Galena Park Independent School District

District Improvement Plan

2020-2021

Accountability Rating: Not Rated: Declared State of Disaster

Board Approval Date: August 10, 2020

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 enterprises. 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 (GPISD) 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, Dr. Mark Henry, and Dr. Angi Williams. Dr. John Moore currently serves as Superintendent.GPISD is home to three high schools, five middle schools, fifteen elementary schools, and alternative programs staffed by approximately 2,200 teachers, administrators, classified and auxiliary personnel making us one of the largest employers in east Harris County. The District spans 37 square miles outside of Loop 610 East and boasts a student enrollment of over 22,000. The District opened an Early College High School for the 2015-2016 school year and graduated it's first class in 2018-2019.

In May 2016, District voters approved the largest bond referendum in the District's history, a $290 million issue the District to begin construction projects designed to carry GPISD into the future. The bonds are being used to fund construction of six new elementary campuses, a new 10th grade center, renovating and upgrading all campuses and facilities, and aquiring land for future facility needs. To date, new construction is complete with new facilities being built to replace buildings at Cloverleaf Elementary, Galena Park Elementary, North Shore Elementary and Woodland Acres Elementary, in addition to a completely new campus, North Shore Senior High's 10th Grade Center. Phases III through V Projects are underway, which include construction to replace Jacinto City Elementary and Pyburn Elementary schools, as well as renovations to Cobb 6th Grade Campus, Galena Park High School, and Woodland Acres Middle School. These Bond 2016 projects enable GPISD to continue to provide our students with state-of-the-art educational facilities and equipment so they can prosper as productive citizens and lifelong learners.

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Comprehensive Needs Assessment

Needs Assessment Overview

Where We've Been:

District Accountability Rating

2019-2020	Not Rated: COVID-19
2018-2019	88 -- B
2017-2018	Not Rated: Harvey Provision

Due to COVID-19 STAAR cancellations, 2020 data does not exist.

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	2017-2018	2018-2019
Attendance	95.6	95.8	96.1	95.8	96.2

	2014-2015	2015-2016	2016-2017	2017-2018	2018-2019
Drop-Out (7-8)	.3	.4	.5	.4	.3
Drop-Out (9-12)	2.5	2.1	3.3	2.9	2.7
4 Year Graduation Rate	89.7	90.4	88.8	89.0	88.7
Advanced Course/Dual Enrollment	36.4	40.4	42.9	48.1	*

* available Fall 2020

STAAR/EOC Summary - Approaches Grade Level or Above

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 I.S.D 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 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 Program. 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 I.S.D., all 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 I.S.D., 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 montior the servies and growth of PFS students a minimum of twice a quarter. To to ensure PFS students are receiving the appropriate individualized services, to address their academic needs monthly PFS student progress reviews are conducted. PFS students receive lessons in areas of concern using STRIDE Academy-Adaptive Learning Platform bi-weekly utilzing 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, District Planning and Advisory Committee (DPAC) recommendations and end-of-year program evaluations, the following sections outline our strengths and priority needs for 2020-2021. We will maintain efforts to support the District goals established by our Board of Trustees. The 1:1 student device program will provide exciting learning opportunities that incorporate the use of technology in the classroom and at home. Technology enhancements and remote learning is a major inititave for the school year . 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 I.S.D. 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 37 square miles outside of Loop 610 East and has a student enrollment of approximately 22,430.

The student population is 15.2% African-American, 3.6% White, 0.6% Asian, 79.8% Hispanic, 0.2% American Indian or Alaska Native, and 0.6% Two or More Races with an economically disadvantaged status of 85.8%. The district serves 35.9% English Language Learner students. 67.8% of GPISD students are identified as at-risk and 9.6% students are identified as receiving special education services. The average daily attendance rate for students was 97.4%.

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

Galena Park I.S.D. provides a family atmosphere for more than 3,200 employees in the district. On average, teachers in Galena Park I.S.D. have ten years of experience with turnover rates at 13%. Salaries are competitive with neighboring districts and opportunities to be promoted within the district are available to those who aspire to become administrators or counselors as the Aspiring Administrators/Counselors 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.

Student Learning

Student Learning Summary

**Due to COVID-19 STAAR cancellations, 2020 data does not exist.*

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 Learning Strengths

**Due to COVID-19 STAAR cancellations, 2020 data does not exist.*

Galena Park I.S.D. 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 I.S.D. 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.

Dual Credit Course Offerings				
	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
Total Students	521	768	1118	1134

- GPISD is proud to recognize the outstanding accomplishments of students who have been selected to the Texas Music Educators Assocation All-State band, All-State choir or All-State orchestra. Over the past three years GPHS had 15 students and North Shore Senior High had 10 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 Processes & Programs

District Processes & Programs 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 I.S.D. provided employees with a 1.5% general salary increase for the 2020 - 2021 school year. In addition, salary equity adjustments were made to administrators at various steps in the salary schedule.

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.

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 degrees of accuracy and efficiency in day-to-day tasks.

District Processes & Programs 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
- 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
- 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
- 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

Perceptions

Perceptions Summary

Research-based practices are used to encourage positve results to ensure safe, civil, and productive schools. Every campus has a foundations/Positive Behavior Intervention Support (PBIS) team. PBIS teams act as campus climate monitors they meet to look at attendance, behavior, and academic data to recognize students and staff through positive motional systems. PBIS teams use a multi-tiered system of support that includes Tier I - school wide interventions, Tier II classroom interventions, and Tier III individual student support. This positive, proactive, tiered system of support addresses in advance the most common misbehaviors. A teacher equity representative and a No Place for Hate representative will become a part of future PBIS teams. Their role is to find disparities in discipline data or over representation of subgroups represented in ISS in school suspension (ISS) and Out of school suspension (OSS).

For the past three years there has been an over representation of African American males sent to Discipline Alternative Education Program (DAEP). Galena Park ISD has implemented a Boys' and Girls' Club program on every campus. This mentoring program is to offer identified students an appropriate staff role model to help students with decision making, goal setting and conflict resolution. Every mentor has a handbook of research-based strategies to support positive interactions and positive mentoring.

Climate surveys are administered to students, staff, and parents annually. Teacher perceptions of students have differed slightly from student perceptions. PBIS teams disaggregate the data and follow up with a common area assessment to collect data. The data is shared with staff to develop action plans.

New teachers are supported through current professional development and CHAMPS classroom management training. In addition, they are assigned a mentor teacher to visit and follow up with in their classrooms. They are observed and receive feedback from veteran educators. According to last years' climate survey 90% of staff said they feel that their campus provides a caring and supportive environment for them. 97% of staff indicated staff care about students.

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 and the School Health Services Advisory Committee. Student, parent and family feedback and suggestions are gathered through the annual Climate Survey, as well as the annual Parent and Family Engagement Survey, to make the District as responsive as possible to the needs of our stakeholders.

Perceptions Strengths

District strengths include:

- District wide Mentoring Program (Boys and Girls Clubs)
- Consistent Discipline Management Program
- PBIS Teams on every campus
- Culture and Climate Department

- Character Education Program
- Tolerance & Inclusionary Staff Training
- No Place for Hate District wide Initiative
- Focus on Social Emotional Learning
- 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 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 6 years.
- The Communications Department publishes a monthly feature on Social Media highlighting student and staff accomplishments, called "Did You Know?"

Comprehensive Needs Assessment Data Documentation

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

Accountability Data

- Texas Academic Performance Report (TAPR) data
- Effective Schools Framework data
- Comprehensive, Targeted, and/or Additional Targeted Support Identification data

Student Data: Assessments

- STAAR End-of-Course current and longitudinal results, including all versions
- Texas English Language Proficiency Assessment System (TELPAS) and TELPAS Alternate results
- SAT and/or ACT assessment data
- Local benchmark or common assessments data

Student Data: Student Groups

- Male / Female performance, progress, and participation data
- Special education/non-special education population including discipline, progress and participation data
- Migrant/non-migrant population including performance, progress, discipline, attendance and mobility data
- At-risk/non-at-risk population including performance, progress, discipline, attendance, and mobility data
- Section 504 data
- Homeless data
- Gifted and talented data
- Dyslexia Data
- Response to Intervention (RtI) student achievement data

Goals

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.

