, 255 - ESEA Title II, Part A TPTR - 0.00							
 = Accomplished  = Continue/Modify  = No Progress  = Discontinue							

Goal 3: The District will ensure student growth in the tested areas.

Performance Objective 4: Provide technology support to all tested areas

Evaluation Data Source(s) 4:

Summative Evaluation 4:

Strategy Description	ELEMENTS	Monitor	Strategy's Expected Result/Impact	Reviews			
				Formative			Summative
				Oct	Dec	Feb	May
1) Technology integration projects will be completed by all students to enhance core curriculum concepts.		Technology	Projects created and completed.				
2) Technology Integration Planning (TIP) newsletters will be provided for each core curriculum area each grading period.		Technology	Newsletters completed each grading period.				
3) The technical team will ensure computers and mobile devices are in working order.		Coordinator of Technical Services and Executive Director of Technology	HelpDesk tickets are completed in a timely manner.				
4) Computers and mobile devices will be updated to support online state testing.		Technology	Campus identified testing devices are up-to-date with the latest state software.				
= Accomplished = Continue/Modify = No Progress = Discontinue							

Goal 4: The District will ensure students are provided quality enrichment/extracurricular programs and encourage their participation.

Performance Objective 1: Enhance the quality of fine arts programming

Evaluation Data Source(s) 1: Contest & evaluation results (UIL marching contest, UIL concert & sight-reading evaluation, UIL One-Act Play contest, TMEA band/choir auditions, GPISD solo & ensemble, HLSR School Art Program results, TAEA Visual Art Scholastic Event results, Scholastic Art & Writing Awards results)

Summative Evaluation 1: Significant progress made toward meeting Performance Objective

Next Year's Recommendation 1: Resume these goals for the 2020-2021 school year following suspension of in person learning due to COVID-19

Strategy Description	ELEMENTS	Monitor	Strategy's Expected Result/Impact	Reviews			
				Formative			Summative
				Oct	Dec	Feb	May
1) Continue partnership with the Houston Symphony Orchestra and Museum of Fine Arts Houston		Director of Fine Arts	Student trips to the Houston Symphony and the Museum of Fine Arts Houston				
2) Work with elementary campuses to review current fine arts experiences (field trips and those brought to campus) that are in addition to the two district trips and make suggestions for change and improvement.		Director of Fine Arts	Communication with Elementary campuses				
3) Insure that every campus has an after school art club.	2.5	Sam Harris, Director of Fine Arts	Creation of art clubs at every campus.				
4) Create, conduct and analyze a student satisfaction survey for each secondary fine arts program and provide data to teachers and building principals.		Director of Fine Arts	Student Survey and Communication with each secondary campus about the results.				
5) Focus on continued improvement of UIL results.		Director of Fine Arts	UIL over all results.				

Strategy Description	ELEMENTS	Monitor	Strategy's Expected Result/Impact	Reviews			
				Formative			Summative
				Oct	Dec	Feb	May

Goal 4: The District will ensure students are provided quality enrichment/extracurricular programs and encourage their participation.

Performance Objective 2: Offer multiple enrichment and extra-curricular opportunities available for students

Evaluation Data Source(s) 2: Survey of enrichment and extra-curricular offerings district-wide

Summative Evaluation 2:

Strategy Description	ELEMENTS	Monitor	Strategy's Expected Result/Impact	Reviews			
				Formative			Summative
				Oct	Dec	Feb	May
1) A Multimedia Contest and Festival will be held for students in grades K-12.		Technology	Multimedia Contest and Festival are held.				
2) All 5th & 8th grade students will create and maintain a digital portfolio.		Technology	Assessment given to 8th grade students.				
3) All middle schools and high schools will offer Technology Applications courses.		Technology	Technology Applications courses are offered at all middle school and high schools.				
4) All Elementary, Middle Schools, and High Schools will offer extra-curricular opportunities		Director Of Athletics Asst. Director of Athletics, C & I Department, Campus Principals, Executive Director of School Administration	Keeping facilities open after school and summers Clinics and Camps offered at all schools.				
5) Increase the number of Arts experiences for elementary and secondary students through visiting artists and campus field trips.	2.5	Sam Harris, Director of Fine Arts	Field trips for Art experiences.				
6) Monitor and evaluate field trips to ensure that they support curriculum and instruction as well as providing students with exposure to new experiences.		Sam Harris, Director of Fine Arts	Approval of field trips.				

Strategy Description	ELEMENTS	Monitor	Strategy's Expected Result/Impact	Reviews			
				Formative			Summative
				Oct	Dec	Feb	May
7) Coaches will make students aware of UIL activities they can participate in by visiting classes, making daily announcements and posting notices around campus.		Middle school Coaches, Athletic Director and Assistant.	Numbers increased from previous year.				
TEA Priorities Build a foundation of reading and math 8) The District will provide quality instructional summer camps offered to all grade levels.		Executive Director for Curriculum & Instruction					
Funding Sources: 000 - Grant Funds - 0.00							
= Accomplished = Continue/Modify = No Progress = Discontinue							

Goal 4: The District will ensure students are provided quality enrichment/extracurricular programs and encourage their participation.

Performance Objective 3: Provide all elementary students with PE, Music, and Art weekly

Evaluation Data Source(s) 3: Campus scheduling provides staffing and scheduling for students to participate in PE, Music and Art weekly.

Summative Evaluation 3:

Strategy Description	ELEMENTS	Monitor	Strategy's Expected Result/Impact	Reviews			
				Formative			Summative
				Oct	Dec	Feb	May
1) Work with elementary principals to monitor master schedules so goal is achieved.		Sam Harris, Director of Fine Arts	Monitor master schedules				
= Accomplished = Continue/Modify = No Progress = Discontinue							

Goal 4: The District will ensure students are provided quality enrichment/extracurricular programs and encourage their participation.

Performance Objective 4: Offer a wide variety of extracurricular student clubs

Evaluation Data Source(s) 4: Survey of extra-curricular student clubs offered district-wide

Summative Evaluation 4:

Strategy Description	ELEMENTS	Monitor	Strategy's Expected Result/Impact	Reviews			
				Formative			Summative
				Oct	Dec	Feb	May
1) Technology Instructional Specialist will provide a Technology Club at all schools.		Technology	Technology Clubs are offered at all locations.				
2) Create a data base of student clubs by campus		Sam Harris, Director of Fine Arts	Data base of Student Club				
3) Student clubs will be offered at the campus level.		Executive Director for School Administration, Senior Director for School Administration, Campus Principals, C & I Department	Camps offered at every campus.				
= Accomplished = Continue/Modify = No Progress = Discontinue							

Goal 4: The District will ensure students are provided quality enrichment/extracurricular programs and encourage their participation.

Performance Objective 5: Introduce students to fitness and life activities through physical education courses and programs

Evaluation Data Source(s) 5:

Summative Evaluation 5:

Strategy Description	ELEMENTS	Monitor	Strategy's Expected Result/Impact	Reviews			
				Formative			Summative
				Oct	Dec	Feb	May
<p>RDA Equity Plan Strategy 1) Encourage all physical education teachers to offer more lifetime activities and teach benefits of healthy lifestyles.</p>		All physical education teachers, Athletic Director	Lesson plans, guest speakers, nurses and health fairs.				
<p> = Accomplished = Continue/Modify = No Progress = Discontinue </p>							

Goal 4: The District will ensure students are provided quality enrichment/extracurricular programs and encourage their participation.

Performance Objective 6: Continue to produce, support and recognize high quality athletic achievements by teams and individuals

Evaluation Data Source(s) 6:

Summative Evaluation 6: Significant progress made toward meeting Performance Objective

Next Year's Recommendation 6: Resume goal and associated strategies after COVID-19 restrictions are lifted.

Strategy Description	ELEMENTS	Monitor	Strategy's Expected Result/Impact	Reviews			
				Formative			Summative
				Oct	Dec	Feb	May
1) Write and publish recognition stories for team and individual student achievements on Facebook / Twitter, district webpage and in local newspapers.		Communication Services					
2) Collaborate with local news agencies to cover events and spotlight teams/campuses.		Communication Services					
3) Continue to recognize high level of quality athletic and academic achievements by teams and individuals.		Coaches, Athletic Director and Assistant Director.	Competitive scheduling of games, monitoring of grades, scholarship offers and local and national recognition.				
= Accomplished = Continue/Modify = No Progress = Discontinue							

Goal 5: The District will have a 96.5% or higher student attendance rate and a 97% or higher staff attendance rate.

Performance Objective 1: Ensure students and parents understand the importance of attending school regularly and completing high school.

Evaluation Data Source(s) 1:

Summative Evaluation 1: Met Performance Objective

Next Year's Recommendation 1: Resume goals and associated strategies after COVID-19 restrictions are lifted.