	Reviews			
	Formative			Summative
	Oct	Dec	Feb	May
Strategy 1: Distribute monthly parent/community newsletters (email, Facebook, Blackboard ParentLink, mobile app, webpage). **Strategy's Expected Result/Impact:** A well-informed school community **Staff Responsible for Monitoring:** Communication Services				
Strategy 2: Distribute monthly employee newsletters (email, text message). **Strategy's Expected Result/Impact:** A well-informed staff **Staff Responsible for Monitoring:** Communication Services				
Strategy 3: Distribute weekly administrator bulletin (News You Can Use - The Week Ahead At-A-Glance). **Strategy's Expected Result/Impact:** A useful planning tool to remind administrators of timelines, tasks, and approaching deadlines, as well as school and District events. **Staff Responsible for Monitoring:** Communication Services				
Strategy 4: Daily Facebook/Twitter posts highlighting students, parents, staff and/or campus achievements. **Strategy's Expected Result/Impact:** Social Media Posts highlighting positive student, parent, staff, and/or campus achievements **Staff Responsible for Monitoring:** Communication Services				
Strategy 5: Write and distribute recognition stories on Facebook / Twitter, District webpage and in local newspapers. **Strategy's Expected Result/Impact:** Positive news coverage of student, school, and District achievements and/or accomplishments. **Staff Responsible for Monitoring:** Communication Services				
Strategy 6: Recognize parent volunteers at monthly Board of Trustees meetings. **Strategy's Expected Result/Impact:** Parent volunteer public recognition **Staff Responsible for Monitoring:** Communication Services				

Strategy 7: Recognize employees (Excellent Educators) at the Dazzling Diamonds Gala. **Strategy's Expected Result/Impact:** Nomination Process to recognize outstanding educators from a student perspective **Staff Responsible for Monitoring:** Communication Services	**Reviews**			
	Formative			**Summative**
	Oct	**Dec**	**Feb**	**May**

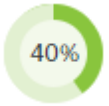
Strategy 8: Ensure all outgoing District information is provided in English and Spanish. **Strategy's Expected Result/Impact:** Effective communication of District information to all stakeholders. **Staff Responsible for Monitoring:** Communication Services	**Reviews**			
	Formative			**Summative**
	Oct	**Dec**	**Feb**	**May**

 No Progress Accomplished Continue/Modify 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 Sources: Foundations Surveys, Professional Development Surveys

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

Strategy 6: Safety Drills: fire, lockout, lockdown, tornado, active shooter, etc. **Strategy's Expected Result/Impact:** 100% of our schools will complete the required safety drills on time **Staff Responsible for Monitoring:** Director for Security & Emergency Management Chief of Police Executive Director of Technology Senior Director for Risk Management and Non-Exempt Services	**Reviews**			
	Formative			**Summative**
	Oct	**Dec**	**Feb**	**May**
	5%			

Strategy 7: Implement a comprehensive health and wellness program **Strategy's Expected Result/Impact:** The Benefits Department will plan and execute coordinated health and wellness programs resulting in a minimum of 90% favorable survey results by May 31, 2021. **Staff Responsible for Monitoring:** Director of Employee Benefits	**Reviews**			
	Formative			**Summative**
	Oct	**Dec**	**Feb**	**May**
	5%			

0% No Progress 100% Accomplished Continue/Modify 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

	Reviews			
	Formative			Summative
	Oct	Dec	Feb	May
Strategy 1: Ensure District and Campus Health and Wellness Plans are implemented and updated each year. **Strategy's Expected Result/Impact:** 100 % Compliance with Health and Wellness Plans **Staff Responsible for Monitoring:** Assistant Superintendent of Student Support Services, District Lead Nurse, Campus Nurses				
Strategy 2: Conduct School Health Advisory Council (SHAC) meetings to address and educate the public about community health concerns. **Strategy's Expected Result/Impact:** GPISD's School Health Advisory Council will meet four times each year. **Staff Responsible for Monitoring:** Assistant Superintendent of Student Support Services and District Lead Nurse				
Strategy 3: Ensure students in Grades Pre-K - 12 are compliant with vaccination requirements according to the Texas Department of State Health Services. **Strategy's Expected Result/Impact:** 100% compliance according to Texas vaccination requirements. **Staff Responsible for Monitoring:** Assistant Superintendent of Student Support Services, District Lead Nurse and Campus Nurses				
Strategy 4: Ensure students receive state mandated screenings and are provided with resources for free vision and dental services. **Strategy's Expected Result/Impact:** Annual required screenings and participation in See to Succeed and Project Saving Smiles and related programs. **Staff Responsible for Monitoring:** Assistant Superintendent of Support Services, District Lead Nurse and Campus Nurses.				

No Progress

Accomplished

Continue/Modify

Discontinue

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

	Reviews			
	Formative			Summative
	Oct	Dec	Feb	May
Strategy 1: Provide support for campus character building programs which promote positive interactions, safety and civility **Strategy's Expected Result/Impact:** Character Ed Meeting Schedule; agendas; Monthly PSA **Staff Responsible for Monitoring:** Director of School Culture				
Strategy 2: Implement RTI behavior intervention strategies district-wide. **Strategy's Expected Result/Impact:** Reduce number of discipline referrals.				
Strategy 3: Provide a healthy breakfast and lunch everyday that meets the state and federal requirements-Increase breakfast participation **Strategy's Expected Result/Impact:** All elementary schools will have at least 75% participation for breakfast. All middle schools will have at least 60% participation for breakfast **Staff Responsible for Monitoring:** Director for Student Nutrition	25%	50%		
Strategy 4: Remove all barriers in order for homeless students to have access to enrollment **Strategy's Expected Result/Impact:** Immediate enrollment for homeless students **Staff Responsible for Monitoring:** Program Director for School Support Services				
Strategy 5: Participate in the Texas Education for Homeless Children and Youth Grant (TECHY) **Strategy's Expected Result/Impact:** Homeless students will be provided emergency food and clothing along with school of origin transportation. **Staff Responsible for Monitoring:** Program Director for School Support Services				
Strategy 6: Provide child care opportunities for our teen parents funded through SCE. **Strategy's Expected Result/Impact:** At Risk students with babies will continue to attend school with child care provided **Staff Responsible for Monitoring:** Asst. Supt of Student Support Services **Funding Sources:** Salaries for staff - 199-30 - SCE	30%			

	Reviews			
	Formative			Summative
	Oct	Dec	Feb	May
Strategy 7: Provide staff development to help Implement strategies for proactive safety systems and mental health activities supporting violence prevention, suicide prevention including a parental or guardian notification procedure, conflict resolution and trauma informed care **Strategy's Expected Result/Impact:** Sign-in sheets, training schedule Recognize and support mental health and violence prevention and interventions to reduce risk **Staff Responsible for Monitoring:** Senior Director for Student Support Services and Director for Mental Health and Social Services				

	Reviews			
	Formative			Summative
	Oct	Dec	Feb	May
Strategy 8: Provide staff development to teachers, administrators and support staff on the prevention and identification of dating violence, sexual abuse, sex trafficking and other maltreatment of children **Strategy's Expected Result/Impact:** Sign-in sheets, training schedule Recognize and support the prevention and identification of potential risk, reduction of incidents **Staff Responsible for Monitoring:** Senior Director for Student Support Services				

	Reviews			
	Formative			Summative
	Oct	Dec	Feb	May
Strategy 9: Provide Staff Development to all staff members on Cultural Responsiveness, Equity, Empathy, and other Relational Practices **Strategy's Expected Result/Impact:** Sign-In sheets, training Schedule, Consultants Improve adult to students relationships by building cultural competence **Staff Responsible for Monitoring:** Director of School Culture **Equity Plan**				

	Reviews			
	Formative			Summative
	Oct	Dec	Feb	May
Strategy 10: Provide support to all campus Foundations / PBIS teams **Strategy's Expected Result/Impact:** Climate Survey, Meeting Agendas, Sign In Sheets, and trainings Promote safe, civil, and productive learning environment **Staff Responsible for Monitoring:** Director of School Culture				

	Reviews			
	Formative			Summative
	Oct	Dec	Feb	May
Strategy 11: Provide awareness and training on Social Emotional Learning **Strategy's Expected Result/Impact:** Meetings, Committee Meetings, Agendas, Sign In Promotes a positive culture and climate **Staff Responsible for Monitoring:** Director of School Culture				

	Reviews			
	Formative			Summative
	Oct	Dec	Feb	May
Strategy 12: Provide support for district wide No Place for Hate Initiative **Strategy's Expected Result/Impact:** meetings, sign in sheets, event calendar Promote a safe and inclusive environment **Staff Responsible for Monitoring:** Director of School Culture				

 No Progress Accomplished Continue/Modify 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

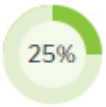
Strategy 1: Continue to monitor technology enhancements and new products **Strategy's Expected Result/Impact:** Working with District Technology committee to create a plan to work toward a 1:1 goal for student technology. Evaluate emerging technology to improve work, teaching and learning. **Staff Responsible for Monitoring:** Technology	**Reviews**			
	Formative			**Summative**
	Oct	**Dec**	**Feb**	**May**

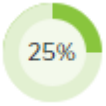
 No Progress Accomplished Continue/Modify Discontinue

Goal 2: The District will provide information and opportunities to assist students in preparing for college, career and the military.