Strategy Description	ELEMENTS	Monitor	Strategy's Expected Result/Impact	Reviews			
				Formative			Summative
				Oct	Dec	Feb	May
1) Provide regular advertisement of attendance information/importance to students, parents, staff and community through Facebook/Twitter, district webpage, and newsletters.		Communication Services	Social Media Newsletters				
2) Revise, implement and monitor district and campus attendance improvement plans.		Asst. Superintendent for School Administration Principal supervisors District Attendance Committee	Increased student attendance rate, Appropriate goals setting, Increase communication with parents regarding attendance				
3) Continue implementation of District's Attendance Initiative		CFO Asst. Superintendent of School Administration Principal supervisors District Attendance Initiative Committee	Increased overall student attendance for the district.				
Funding Sources: 199 - Attendance Incentive Allocation - 100000.00							

Strategy Description	ELEMENTS	Monitor	Strategy's Expected Result/Impact	Reviews			
				Formative			Summative
				Oct	Dec	Feb	May

Goal 5: The District will have a 96.5% or higher student attendance rate and a 97% or higher staff attendance rate.

Performance Objective 2: Develop intervention strategies and provide support to campuses to improve attendance, graduation, retention and drop-out rates

Evaluation Data Source(s) 2:

Summative Evaluation 2:

Strategy Description	ELEMENTS	Monitor	Strategy's Expected Result/Impact	Reviews			
				Formative			Summative
				Oct	Dec	Feb	May
1) Review and monitor district RTI program.		Director for Academic Support & Interventions	Reduction in Special Education referrals and retention rates.				
2) Provide services to our students during prenatal, postpartum and extended postpartum periods of pregnancy in an On-Campus setting.		Director of Childcare Services	Teen parents will utilize services prior to, during and after giving birth to ensure student success.				
3) Develop and implement District Attendance Initiative.		District Attendance Committee Members	Increase overall district's student attendance rate				
4) Provide District ASAP Officers to assist with truancy prevention measures.		Executive Director of Security/Chief of Police	Increase student attendance, efficient tracking and monitoring of home visits				
5) Continue to provide RaaWee software, training and support to monitor and track student attendance, interventions, loss of credit, court referrals, etc.		Executive Director for Educational Support Program Director for Educational Support	Increased student attendance, efficient monitoring of interventions, tracking of court filings and compliance with student withdrawals				
6) Continue implementation of online ASAP Referral Form. Provide training as needed.		Executive Director for Security Program Director for Educational Support	Reduce truancy, increased student attendance				

Strategy Description	ELEMENTS	Monitor	Strategy's Expected Result/Impact	Reviews			
				Formative			Summative
				Oct	Dec	Feb	May
7) Continue Annual Dropout Recovery Walk		Program Director for School Support Services	To recover students that have dropped out of school or were no-shows at the beginning of the year.				
8) Conduct routine meetings with at-risk coordinators....		Program Director for School Support Services	Reduce the dropout rate by reviewing data and tracking students that withdraw.				
9) Continue to utilize Raa Wee for truancy prevention measures such as warning letters, text messages, emails to parents, attendance contracts, student/parent conferences, TRIAD referrals and court filing.		Program Director for Educational Support and Campus Administrators.	Improve attendance by using truancy prevention measures which include warning letters, attendance contracts, ASAP visits, TRIAD referrals, parent/student conferences and truacy filings to court.				
= Accomplished = Continue/Modify = No Progress = Discontinue							

Goal 5: The District will have a 96.5% or higher student attendance rate and a 97% or higher staff attendance rate.

Performance Objective 3: Implement strategies to monitor and increase staff attendance

Evaluation Data Source(s) 3:

Summative Evaluation 3: Met Performance Objective

Strategy Description	ELEMENTS	Monitor	Strategy's Expected Result/Impact	Reviews			
				Formative			Summative
				Oct	Dec	Feb	May
1) Regular attendance will be encouraged through incentive programs		All Business Services Departments Human Resource Services All Operations Departments	Operational Support departments will achieve 97% staff attendance				
= Accomplished = Continue/Modify = No Progress = Discontinue							

Goal 6: The District will provide opportunities for parental/community involvement and business partnership.