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

	Reviews			
	Formative			Summative
	Oct	Dec	Feb	May
Strategy 1: Secondary campuses will provide Career Day opportunity for all students. **Strategy's Expected Result/Impact:** Campus Career Day Flyer and Information **Staff Responsible for Monitoring:** CTE Director, Secondary Principals **Title I Schoolwide Elements:** 2.5	15%	40%		
Strategy 2: Continue to provide student opportunities to explore and develop skills relevant to career pathway **Strategy's Expected Result/Impact:** Field Trip/experience records **Staff Responsible for Monitoring:** CTE Director	50%	80%		
Strategy 3: Provide District College Night for students and Parents **Strategy's Expected Result/Impact:** Flyers, agenda, sign-in sheets **Staff Responsible for Monitoring:** Senior Director for Student Support Services, Director for Advanced Academics, Academic Advisors	70%			
Strategy 4: All campuses will provide/conduct College Day/Night Activities **Strategy's Expected Result/Impact:** Sign in sheets; flyers **Staff Responsible for Monitoring:** Executive Director for School Administration, Director for Advanced Academics **Title I Schoolwide Elements:** 2.5	15%			
Strategy 5: Available scholarship opportunities will be provided to all seniors to assist them in completing scholarship applications. **Strategy's Expected Result/Impact:** Scholarship Calendar; # of applicants for each local scholarship **Staff Responsible for Monitoring:** Assistant Superintendent for Student Support Services, Senior Director for Student Support Services, Director for Advanced Academics, Campus Counselors, Academic Advisors	40%			

	Reviews			
	Formative			Summative
	Oct	Dec	Feb	May
Strategy 6: To increase knowledge and skills for improving college and career readiness, an array of quality staff development opportunities will be provided for all Journeys, Encounters, Pre-AP and AP teachers, counselors and Academic Advisors **Strategy's Expected Result/Impact:** Agendas, Sign-in sheets, flyer **Staff Responsible for Monitoring:** Program Director for Gifted and Talented; Director for Advanced Academics				

	Reviews			
	Formative			Summative
	Oct	Dec	Feb	May
Strategy 7: Maintain District Scholarship Calendar available for students and parents to access on the District webpage **Strategy's Expected Result/Impact:** Increased numbers of student scholarships received **Staff Responsible for Monitoring:** Academic Advisors, Director for Advanced Academics				

 No Progress Accomplished Continue/Modify Discontinue

Goal 2: The District will provide information and opportunities to assist students in preparing for college, career and the military.

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

	Reviews			
	Formative			Summative
	Oct	Dec	Feb	May
Strategy 1: Promote Pre-Advanced Placement and Advanced Placement vertical alignment sessions for all core areas. **Strategy's Expected Result/Impact:** Agenda/Sign-in Sheet **Staff Responsible for Monitoring:** Director for Advanced Academics	25%			
Strategy 2: Ensure students complete a coherent sequence of courses to be coded a 2 in PEIMS. **Strategy's Expected Result/Impact:** Increase coding of student in PEIMS to a level 2. **Staff Responsible for Monitoring:** CTE Director	55%	80%		
Strategy 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 **Strategy's Expected Result/Impact:** Certificates of Completion **Staff Responsible for Monitoring:** Director for Advanced Academics	50%	100%	100%	
Strategy 4: District will promote House Bill 5 Graduation requirements through the following: communication plan, student meetings, parent meetings, expanded information on the website, etc. **Strategy's Expected Result/Impact:** Web pages, agenda, sign-in sheets **Staff Responsible for Monitoring:** Deputy Superintendent, Executive Director of Student Support Services, Senior Director for Student Support Services, Director for Adanced Academics	45%			
Strategy 5: Information regarding ACT, SAT, FAFSA, HB5, district and local scholarships and G/T opportunities will be shared at parent meetings **Strategy's Expected Result/Impact:** Agendas, Sign-in sheets **Staff Responsible for Monitoring:** Senior Director for Student Support Services, Director for Advanced Academics, Academic Advisors	25%			

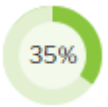
	Reviews			
	Formative			Summative
	Oct	Dec	Feb	May
Strategy 6: Provide district ACT tutorial opportunities for students **Strategy's Expected Result/Impact:** Sign-in sheets **Staff Responsible for Monitoring:** Director for Advanced Academics	30%			
Strategy 7: All Journeys, Encounters, Pre-AP and AP 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 year to improve college readiness skills **Strategy's Expected Result/Impact:** Projects **Staff Responsible for Monitoring:** Program Director of Advanced Academics and Director for Advanced Academics	30%			
Strategy 8: The following exams will be administered to students to serve as college readiness indicators: 8th graders - TSI English portion for selected students 9th graders - TSI English, TSIA Math for qualified students. 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. **Strategy's Expected Result/Impact:** Registration information, exam results **Staff Responsible for Monitoring:** Director for Advanced Academics, Academic Advisors, Counselors, Testing Coordinators and Campus Content Specialists	10%			
Strategy 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. **Strategy's Expected Result/Impact:** Agendas, Sign in sheets **Staff Responsible for Monitoring:** Academic Advisors, Director for Advanced Academics, Senior Director for Student Support Services	20%			

0% No Progress 100% Accomplished Continue/Modify Discontinue

Goal 2: The District will provide information and opportunities to assist students in preparing for college, career and the military.

Performance Objective 3: Provide comprehensive counseling to students

	Reviews			
	Formative			Summative
	Oct	Dec	Feb	May
Strategy 1: District will utilize CTE counselors at each high school to promote careers in high-skill, high-demand and high-wage fields **Strategy's Expected Result/Impact:** Student assemblies and award ceremonies, parent meetings. **Staff Responsible for Monitoring:** CTE Director	15%	35%		
Strategy 2: Secondary counselors will meet one-on-one or in small groups with all students **Strategy's Expected Result/Impact:** Sign in sheets for students, Endorsement Selection Forms for students in the 8th grade and PGPs for students in grades 9 - 12 **Staff Responsible for Monitoring:** Senior Director for Student Support Services, Campus Counselors	30%			
Strategy 3: Conduct monthly Lead Counselor Meetings **Strategy's Expected Result/Impact:** Meeting agendas, sign in sheets **Staff Responsible for Monitoring:** Senior Director for Student Support Services	30%			
Strategy 4: Provide staff development and training opportunities for all counselors on relevant topics **Strategy's Expected Result/Impact:** Implementation of comprehensive counseling program, meeting agendas, sign in sheets, handouts **Staff Responsible for Monitoring:** Senior Director for Student Support Services	30%			
Strategy 5: Continue implementation of district's House Bill 5 initiatives including: available resources, district website, brochures, parent meetings, etc. **Strategy's Expected Result/Impact:** Compliance with HB5 requirements **Staff Responsible for Monitoring:** Senior Director for Student Support Services	30%			

	Reviews			
	Formative			Summative
	Oct	Dec	Feb	May
Strategy 6: Continue partnerships with various community agencies to address relevant topics with students and parents. **Strategy's Expected Result/Impact:** Feedback from parents and students during and at the completion of programs. Sign-in sheets, parent surveys, agendas, Community based monthly presenter **Staff Responsible for Monitoring:** Director for Mental Health and Social Services, Senior Director for Student Support Services and District LCDC				
Strategy 7: Continue to provide multiple student and parents informational meetings/training on topics based on district/campus needs assessment **Strategy's Expected Result/Impact:** Student and parent assemblies, sign-in sheets, agendas and surveys **Staff Responsible for Monitoring:** Senior Director for Student Support Services and Campus Counselors				
Strategy 8: Conduct multiple opportunities for counselor collaboration to discuss and monitor district's counseling program (monthly meetings, quarterly meetings, bimonthly meetings) **Strategy's Expected Result/Impact:** Meeting agendas, sign in sheets **Staff Responsible for Monitoring:** Senior Director for Student Support Services				
Strategy 9: Director for Mental Health and Social Services will participate in monthly Lead Counselor meetings to address crisis intervention concerns. **Strategy's Expected Result/Impact:** Increased implementation of crisis intervention techniques throughout the district Agendas, Sign-in sheets **Staff Responsible for Monitoring:** Director for Mental Health and Social Services, Senior Director for Student Support Services				
Strategy 10: Provide additional training and update all counselors on the ASCA Guidance and Counseling Model and Texas Model for comprehensive school counseling program. **Strategy's Expected Result/Impact:** Sign-in Sheets **Staff Responsible for Monitoring:** Senior Director for Student Support Services				

 No Progress Accomplished Continue/Modify Discontinue

Goal 2: The District will provide information and opportunities to assist students in preparing for college, career and the military.

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

	Reviews			
	Formative			Summative
	Oct	Dec	Feb	May
Strategy 1: Increase CTE Dual Credit opportunities for students. **Strategy's Expected Result/Impact:** Enrollment data **Staff Responsible for Monitoring:** CTE Director; Director for Advanced Academics **Title I Schoolwide Elements:** 2.5	45%	50%		
Strategy 2: Provide letters to the parents of the students who meet eligibility requirements to participate in the program **Strategy's Expected Result/Impact:** Increased numbers of students in the program **Staff Responsible for Monitoring:** Senior Director for Student Support Services, Director for Advanced Academics, Academic Advisors, Counselors	35%			
Strategy 3: Parent meetings will be held to inform parents of the opportunities to earn college credits and/or certifications. **Strategy's Expected Result/Impact:** Agendas, sign in sheets **Staff Responsible for Monitoring:** Director for Advanced Academics, Academic Advisors, Counselors	30%			
Strategy 4: Classroom visits will be held to inform students of the opportunities **Strategy's Expected Result/Impact:** Agendas, sign in sheets **Staff Responsible for Monitoring:** Director for Advanced Academics, Academic Advisors, Counselors	10%			
Strategy 5: Provide eligible students with the dual credit scholarship - Fall/Spring semesters **Strategy's Expected Result/Impact:** Invoices from San Jacinto College; Increase in the number of degrees, college credit hours and certifications earned **Staff Responsible for Monitoring:** Director for Advanced Academics, Academic Advisors, Counselors **Title I Schoolwide Elements:** 2.5	35%			

0% No Progress 100% Accomplished Continue/Modify Discontinue

Goal 2: The District will provide information and opportunities to assist students in preparing for college, career and the military.

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

Evaluation Data Sources: CTE certifications as recorded in Eduthings.

	Reviews			
	Formative			Summative
	Oct	Dec	Feb	May
Strategy 1: Ensure teachers and students have appropriate materials for students to be successful on license and certification assessments. **Strategy's Expected Result/Impact:** Number of certificates. **Staff Responsible for Monitoring:** CTE Director	30%	40%		
Strategy 2: District will utilize CTE counselors at each high school to promote careers in the growing field of technology education. **Strategy's Expected Result/Impact:** Student assemblies and award ceremonies, parent meetings **Staff Responsible for Monitoring:** Director of Career and Technology Education	30%	70%		

0% No Progress | 100% Accomplished | Continue/Modify | Discontinue

Goal 2: The District will provide information and opportunities to assist students in preparing for college, career and the military.

Performance Objective 6: Establish clearly organized sequences of courses aligned to the Texas Education Agency's Programs of Studies.

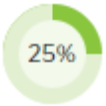
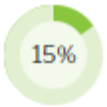
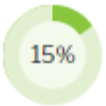
Evaluation Data Sources: District-developed public assessable material.

Strategy 1: Publish charts on the district website and provide printed copies of the charts to counselors and administrators. **Strategy's Expected Result/Impact:** Aligned charts by September 1, 2020 **Staff Responsible for Monitoring:** CTE Administrators and CTE Counselors	**Reviews**			
	Formative			**Summative**
	Oct	**Dec**	**Feb**	**May**

 No Progress Accomplished Continue/Modify 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

	Reviews			
	Formative			Summative
	Oct	Dec	Feb	May
Strategy 1: Provide district assessments for all state tested areas using the design and format of the STAAR program. **Strategy's Expected Result/Impact:** Increase in all STAAR scores **Staff Responsible for Monitoring:** Curriculum & Instruction Department, Principals **Funding Sources:** - 199 - Local				
Strategy 2: Analyze district and state assessment data and provide planning review sessions for campuses in need. **Strategy's Expected Result/Impact:** Data review session agendas and sign in sheets. Increase in STAAR scores. **Staff Responsible for Monitoring:** Program Directors, Coordinators and Specialists. **Funding Sources:** Salaries of district instructional specialists - 255 - Title II, Part A				
Strategy 3: Monitor campus CIP, STAAR Success and Tutorial plans and STAAR Online practice. **Strategy's Expected Result/Impact:** Plan completions. Increase in STAAR scores. **Staff Responsible for Monitoring:** District Accountability Team, Director of Special Education, Executive Director for School Administration				

 No Progress Accomplished Continue/Modify 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

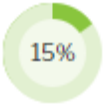
	Reviews			
	Formative			Summative
	Oct	Dec	Feb	May
Strategy 1: Revise curriculum and assessments to address weak areas identified by local and state assessment data. **Strategy's Expected Result/Impact:** Lessons aligned to TEKS, increase in STAAR Scores **Staff Responsible for Monitoring:** C & I Program Directors, Coordinators and Specialists	5%			
Strategy 2: Provide assessment writing training to subject areas and grade levels in need. **Strategy's Expected Result/Impact:** Assessments aligned to TEKS and at the rigor of STAAR. Increase in state assessment scores. **Staff Responsible for Monitoring:** C & I Program Directors, Coordinators and Specialists	20%			
Strategy 3: Provide instructional support through multiple modalities to address all learning styles. **Strategy's Expected Result/Impact:** Increase local and state assessment scores; program usage reports **Staff Responsible for Monitoring:** C & I Department **Title I Schoolwide Elements:** 2.4	5%	5%		
Strategy 4: Attend campus content planning sessions as needed to ensure the use of the curriculum maps and the production of high quality lessons. **Strategy's Expected Result/Impact:** Increase in quality lessons in the classroom. Increase in local and state assessment scores. **Staff Responsible for Monitoring:** C & I Department	35%			
Strategy 5: Provide student access to appropriate calculator applications on the grade level or course. **Strategy's Expected Result/Impact:** Increase in student proficient use of calculators during daily instruction. Increase math and science STAAR scores. **Staff Responsible for Monitoring:** Math & Science Program Directors	45%			

	Reviews			
	Formative			Summative
	Oct	Dec	Feb	May
Strategy 6: Monitor early Literacy and early Math progress measures on all elementary campuses. **Strategy's Expected Result/Impact:** Proactively identify ways that could support the development of these skills in students. **Staff Responsible for Monitoring:** Director for Academic Support and Intervention	35%			
Strategy 7: Implement RTI intervention practices to improve student achievement K-12. **Strategy's Expected Result/Impact:** Close the achievement gap and accelerate learning. **Staff Responsible for Monitoring:** Director for Academic Support and Intervention **Funding Sources:** Intervention salaries, RTI platform - 211 - Title I, Part A	25%			
Strategy 8: Digital content developed by team and added to curriculum. **Strategy's Expected Result/Impact:** Address different learning styles and deliver content to remote students. **Staff Responsible for Monitoring:** C&I Department/Instructional Technology	50%	60%		

0% No Progress 100% Accomplished Continue/Modify 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

	Reviews			
	Formative			Summative
	Oct	Dec	Feb	May
Strategy 1: Monitor instruction and provide support for teachers through the instructional coaching model. **Strategy's Expected Result/Impact:** Evidence of effective instruction and increase rigor reflected in increased local and state assessment scores. **Staff Responsible for Monitoring:** C & I Program Directors, Coordinators and Specialists **Funding Sources:** Salaries for Campus Instructional Coaches - 211 - Title I, Part A				
Strategy 2: Provide professional development across all content areas to enable teachers to implement research based instructional strategies. **Strategy's Expected Result/Impact:** Evidence of research based instructional strategies reflected in increased local and state assessment scores. **Staff Responsible for Monitoring:** C & I Program Directors, Coordinators and Specialists **Funding Sources:** - 285 - Title IV, - 255 - Title II, Part A				
Strategy 3: Provide training on differentiation of instruction through modifications and accommodations to address the needs of all LEP and SpED students. **Strategy's Expected Result/Impact:** 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. **Staff Responsible for Monitoring:** C & I Program Directors, SPED Directors, Coordinators and Specialists **Title I Schoolwide Elements:** 2.4 **Funding Sources:** - 263 - Title III, LEP				
Strategy 4: Provide vertical alignment opportunities to bridge the gaps between certain grade levels/content areas **Strategy's Expected Result/Impact:** Increase in local and state assessment scores. **Staff Responsible for Monitoring:** C & I Program Directors, Coordinators and Specialists				
Strategy 5: Offer pedagogy support sessions either face to face or via online platform (classroom management, communication, instructional strategies, etc.) monthly for classroom teachers. **Strategy's Expected Result/Impact:** Help build teacher capacity and increase retention rates **Staff Responsible for Monitoring:** Professional Development				