Performance Objective 1: Enhance the relationship between the district and its partners

Evaluation Data Source(s) 1:

Summative Evaluation 1:

Strategy Description	ELEMENTS	Monitor	Strategy's Expected Result/Impact	Reviews			
				Formative			Summative
				Oct	Dec	Feb	May
1) Digital Literacy resources will be available on the district website and a digital literacy presentation will be presented to parents at all schools during a PTA meeting.		Technology	Resources are posted on the website and PTA presentations are complete.				
2) Increase business/industry partnerships.		CTE Director; Coordinators for CTE	# of partnerships will increase by 5%				
3) Collaborate with community partners by conducting ongoing sessions during the year: 1)Community Leadership Council 2)Student Advisory Board 3)Area Ministers 4)Retired Educators 5)Teacher Leadership Council 6)Teacher Leadership Team		Communication Services					
4) Support and participate in community organizations, such as: 1)Chamber of Commerce 2)Rotary (North Shore & Galena Park) 3)Relay for Life		Communication Services					
5) Provide appreciation and recognition for our business and community partners through: 1)Newsletters 2)Programs 3)District webpage 4)Newspapers (GPS/NCS)		Communication Services					

Strategy Description	ELEMENTS	Monitor	Strategy's Expected Result/Impact	Reviews			
				Formative			Summative
				Oct	Dec	Feb	May
6) Partner with Harris County Dept. of Education's Community in Schools to assist students.		Communication Services	Increased student attendance and performance.				
7) Participate in Community in Schools, SE Harris Co. to provide services to students that enhance positive self image, pre-employment skills, substance abuse awareness, and refusal skills.		M. Epps					
= Accomplished = Continue/Modify = No Progress = Discontinue							

Goal 6: The District will provide opportunities for parental/community involvement and business partnership.

Performance Objective 2: Ensure 100% of campuses provide parental involvement opportunities

Evaluation Data Source(s) 2:

Summative Evaluation 2: Significant progress made toward meeting Performance Objective

Next Year's Recommendation 2: Resume goal and associated strategies upon the lifting of COVID-19 restrictions.

Strategy Description	ELEMENTS	Monitor	Strategy's Expected Result/Impact	Reviews			
				Formative			Summative
				Oct	Dec	Feb	May
1) Collaborate with GPISD Area Council PTA to provide monthly information meetings.		Communication Services					
2) Monitor parent volunteer hours and opportunities offered at each campus to ensure participation.		Communication Services					
3) Meet with Parent Involvement Facilitators from each campus to discuss/generate ideas for parental involvement opportunities.		Communication Services	Increased parental involvement				
= Accomplished = Continue/Modify = No Progress = Discontinue							

Goal 6: The District will provide opportunities for parental/community involvement and business partnership.

Performance Objective 3: Provide multiple communication channels with parents, students and the community

Evaluation Data Source(s) 3:

Summative Evaluation 3: Met Performance Objective

Strategy Description	ELEMENTS	Monitor	Strategy's Expected Result/Impact	Reviews			
				Formative			Summative
				Oct	Dec	Feb	May
1) Maintain and use the following communication channels: 1)District and campus webpage 2)Parent / Community newsletters 3)Employee newsletters 4)Blackboard Connect (email, phone calls, text messages) 5)Facebook / Twitter 6)Mobile App 7)District and campus marquees 8)GPS (Galena Park Schools) newspaper 9)North Channel Star newspaper submissions		Communication Services					
2) Conduct Parent Advisory Board Meetings three times a year.		Communication Services					
3) Conduct Migrant Parent Advisory meetings	3.2	Migrant Education Program Coordinator	Increase parental involvement with migrant families and educate parents to available resources.				
4) Provide families of students served in 21st Century Community Learning Centers opportunities for literacy and related educational development		Program Director for Grants and Community Relations					
= Accomplished = Continue/Modify = No Progress = Discontinue							

Goal 6: The District will provide opportunities for parental/community involvement and business partnership.

Performance Objective 4: Maintain compliance with all Title I Parent Involvement requirements

Evaluation Data Source(s) 4:

Summative Evaluation 4: Met Performance Objective

Next Year's Recommendation 4: Continue goal and associated strategies upon lifting of COVID-19 restrictions.









Strategy Description	ELEMENTS	Monitor	Strategy's Expected Result/Impact	Reviews			
				Formative			Summative
				Oct	Dec	Feb	May
1) Provide campuses with 1% spending requirement of Title I budget.		Executive Director of Federal Programs	Provide parents with available resources				
2) Maintain documentation of district and campuses conducting Title I annual meeting with the dissemination of Parent Involvement Policy and School Compact.		Communication Services	Parents being involved with development of parent involvement policy and school compact.				
3) Provide parents with GPISD Title I Parent Involvement Policy.		Communication Services	Parents being involved in development of district parent involvement policy.				
= Accomplished = Continue/Modify = No Progress = Discontinue							

Goal 6: The District will provide opportunities for parental/community involvement and business partnership.

Performance Objective 5: Create a system to monitor our business partners.

Evaluation Data Source(s) 5:

Summative Evaluation 5:

























Strategy Description	ELEMENTS	Monitor	Strategy's Expected Result/Impact	Reviews			
				Formative			Summative
				Oct	Dec	Feb	May
1) Track all business partners and/or sponsors for district programs/events: 1)GPISD Foundation 2)CTE programs 3)Student Program sponsors (Olympiad, S3, etc.		Communication Services GPISD Education Foundation					
 = Accomplished  = Continue/Modify  = No Progress  = Discontinue							

Goal 7: The District will ensure high quality staff is employed.

Performance Objective 1: Ensure all employees are provided professional development to increase and support job performance and staff retention

Evaluation Data Source(s) 1:

Summative Evaluation 1:

Strategy Description	ELEMENTS	Monitor	Strategy's Expected Result/Impact	Reviews			
				Formative			Summative
				Oct	Dec	Feb	May
1) All core and LOTE teachers, librarians and specialist will select and complete an Individual Technology Goal (ITG) each school year.		Technology	The goal is selected, training or meetings are attended to achieve the goal and mastery is demonstrated utilizing the new skill with students.				
2) Technology Instructional Specialist (TIS) will provide staff development to employees including mandatory training, Individual Technology Goal (ITG) training and software integration.		Technology	Mandatory training, ITG training and software integration training is complete.				
3) Members of the Technology department will attend TCEA to stay abreast of emerging technology hardware, software and integration.		Technology	TCEA attended and information shared with the department, curriculum team and /or teachers.				
4) Maintain a Professional Learning Catalog in Eduphoria which includes trainings for all campus job categories and evaluation domains.		Professional Development	All district-wide courses are scheduled in Eduphoria and are linked to the T-Tess Domains that they encompass.				
5) Provide a district-wide, conference-style professional development day during the fall semester.		Professional Development	There was a district-wide professional development day in October for teachers and para professionals.				
6) Monitor campus professional development plans for required trainings /hours.		Professional Development	The PD Department has collected sign-in sheets, agendas and surveys from all campuses and administrative departments throughout the school year (August-May).				

Strategy Description	ELEMENTS	Monitor	Strategy's Expected Result/Impact	Reviews			
				Formative			Summative
				Oct	Dec	Feb	May
7) Provide ongoing, frequent support and training for new teachers.		Professional Development	During the course of the year, new teachers were offered a variety of training's to enhance their PD including student management, CHAMPS, T-Tess Domains 1-4 and customer service. Fall and spring gatherings to support recruitment and retention. Classroom visits were made by the new teacher support team.				
8) Provide Homegrown Program trainings focused on support and job-related skills.		Professional Development	Throughout the year, six meetings were held with Homegrown students to discuss specific issues related to their job performance on assigned campuses / departments. These meetings focused on specific skills to help grow their sense of professionalism. Along with specific school-based strategies and ideas, students were transitioned from being a high school to college student. At the end of the year, student accomplishments were celebrated.				
9) Provide monthly paraprofessional trainings and support sessions focused on job-related skills and competencies.		Professional Development	There were monthly After School Specials for para professionals. We offered seven Principal Secretary meetings throughout the school year.				
10) Create a written, comprehensive Professional Development Plan.		Professional Development	We created a written PD plan called "GPISD 3 Year Continuum of Learning"				
11) Operational support employees will be provided with opportunities to participate in safety training, certification courses and licensing activities.		Business Services Departments Human Resource Services All Operations Departments	At least 75% of operational support employees will participate in development activities with the goal of achieving safe working conditions and earning certifications and/or licenses.				
12) Grounds employees will begin a cross training program to build capacity within their department		Director for Grounds	The Director for Grounds will document cross training efforts with a log of training days.				
= Accomplished = Continue/Modify = No Progress = Discontinue							

Goal 7: The District will ensure high quality staff is employed.

Performance Objective 2: Provide enhanced leadership development for employees

Evaluation Data Source(s) 2:

Summative Evaluation 2:

Strategy Description	ELEMENTS	Monitor	Strategy's Expected Result/Impact	Reviews			
				Formative			Summative
				Oct	Dec	Feb	May
1) Provide campus administrator and appraiser handbooks.		Professional Development					
2) Provide New Principal and New Assistant Principal support sessions monthly for 1st and 2nd year administrators.		Professional Development					
3) Conduct monthly leadership development trainings for campus administrators and other district leaders.		Professional Development					
4) Conduct monthly Aspiring Administrator Academy sessions focused on leadership skills and competencies.		Professional Development					
5) Create a written, comprehensive Leadership Development Plan.		Professional Development					
6) Enhance programs that increase District's leadership capacity		Deputy Superintendent for Operational Support/CFO, Assistant Superintendent for Operations, Assistant Superintendent for Human Resource Services	Increase stakeholder participation and input into decision making process through the use of committees				




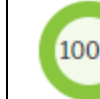




Strategy Description	ELEMENTS	Monitor	Strategy's Expected Result/Impact	Reviews			
				Formative			Summative
				Oct	Dec	Feb	May

Goal 7: The District will ensure high quality staff is employed.