	Reviews			
	Formative			Summative
	Oct	Dec	Feb	May
Strategy 6: Continue developing a video-based library for instructional strategy training and support. **Strategy's Expected Result/Impact:** Help build teacher capacity and increase retention rates. **Staff Responsible for Monitoring:** Professional Development	45%			
Strategy 7: Provide ongoing, frequent support and coaching for new teachers. This support could either be face to face or via online platform. **Strategy's Expected Result/Impact:** Help build teacher capacity and increase retention rates. **Staff Responsible for Monitoring:** Professional Development **Funding Sources:** - 285 - Title IV, - 255 - Title II, Part A	55%			

0% No Progress 100% Accomplished Continue/Modify Discontinue

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

Performance Objective 4: Provide technology support to all tested areas

	Reviews			
	Formative			Summative
	Oct	Dec	Feb	May
Strategy 1: Digital lessons will be competed by all students to enhance core curriculum concepts. Digital lessons will be created and integrated into the core curriculum scope and sequence. **Strategy's Expected Result/Impact:** Projects created and completed. **Staff Responsible for Monitoring:** Technology	50%	80%		
Strategy 2: Digital Accelerators will be provided September-February. **Strategy's Expected Result/Impact:** Tips/Tools will be provided for integration. **Staff Responsible for Monitoring:** Technology	30%	75%		
Strategy 3: The technical team will ensure computers and mobile devices are in working order. **Strategy's Expected Result/Impact:** HelpDesk tickets are completed in a timely manner. **Staff Responsible for Monitoring:** Coordinator of Technical Services and Executive Director of Technology	55%			
Strategy 4: Computers and mobile devices will be updated to support online state testing. **Strategy's Expected Result/Impact:** Campus identified testing devices are up-to-date with the latest state software. **Staff Responsible for Monitoring:** Technology	50%			
Strategy 5: Provide trainings such as Eduphoria Aware, SchoolStatus, ClassLink and Learning Managment System to monitor student growth and needs. **Strategy's Expected Result/Impact:** Determine student growth and needs. **Staff Responsible for Monitoring:** Technology	85%	100%	100%	

0% No Progress 100% Accomplished Continue/Modify 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 Sources: 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)

	Reviews			
	Formative			Summative
	Oct	Dec	Feb	May
Strategy 1: Continue partnership with the Houston Symphony Orchestra and Museum of Fine Arts Houston **Strategy's Expected Result/Impact:** Student trips to the Houston Symphony and the Museum of Fine Arts Houston **Staff Responsible for Monitoring:** Director of Fine Arts	0%	0%		
Strategy 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. **Strategy's Expected Result/Impact:** Communication with Elementary campuses **Staff Responsible for Monitoring:** Director of Fine Arts	0%	0%		
Strategy 3: Insure that every campus has an after school art club. **Strategy's Expected Result/Impact:** Creation of art clubs at every campus. **Staff Responsible for Monitoring:** Sam Harris, Director of Fine Arts **Title I Schoolwide Elements:** 2.5	0%	0%		
Strategy 4: Create, conduct and analyze a student satisfaction survey for each secondary fine arts program and provide data to teachers and building principals. **Strategy's Expected Result/Impact:** Student Survey and Communication with each secondary campus about the results. **Staff Responsible for Monitoring:** Director of Fine Arts	0%	0%		

Strategy 5: Focus on continued improvement of UIL results. **Strategy's Expected Result/Impact:** UIL over all results. **Staff Responsible for Monitoring:** Director of Fine Arts	**Reviews**			
	Formative			**Summative**
	Oct	**Dec**	**Feb**	**May**
	0%	0%		

No Progress

Accomplished

Continue/Modify

Discontinue

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 Sources: Survey of enrichment and extra-curricular offerings district-wide

	Reviews			
	Formative			Summative
	Oct	Dec	Feb	May
Strategy 1: All Elementary, Middle Schools, and High Schools will offer extra-curricular opportunities **Strategy's Expected Result/Impact:** Keeping facilities open after school and summers Clinics and Camps offered at all schools. **Staff Responsible for Monitoring:** Director Of Athletics Asst. Director of Athletics, C & I Department, Campus Principals, Executive Director of School Administration				
Strategy 2: Increase the number of Arts experiences for elementary and secondary students through visiting artists and campus field trips. **Strategy's Expected Result/Impact:** Field trips for Art experiences. **Staff Responsible for Monitoring:** Sam Harris, Director of Fine Arts **Title I Schoolwide Elements:** 2.5				
Strategy 3: Monitor and evaluate field trips to ensure that they support curriculum and instruction as well as providing students with exposure to new experiences. **Strategy's Expected Result/Impact:** Approval of field trips. **Staff Responsible for Monitoring:** Sam Harris, Director of Fine Arts				
Strategy 4: Coaches will make students aware of UIL activities they can participate in by visiting classes, making daily announcements and posting notices around campus. **Strategy's Expected Result/Impact:** Numbers increased from previous year. **Staff Responsible for Monitoring:** Middle school Coaches,Athletic Director and Assistant.				

Strategy 5: The District will provide quality instructional summer camps offered to all grade levels. **Strategy's Expected Result/Impact:** Students continued growth over the summer months. **Staff Responsible for Monitoring:** Assistant Superintendent for C & I and Professional Development **Funding Sources:** Extra Duty Pay - 285 - Title IV - Title IV	**Reviews**			
	Formative			**Summative**
	Oct	**Dec**	**Feb**	**May**
	0%			

No Progress

Accomplished

Continue/Modify

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 Sources: Campus scheduling provides staffing and scheduling for students to participate in PE, Music and Art weekly.

Strategy 1: Work with elementary principals to monitor master schedules so goal is achieved. **Strategy's Expected Result/Impact:** Monitor master schedules **Staff Responsible for Monitoring:** Sam Harris, Director of Fine Arts	**Reviews**			
	Formative			**Summative**
	Oct	**Dec**	**Feb**	**May**
	0%	0%		

 No Progress Accomplished Continue/Modify 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 Sources: Survey of extra-curricular student clubs offered district-wide

Strategy 1: Create a database of student clubs by campus **Strategy's Expected Result/Impact:** Data base of Student Club **Staff Responsible for Monitoring:** Sam Harris, Director of Fine Arts	**Reviews**			
	Formative			**Summative**
	Oct	**Dec**	**Feb**	**May**
	0%	0%		
Strategy 2: Student clubs will be offered at the campus level. **Strategy's Expected Result/Impact:** Camps offered at every campus. **Staff Responsible for Monitoring:** Executive Director for School Administration, Campus Principals, C & I Department	**Reviews**			
	Formative			**Summative**
	Oct	**Dec**	**Feb**	**May**
	15%			

0% No Progress 100% Accomplished Continue/Modify 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

	Reviews			
	Formative			Summative
	Oct	Dec	Feb	May
Strategy 1: Encourage all physical education teachers to offer more lifetime activities and teach benefits of healthy lifestyles. **Strategy's Expected Result/Impact:** Lesson plans, guest speakers,nurses and health fairs. **Staff Responsible for Monitoring:** All physical education teachers, Athletic Director **Results Driven Accountability - Equity Plan**	100%	95%	5%	

	Reviews			
	Formative			Summative
	Oct	Dec	Feb	May
Strategy 2: Every Campus will have a Boys and Girls Club **Strategy's Expected Result/Impact:** Meeting sign in, student rosters, Field trips, Sponsors will act as mentors to students **Staff Responsible for Monitoring:** Director of School Culture				

0% No Progress 100% Accomplished Continue/Modify Discontinue

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

	Reviews			
	Formative			Summative
	Oct	Dec	Feb	May
Strategy 1: Write and publish recognition stories for team and individual student achievements on Facebook / Twitter, district webpage and in local newspapers. **Strategy's Expected Result/Impact:** Public acknowledgement of student achievements **Staff Responsible for Monitoring:** Communication Services				
Strategy 2: Collaborate with local news agencies to cover events and spotlight teams/campuses. **Strategy's Expected Result/Impact:** Positive news media coverage of school and student success **Staff Responsible for Monitoring:** Communication Services				
Strategy 3: Continue to recognize high level of quality athletic and academic achievements by teams and individuals. **Strategy's Expected Result/Impact:** Competitive scheduling of games, monitoring of grades,scholarship offers and local and national recognition. **Staff Responsible for Monitoring:** Coaches, Athletic Director and Assistant Director.	100%	30%	100%	

0% No Progress | 100% Accomplished | Continue/Modify | 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.