Performance Objective 3: Create an onboarding process to introduce new staff to District culture, goals, and programs

Evaluation Data Source(s) 3:

Summative Evaluation 3:

Strategy Description	ELEMENTS	Monitor	Strategy's Expected Result/Impact	Reviews			
				Formative			Summative
				Oct	Dec	Feb	May
1) Move to onboarding online by spring hiring season. Face to face new employee orientation session for all spring/summer new hires by 2018/2019 school year.		Assistant Superintendent for HRS, Sr. Director for Recruitment and Retention, Sr. Director for HRS Elementary, Executive Director for Human Resource	100% of all newly hired employees will attend new employee orientation session.				
 = Accomplished  = Continue/Modify  = No Progress  = Discontinue							

Goal 7: The District will ensure high quality staff is employed.

Performance Objective 4: Recruit and retain highly qualified staff

Evaluation Data Source(s) 4:

Summative Evaluation 4:

Strategy Description	ELEMENTS	Monitor	Strategy's Expected Result/Impact	Reviews			
				Formative			Summative
				Oct	Dec	Feb	May
1) Maintain compliance with state Highly Effective requirements and assess and implement efforts in recruiting and retaining highly effective staff in identified shortage areas.		Assistant Superintendent for HRS, Sr. Director for Recruitment and Retention, Sr. Director for HRS Elementary, Executive Director for Human Resource	HRS will monitor certifications and qualifications for all employees in an effort to ensure 100% of staff are highly effective				
2) Continue to address the teacher retention rate through face to face meetings with new teachers, utilizing new teacher feedback to tailor professional development needs, providing district mentors for new teachers, beginning and end of year socials for new teachers.		Assistant Superintendent for HRS, Sr. Director for Recruitment and Retention, Sr. Director for HRS Elementary, Executive Director for Human Resource	Increase retention rate by 1%.				
= Accomplished = Continue/Modify = No Progress = Discontinue							

Goal 8: The District will provide superior operational services to best support students and staff success.

Performance Objective 1: Evaluate current assets and develop a plan to repair and/or replace equipment in a timely manner

Evaluation Data Source(s) 1:

Summative Evaluation 1: Met Performance Objective

Next Year's Recommendation 1: Continue goal and associated strategies upon lifting of COVID-19 restrictions

Strategy Description	ELEMENTS	Monitor	Strategy's Expected Result/Impact	Reviews			
				Formative			Summative
				Oct	Dec	Feb	May
1) Create a life cycle replacement plan for: 1)ADMN Board Room (AV equipment) 2)Photography & Video equipment 3)Presentation equipment		Communication Services					
2) Create a life cycle replacement plan for Zotz presentation equipment.		Professional Development					
3) Utilize long-range planning will be performed annually to ensure equipment and facilities are in good working condition		Facilities/Maintenance Transportation Technology Fine Arts Budget	Ensure Long Range plans with projected needs for at least the next 5 years for Child Nutrition, Technology, Fleet, Fine Arts, and Life Cycle are updated annually and executed through budget allocations.				
= Accomplished = Continue/Modify = No Progress = Discontinue							

Goal 8: The District will provide superior operational services to best support students and staff success.

Performance Objective 2: Achieve high customer satisfaction by providing excellent customer service to both internal and external customers

Evaluation Data Source(s) 2:

Summative Evaluation 2:

Strategy Description	ELEMENTS	Monitor	Strategy's Expected Result/Impact	Reviews			
				Formative			Summative
				Oct	Dec	Feb	May
1) Provide efficient and timely response to internal and external customers needs.		All Business Services Departments Human Resource Services All Operations Departments	Operational support departments will achieve a score of at least 75% on customer satisfaction surveys.				
2) Provide timely technology services.		Technology	Help Desk tickets will be reviewed monthly and schedules adjusted as needed to ensure timely service with an average of 7 days.				
3) Proper internal controls considered and included in the development of all business office processes and procedures		Business Services	To ensure GPISD procedures were appropriately implemented and important information communicated to various stakeholders, budget managers, financial clerks, and employees were trained on the financial procedures, financial software (TEAMS), cash handling procedures, employee benefits topics, and budget topics.				
= Accomplished = Continue/Modify = No Progress = Discontinue							

Goal 8: The District will provide superior operational services to best support students and staff success.