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

0% No Progress 100% Accomplished Continue/Modify 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 2: Develop intervention strategies and provide support to campuses to improve attendance, graduation, retention and drop-out rates

	Reviews			
	Formative			Summative
	Oct	Dec	Feb	May
Strategy 1: Review and monitor District RTI program. **Strategy's Expected Result/Impact:** Reduction in Special Education referrals and retention rates. **Staff Responsible for Monitoring:** Program Director for Student Intervention Services				
Strategy 2: Provide services to our students during prenatal, postpartum and extended postpartum periods of pregnancy in an On-Campus setting. **Strategy's Expected Result/Impact:** Teen parents will utilize services prior to, during and after giving birth to ensure student success. **Staff Responsible for Monitoring:** Director of Childcare Services				
Strategy 3: Develop and implement District Attendance Initiative. **Strategy's Expected Result/Impact:** Increase overall district's student attendance rate **Staff Responsible for Monitoring:** District Attendance Committee Members				
Strategy 4: Provide District ASAP Officers to assist with truancy prevention measures. **Strategy's Expected Result/Impact:** Increase student attendance, efficient tracking and monitoring of home visits **Staff Responsible for Monitoring:** Executive Director of Security/Chief of Police				
Strategy 5: Continue to provide RaaWee software, training and support to monitor and track student attendance, interventions, loss of credit, court referrals, etc. **Strategy's Expected Result/Impact:** Increased student attendance, efficient monitoring of interventions, tracking of court filings and compliance with student withdrawals. Due to COVID 19 District will focus on student participation and engagement rather than daily attendance in the classroom. **Staff Responsible for Monitoring:** Executive Director for Educational Support Program Director for Educational Support				
Strategy 6: Continue implementation of online ASAP Referral Form. Provide training as needed. **Strategy's Expected Result/Impact:** Reduce truancy, increased student attendance **Staff Responsible for Monitoring:** Executive Director for Security Program Director for Educational Support				

	Reviews			
Strategy 7: Continue Annual Dropout Recovery Walk	Formative			Summative
Strategy's Expected Result/Impact: To recover students that have dropped out of school or were no-shows at the beginning of the year.	Oct	Dec	Feb	May
Staff Responsible for Monitoring: Program Director for School Support Services				

	Reviews			
Strategy 8: Conduct routine meetings with at-risk coordinators.	Formative			Summative
Strategy's Expected Result/Impact: Reduce the dropout rate by reviewing data and tracking students that withdraw.	Oct	Dec	Feb	May
Staff Responsible for Monitoring: Program Director for School Support Services				

	Reviews			
Strategy 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.	Formative			Summative
Strategy's Expected Result/Impact: Improve attendance by using truancy prevention measures.	Oct	Dec	Feb	May
Staff Responsible for Monitoring: Program Director for Educational Support and Campus Administrators.				

	Reviews			
Strategy 10: Conduct bi-annual and yearly review of all students high school graduation plans including endorsement selections and distinctions.	Formative			Summative
Strategy's Expected Result/Impact: Personal Graduation plans developed for all high school students, transcript reviews, updated PGPs in cohort folder	Oct	Dec	Feb	May
Staff Responsible for Monitoring: Senior Director for Student Support Services				

0% No Progress 100% Accomplished Continue/Modify 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

Strategy 1: Regular attendance will be encouraged through incentive programs **Strategy's Expected Result/Impact:** Operational Support departments will achieve 97% staff attendance **Staff Responsible for Monitoring:** All Business Services Departments Human Resource Services All Operations Departments	**Reviews**			
	Formative			**Summative**
	Oct	**Dec**	**Feb**	**May**

 No Progress Accomplished Continue/Modify Discontinue

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

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

	Reviews			
	Formative			Summative
	Oct	Dec	Feb	May
Strategy 1: Digital Literacy resources will be available on the district website and a digital literacy presentation will be presented to parents at all schools. **Strategy's Expected Result/Impact:** Resources are posted on the website and presentations are complete which includes device usage and care, Internet safety and digital learning. **Staff Responsible for Monitoring:** Technology	5%	30%		
Strategy 2: Increase business/industry partnerships. **Strategy's Expected Result/Impact:** # of partnerships will increase by 5% **Staff Responsible for Monitoring:** CTE Director, Program Director and Coordinator	10%	50%		
Strategy 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 **Strategy's Expected Result/Impact:** Positive relationship-building and communication with community members, leaders, and stakeholders. **Staff Responsible for Monitoring:** Communication Services				
Strategy 4: Support and participate in community organizations, such as: 1) Chamber of Commerce 2) Rotary (North Shore & Galena Park) 3) Relay for Life **Strategy's Expected Result/Impact:** District representation in area civic groups **Staff Responsible for Monitoring:** Communication Services				

	Reviews			
	Formative			Summative
	Oct	Dec	Feb	May
Strategy 5: Provide appreciation and recognition for our business and community partners through: 1) Newsletters 2) Programs 3) District webpage 4) Newspapers (GPS/NCS) **Strategy's Expected Result/Impact:** Promotion of business and community partners' contributions to the success of our students and schools. **Staff Responsible for Monitoring:** Communication Services				

	Reviews			
	Formative			Summative
	Oct	Dec	Feb	May
Strategy 6: Partner with Harris County Dept. of Education's Community in Schools to assist students. **Strategy's Expected Result/Impact:** Increased student attendance and performance. **Staff Responsible for Monitoring:** Director for Grants/504	0%	0%		

	Reviews			
	Formative			Summative
	Oct	Dec	Feb	May
Strategy 7: Partner with Community in Schools of SE Harris County (CIS) and Harris County Department of Education to provide services to students that enhance positive self-image, pre-employment skills, substance abuse awareness, and refusal skills. **Staff Responsible for Monitoring:** Director of Grants, 504 **Funding Sources:** Salaries for site coordinators - 211 - Title I, Part A	20%	5%	100%	

	Reviews			
	Formative			Summative
	Oct	Dec	Feb	May
Strategy 8: All teachers will maintain a webpage, updated weekly.				

0% No Progress 100% Accomplished Continue/Modify Discontinue

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

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

	Reviews			
	Formative			Summative
	Oct	Dec	Feb	May
Strategy 1: Collaborate with GPISD Community Council of PTAs to provide monthly information meetings. **Strategy's Expected Result/Impact:** Provide District leadership to local PTA chapters; provide scholarships to GPISD seniors. **Staff Responsible for Monitoring:** Communication Services				
Strategy 2: Monitor parent volunteer hours and opportunities offered at each campus to ensure participation. **Strategy's Expected Result/Impact:** Volunteer support for campuses **Staff Responsible for Monitoring:** Communication Services				
Strategy 3: Meet with Parent Involvement Facilitators to discuss/generate ideas for parental involvement opportunities. **Strategy's Expected Result/Impact:** Increased parental involvement **Staff Responsible for Monitoring:** Communication Services	0%			

0% No Progress | 100% Accomplished | Continue/Modify | Discontinue

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

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

	Reviews			
	Formative			Summative
	Oct	Dec	Feb	May
Strategy 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 **Strategy's Expected Result/Impact:** Effective dissemination of District information via varied communication channels. **Staff Responsible for Monitoring:** Communication Services				
Strategy 2: Conduct Parent Advisory Board Meetings three times a year. **Strategy's Expected Result/Impact:** Parents will receive relevant information about District programs and offerings, as well as provide feedback to District regarding issues of importance to them. Provide a channel for two-way communication and capacity- building for parents. **Staff Responsible for Monitoring:** Communication Services				
Strategy 3: Conduct Migrant Parent Advisory meetings **Strategy's Expected Result/Impact:** Increase parental involvement with migrant families and educate parents to available resources. **Staff Responsible for Monitoring:** Migrant Education Program Coordinator **Title I Schoolwide Elements:** 3.2 **Funding Sources:** - 212 - Title I, Part C Migrant		35%	50%	
Strategy 4: Provide families of students served in 21st Century Community Learning Centers opportunities for literacy and related educational development **Staff Responsible for Monitoring:** Director of Grants, 504 **Funding Sources:** - 211 - Title I, Part A			35%	