Performance Objective 3: Ensure an efficient and effective use of District resources, in order to best support students and staff

Evaluation Data Source(s) 3:

Summative Evaluation 3:

Strategy Description	ELEMENTS	Monitor	Strategy's Expected Result/Impact	Reviews			
				Formative			Summative
				Oct	Dec	Feb	May
1) HRS will continue to engage TASB HR Services to assist the District with a salary study/surveys to remain competitive with surrounding districts as well as the market.		Human Resource Services Assistant Superintendent for HRS, Executive Director for HRS Compensation	Competitiveness with market will be demonstrated by measuring no less than 80% of the market within each comparison groups.				
2) The Benefits Department will ensure an efficient and effective use of District resources		Benefits	This will result in a 25% reduction in FSA forfeitures and an increase of 10% of the Teladoc program by August 31, 2020				
3) Ensure that the District's finances adhere to the annual approved budget or to budget policy adopted by the Board, that comport with the Board's policies and strategic goals, and that protects the long-term financial health of the District resulting in maintaining an average of less than a 10% +/- variance when comparing budgeted revenue to actual revenue for the last 3 fiscal years beginning with fiscal year 18/19.		Business Services	(1) Run six weeks' superintendent reports and compare to adopted budget, (2) Monitor what the district is getting paid vs. what the district is "earning" throughout the year by tracking many variables that contribute to its outcome, (3) Monitor expenditures and compare to historical norms by month and object, (4) Develop master position control report that will be maintained and used for balancing snapshot data and achieving more accurate budget starting points. (5) Provide quarterly updates to the BOT for current year.				
4) The Tax Office will prepare accurate and timely daily deposit		Tax Office	The Tax Office has produced accurate and timely daily deposits resulting in 100% accuracy for tax year 2019 as of May 2020				
5) Improve purchasing efficiency by increasing number of vendors using e-procurement.		Purchasing	Development and implementation of a punch-out process for purchases to improve efficiencies by 50% by June 2020.				

Strategy Description	ELEMENTS	Monitor	Strategy's Expected Result/Impact	Reviews			
				Formative			Summative
				Oct	Dec	Feb	May
6) Maintain compliance with State and Federal Agencies and timely and accurate reports or filings.		Business Services	Maintained 100% compliance with timely and accurate reports or filings required by Board Policy and any State or Federal Agency as of May 2020				
7) Reduce cash handling through the increased use of RevTrak for the collection of fees and sales on campuses; Coordinate with Fine Arts to increase the Charms and RevTrak integration.		Accounting	Reduce the volume of cash collected on the campuses by 10% by August 31, 2020 to increase efficiency of the Financial Clerks and Business Office staff and reduce the inherent risks of cash handling.				
8) The office of Compliance will conduct campus compliance reviews		Compliance Officer	60% of district campuses by August 31, 2020				
9) Payroll Services will increase efficiencies in the payroll department.		Payroll	Payroll Services is processing monthly payroll accounting by the first week of the following month 90% of the time				
10) Payroll Services will be in compliance with District Policy		Payroll	Payroll Services has completed examination of Department and TEAMS processes to ensure 100% compliance with District policy as of May 2020				
11) New products for the execution of all jobs will be introduced by the warehouse		Manager of Warehouse	3 new products will be introduced per year for the internal and external customers				
12) Continuous assessment and monitoring of bond projects to ensure they are within budget and completed on time.		Facilities Treasury & Capital Projects Management	Bi-weekly reports will be provided to the CFO and Assistant Superintendent for Operations. Monthly reports to the BOT, which will alternate between project points, and financial updates. Reports will be used to maintain projects on budget, and within project deadlines.				
13) Expand the investment portfolio to include securities with varying maturities to maximize interest earnings during periods of interest rate fluctuations.		Treasury & Capital Projects Management	Increase investment earnings by 10% over prior year.				
14) Technology will provide the implementation of a wide area network, Internet access, wireless connectivity and a telecommunications system as an essential part of the district environment.		Technology	Infrastructure provided supports district needs.				