0% No Progress 100% Accomplished Continue/Modify Discontinue

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

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

	Reviews			
	Formative			Summative
	Oct	Dec	Feb	May
Strategy 1: Provide campuses with 1% spending requirement of Title I budget. **Strategy's Expected Result/Impact:** Provide parents with available resources **Staff Responsible for Monitoring:** Executive Director of Federal Programs **Funding Sources:** - 211 - Title I, Part A	30%	50%		
Strategy 2: Maintain documentation of district and campuses conducting Title I annual meeting with the dissemination of the District Title I Parent and Family Engagement Policy, School Compacts, and Title I Notice of Parent Rights. **Strategy's Expected Result/Impact:** Parents being involved with development of parent involvement policy and school compact, and being notified of their rights under Title I. **Staff Responsible for Monitoring:** Communication Services, Executive Director of Federal Programs **Funding Sources:** - 211 - Title I, Part A	30%	60%		
Strategy 3: Provide parents with GPISD Title I Parent Involvement Policy. **Strategy's Expected Result/Impact:** Parents being made aware of District Parent and Family Engagement policy. **Staff Responsible for Monitoring:** Communication Services, Executive Director of Federal Programs **Funding Sources:** - 211 - Title I, Part A	30%	100%	100%	

0% No Progress 100% Accomplished Continue/Modify Discontinue

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

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

Strategy 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.) **Strategy's Expected Result/Impact:** Provide data to use when recognizing and thanking business partners and sponsors for their contributions to student, school, and district successes. **Staff Responsible for Monitoring:** Communication Services GPISD Education Foundation	**Reviews**			
	Formative			**Summative**
	Oct	**Dec**	**Feb**	**May**
	0%			

0% No Progress | 100% Accomplished | Continue/Modify | 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

	Reviews			
	Formative			Summative
	Oct	Dec	Feb	May
Strategy 1: All teachers, librarians and specialist will select and complete an Individual Technology Goal (ITG) which is integrated into their yearly goals such as TTESS. **Strategy's Expected Result/Impact:** The goal is selected, training or meetings are attended to achieve the goal and mastery is demonstrated utilizing the new skill with students. **Staff Responsible for Monitoring:** Technology	20%	20%		
Strategy 2: Digital Learning & Assessment Specialists (DLAS) will provide staff development to employees. **Strategy's Expected Result/Impact:** Mandatory training, ITG training and software integration training is complete. **Staff Responsible for Monitoring:** Technology	30%	30%		
Strategy 3: Members of the Technology department will attend TCEA to stay abreast of emerging technology hardware, software and integration. **Strategy's Expected Result/Impact:** TCEA attended and information shared with the department, curriculum team and /or teachers. **Staff Responsible for Monitoring:** Technology	0%	30%		
Strategy 4: Maintain a Professional Learning Catalog in Eduphoria which includes trainings for all campus job categories and evaluation domains. **Strategy's Expected Result/Impact:** All district-wide courses are scheduled in Eduphoria and are linked to the T-Tess Domains that they encompass. **Staff Responsible for Monitoring:** Professional Development				
Strategy 5: Provide a district-wide, face to face or online conference-style professional development day during the fall semester. **Strategy's Expected Result/Impact:** This training which will be held in November, will enhance both teachers and paraprofessionals abilities by offering a variety of session. One important aspect that sessions could address is support in the area of virtual learning tools. **Staff Responsible for Monitoring:** Professional Development **Funding Sources:** - 255 - Title II, Part A				

	Reviews			
	Formative			Summative
	Oct	Dec	Feb	May
Strategy 6: Monitor campus professional development plans for required trainings /hours. **Strategy's Expected Result/Impact:** The PD Department will continue to collected sign-in sheets, agendas and surveys from all campuses and administrative departments throughout the school year (August-May).The Professional Department will also work with campuses to develop a plan to maintain accurate records for virtual meetings. **Staff Responsible for Monitoring:** Professional Development				
Strategy 7: Provide ongoing, frequent support and training for new teachers. **Strategy's Expected Result/Impact:** During the course of the year, new teachers will be offered a variety of training's either face to face or virtual to enhance their PD including student management, CHAMPS, T-Tess Domains 1-4 and customer service. Teachers will be supported by classroom visits either face to face or virtual throughout the year. **Staff Responsible for Monitoring:** Professional Development				
Strategy 8: Provide Homegrown Program trainings focused on support and job-related skills. **Strategy's Expected Result/Impact:** Throughout the year, six meetings will be held face to face or virtual 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. Throughout the year virtual updates will be provided to homegrown students via Smore. **Staff Responsible for Monitoring:** Professional Development				
Strategy 9: Provide monthly paraprofessional trainings and support sessions focused on job-related skills and competencies. **Strategy's Expected Result/Impact:** There are monthly After School Specials for para professionals. Support sessions will be added face to face or virtual, to enhance paraprofessional skills and competencies as needed. **Staff Responsible for Monitoring:** Professional Development				
Strategy 10: Create a written, comprehensive Professional Development Plan. **Strategy's Expected Result/Impact:** A written PD plan called "GPISD 3 Year Continuum of Learning" has been created. **Staff Responsible for Monitoring:** Professional Development				
Strategy 11: Operational support employees will be provided with opportunities to participate in safety training, certification courses and licensing activities. **Strategy's Expected Result/Impact:** 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. **Staff Responsible for Monitoring:** Business Services Departments Human Resource Services All Operations Departments				

Strategy 12: Grounds employees will begin a cross training program to build capacity within their department **Strategy's Expected Result/Impact:** The Director for Grounds will document cross training efforts with a log of training days. **Staff Responsible for Monitoring:** Director for Grounds	**Reviews**			
	Formative			**Summative**
	Oct	**Dec**	**Feb**	**May**
	25%	50%		

No Progress

Accomplished

Continue/Modify

Discontinue

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

Performance Objective 2: Provide enhanced leadership development for employees

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

0% No Progress 100% Accomplished Continue/Modify Discontinue

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

Performance Objective 3: GPISD will continue to utilize new teacher training, via HR on-boarding and the GPISD New Teacher Academy, to introduce new staff to district culture, goals, and programs.

	Reviews			
	Formative			Summative
	Oct	Dec	Feb	May
Strategy 1: Utilize online platforms to have all new hires complete HR on-boarding for the 2020-2021 school year. **Strategy's Expected Result/Impact:** Staff responsible could remain the same. **Staff Responsible for Monitoring:** Professional Development				
Strategy 2: Conduct a GPISD New Teacher Academy, either face-to-face or via online platforms, that introduce new staff to district culture, goals, and programs. **Strategy's Expected Result/Impact:** By Attending the GPISD New Teacher Academy new teachers will be given instructions in district practices that will help that build teaching capacity and learn more about the district which they now work. **Staff Responsible for Monitoring:** Professional Development / Campus Administration				

0% No Progress 100% Accomplished Continue/Modify Discontinue

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

Performance Objective 4: Recruit and retain highly qualified staff

Strategy 1: Maintain compliance with state Highly Effective requirements and assess and implement efforts in recruiting and retaining highly effective staff in identified shortage areas.	**Reviews**			
	Formative			**Summative**
	Oct	**Dec**	**Feb**	**May**
Strategy's Expected Result/Impact: HRS will monitor certifications and qualifications for all employees in an effort to ensure 100% of staff are highly effective **Staff Responsible for Monitoring:** Assistant Superintendent for HRS, Sr. Director for Recruitment and Retention, Sr. Director for HRS Elementary, Executive Director for Human Resource	90%			

Strategy 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.	**Reviews**			
	Formative			**Summative**
	Oct	**Dec**	**Feb**	**May**
Strategy's Expected Result/Impact: Increase retention rate by 1%. **Staff Responsible for Monitoring:** Assistant Superintendent for HRS, Sr. Director for Recruitment and Retention, Sr. Director for HRS Elementary, Executive Director for Human Resource	75%			