Strategy Description	ELEMENTS	Monitor	Strategy's Expected Result/Impact	Reviews			
				Formative			Summative
				Oct	Dec	Feb	May
15) Technology will implement and maintain technology hardware and software for operational and instructional programs.		Technology	Help Desk tickets will be completed on an average of 7 days.				
16) Maintain and update a backup and disaster recovery plan.		Technology	Schedule monthly backup and semi annually disaster recovery system checks.				
17) Achieve high professional standards by providing timely, accurate, and transparent documents and websites for the District and Stakeholders that are worthy of awards and recognitions from ASBO, GFOA, TASBO, TEA's School FIRST system and the Texas Comptroller's Office.		All Business Services Departments	Receive the GFOA Certificate of Achievement for Excellence in Financial Reporting Award Receive the ASBO Certificate of Excellence in Financial Reporting Award Receive the ASBO Meritorious Budget Award Receive the TASBO Purchasing Award of Merit Receive Superior Rating as specified by Texas Education Agency Receive Traditional Finances Transparency Star from the Texas State Comptroller's Office				

= Accomplished
 = Continue/Modify
 = No Progress
 = Discontinue

RDA Strategies

Goal	Objective	Strategy	Description
4	5	1	Encourage all physical education teachers to offer more lifetime activities and teach benefits of healthy lifestyles.

State Compensatory

Budget for District Improvement Plan:

<u>Account Code</u>	<u>Account Title</u>	<u>Budget</u>
6100 Payroll Costs		
199.61.6129.0000.820.30.703.0000	6129 Salaries or Wages for Support Personnel	\$430,000.00
	6100 Subtotal:	\$430,000.00

Title I Schoolwide Elements

ELEMENT 1. SWP COMPREHENSIVE NEEDS ASSESSMENT (CNA)

1.1: Comprehensive Needs Assessment

The Galena Park ISD DPAC met on May 21, 2018, to review the data from the following areas: student/parent/staff surveys; STAAR/EOC results; attendance data; discipline data. Based on these results, the following areas will be priority:

1. Reading
2. Graduation Completion Rates
3. CTE Coherent Courses

The CIP will be reviewed and revised on the following dates: Sept. 11, Oct. 16, Nov. 13, Jan. 14, Feb. 5, March 5, & May 21.

ELEMENT 2. SWP CAMPUS IMPROVEMENT PLAN (CIP)

2.1: Campus Improvement Plan developed with appropriate stakeholders

Name	Position	Email	Role	Actions
Amy Cole	Federal Programs	acole@galenaparkisd.com	District-level Professional	Edit Delete
Irene Benzor	Elementary Principal	ibenzor@gpisd	Administrator	Edit Delete
Raymar Ramirez	Bilingual Elementary	rramirez@gpisd.com	Classroom Teacher	Edit Delete
Jeff Hutchinson	Secondary Principal	jhutchinson@gpisd.com	Administrator	Edit Delete
Catherine Scurlark	Bilingual Secondary	cscurlark@gpisd.com	Classroom Teacher	Edit Delete
Alberta Sinette	Counselor Elem	asinette@gpisd.com	Non-classroom Professional	Edit Delete
Melissa Fuller	Fine Arts Elem	mfuller@	Classroom Teacher	Edit Delete
Jason Bollich	C&I	jbollich@galenaparkisd.com	District-level Professional	Edit Delete
Kim Hadaway		khadaway@	Parent	Edit Delete
Jessica Reyes		jreyes@	Parent	Edit Delete
Amber Ottele	United Community Credit Union	aottele@	Business Representative	Edit Delete

Name	Position	Email	Role	Actions
Cheryl Sanders	Office Depot	csanders@	Business Representative	Edit Delete
Auroroa Hurtado		ahurtado@	Community Representative	Edit Delete
Pastor Nathan Hyman		nhyman@	Community Representative	Edit Delete
Linda Sherrard		lsherrard@	Community Representative	

2.2: Regular monitoring and revision

The CIP will be reviewed and revised on the following dates: **Sept. 11, Oct. 16, Nov. 13, Jan. 14, Feb. 5, March 5, & May 21.**

2.3: Available to parents and community in an understandable format and language

The CIP will be available to parents and community members in the following locations: front office, district website, GPISD Administration office, United Community Credit Union. The goals are available in English and Spanish.

2.4: Opportunities for all children to meet State standards

All students will have the opportunity to meet state standards through whole group instruction, small group instruction, tutorials, differentiated instruction, and TEKS focused high-quality instructions.

2.5: Increased learning time and well-rounded education

Instructional time is a top priority in GPISD. Studentes will have opportunities to attend tutorial sessions that will increase the amount and quality of learning time. Our goal is to provide enriched and accelerated curriculum that will provide a well-rounded education for all students.

2.6: Address needs of all students, particularly at-risk

Reading will continue to be a focus for our at-risk population. Our bilingual/ESL dept. will focus on SIOP

ELEMENT 3. PARENT AND FAMILY ENGAGEMENT (PFE)