0% No Progress 100% Accomplished Continue/Modify Discontinue

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

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

	Reviews			
	Formative			Summative
	Oct	Dec	Feb	May
Strategy 1: Create a life cycle replacement plan for: 1) ADMN Board Room (AV equipment) 2) Photography & Video equipment 3) Presentation equipment **Strategy's Expected Result/Impact:** Best use of available funding for items with predictable life cycles; also, allows District to maintain state-of-the-art equipment for presentation, training, and/or governmental agency purposes. **Staff Responsible for Monitoring:** Communication Services				

	Reviews			
	Formative			Summative
	Oct	Dec	Feb	May
Strategy 2: Create a life cycle replacement plan for Zotz presentation equipment. **Strategy's Expected Result/Impact:** A life cycle has been created for Zotz with an emphasis placed on technology. **Staff Responsible for Monitoring:** Professional Development				

	Reviews			
	Formative			Summative
	Oct	Dec	Feb	May
Strategy 3: Utilize long-range planning will be performed annually to ensure equipment and facilities are in good working condition **Strategy's Expected Result/Impact:** 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. **Staff Responsible for Monitoring:** Facilities/Maintenance Transportation Technology Fine Arts Budget				

 No Progress Accomplished Continue/Modify Discontinue

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

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

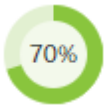
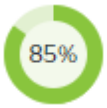
	Reviews			
	Formative			Summative
	Oct	Dec	Feb	May
Strategy 1: Provide efficient and timely response to internal and external customers needs. **Strategy's Expected Result/Impact:** Operational support departments will achieve a score of at least 75% on customer satisfaction surveys. **Staff Responsible for Monitoring:** All Business Services Departments Human Resource Services All Operations Departments	50%	50%		
Strategy 2: Provide timely technology services. **Strategy's Expected Result/Impact:** Help Desk tickets will be reviewed monthly and schedules adjusted as needed to ensure timely service with an average of 7 days. **Staff Responsible for Monitoring:** Technology				
Strategy 3: Proper internal controls considered and included in the development of all business office processes and procedures **Strategy's Expected Result/Impact:** To ensure GPISD procedures are appropriately implemented and important information communicated to various stakeholders, budget managers, financial clerks, and employees will be trained on the financial procedures, financial software (TEAMS), cash handling procedures, employee benefits topics, and budget topics. **Staff Responsible for Monitoring:** Business Services	85%	95%	0%	

0% No Progress 100% Accomplished Continue/Modify Discontinue

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

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

	Reviews			
	Formative			Summative
	Oct	Dec	Feb	May
Strategy 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. **Strategy's Expected Result/Impact:** Competitiveness with market will be demonstrated by measuring no less than 80% of the market within each comparison groups. **Staff Responsible for Monitoring:** Human Resource Services Assistant Superintendent for HRS, Executive Director for HRS Compensation	80%			
Strategy 2: The Benefits Department will ensure an efficient and effective use of District resources **Strategy's Expected Result/Impact:** This will result in a 25% reduction in FSA forfeitures and an increase of 10% of the Teladoc program by August 31, 2020 **Staff Responsible for Monitoring:** Benefits	100%	✗	✗	
Strategy 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 a moderate variance when comparing budgeted revenue to actual revenue for the last 3 fiscal years beginning with fiscal year 18/19. **Strategy's Expected Result/Impact:** (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. **Staff Responsible for Monitoring:** Business Services	75%	80%		
Strategy 4: The Tax Office will prepare accurate and timely daily deposit **Strategy's Expected Result/Impact:** The Tax Office will produce accurate and timely daily deposits resulting in 100% accuracy for tax year 2020 as of August 2021 **Staff Responsible for Monitoring:** Tax Office	100%	100%	0%	

	Reviews			
	Formative			Summative
	Oct	Dec	Feb	May
Strategy 5: Improve purchasing efficiency by increasing number of vendors using e-procurement. **Strategy's Expected Result/Impact:** Development and implementation of a punch-out process for purchases to improve efficiencies by 30% by June 2021. **Staff Responsible for Monitoring:** Purchasing				
Strategy 6: Maintain compliance with State and Federal Agencies and timely and accurate reports or filings. **Strategy's Expected Result/Impact:** Business Services will maintain 100% compliance with timely and accurate reports or filings required by Board Policy and any State or Federal Agency as of August 2021 **Staff Responsible for Monitoring:** Business Services				
Strategy 7: Reduce cash handling throught 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. **Strategy's Expected Result/Impact:** Reduce the volume of cash collected on the campuses by 10% by August 31, 2021 to increase efficiency of the Financial Clerks and Business Office staff and reduce the inherent risks of cash handling. **Staff Responsible for Monitoring:** Accounting				
Strategy 8: Ensure fiscal soundness in future years and maintain organizational capacity sufficient to fund activities to achieve the district mission by ensuring the average change in assigned and unassigned fund balance over 3 years has less than a 25% decrease and remains within the thresholds outlined in Board policy. **Strategy's Expected Result/Impact:** Updating and monitoring current and future year's forecasts through the tracking of many variables that contribute to its outcome. **Staff Responsible for Monitoring:** Compliance Officer				
Strategy 9: Payroll Services will increase efficiencies in the payroll department. **Strategy's Expected Result/Impact:** Payroll Services will continue processing monthly payroll accounting by the first week of the following month 90% of the time **Staff Responsible for Monitoring:** Payroll				
Strategy 10: 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, and TEA's School FIRST system **Strategy's Expected Result/Impact:** Day to day excellence in financial reporting, preparation and forecasting with knowledge of a variety of State and Federal laws, Board policies, regulations and professional standards, utilizing our fiduciary responsibility to maximize return on investment of every educational dollar. **Staff Responsible for Monitoring:** Payroll				

	Reviews			
	Formative			Summative
	Oct	Dec	Feb	May
Strategy 11: New products for the execution of all jobs will be introduced by the warehouse **Strategy's Expected Result/Impact:** 3 new products will be introduced per year for the internal and external customers **Staff Responsible for Monitoring:** Manager of Warehouse				

	Reviews			
	Formative			Summative
	Oct	Dec	Feb	May
Strategy 12: Continuous assessment and monitoring of bond projects to ensure they are within budget and completed on time. **Strategy's Expected Result/Impact:** 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. **Staff Responsible for Monitoring:** Facilities Treasury & Capital Projects Management				

	Reviews			
	Formative			Summative
	Oct	Dec	Feb	May
Strategy 13: Expand the investment portfolio to include securities with varying maturities to maximize interest earnings during periods of interest rate fluctuations. **Strategy's Expected Result/Impact:** Increase investment earnings by 10% over prior year. **Staff Responsible for Monitoring:** Treasury & Capital Projects Management				

	Reviews			
	Formative			Summative
	Oct	Dec	Feb	May
Strategy 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. **Strategy's Expected Result/Impact:** Infrastructure provided supports district needs. **Staff Responsible for Monitoring:** Technology				

	Reviews			
	Formative			Summative
	Oct	Dec	Feb	May
Strategy 15: Technology will implement and maintain technology hardware and software for operational and instructional programs. **Strategy's Expected Result/Impact:** Help Desk tickets will be completed on an average of 7 days. **Staff Responsible for Monitoring:** Technology				

	Reviews			
	Formative			Summative
	Oct	Dec	Feb	May
Strategy 16: Maintain and update a backup and disaster recovery plan. **Strategy's Expected Result/Impact:** Schedule monthly backup and semi annually disaster recovery system checks. **Staff Responsible for Monitoring:** Technology				

Strategy 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.	Reviews			
	Formative			Summative
	Oct	Dec	Feb	May
Strategy's Expected Result/Impact: 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 **Staff Responsible for Monitoring:** All Business Services Departments	100%			

Strategy 18: Increase student mobile devices to support digital learning. **Strategy's Expected Result/Impact:** 1:1 solution **Staff Responsible for Monitoring:** Technology	Reviews			
	Formative			Summative
	Oct	Dec	Feb	May
	100%	100%	100%	

0% No Progress 100% Accomplished Continue/Modify Discontinue

District Funding Summary

199-23 - Special Education					
Goal	**Objective**	**Strategy**	**Resources Needed**	**Account Code**	**Amount**
					$0.00
				Sub-Total	$0.00
				Budgeted Fund Source Amount	$300,000.00
				+/- Difference	$300,000.00

199-30 - SCE					
Goal	**Objective**	**Strategy**	**Resources Needed**	**Account Code**	**Amount**
1	4	6	Salaries for staff		$0.00
				Sub-Total	$0.00
				Budgeted Fund Source Amount	$500,000.00
				+/- Difference	$500,000.00

285 - Title IV					
Goal	**Objective**	**Strategy**	**Resources Needed**	**Account Code**	**Amount**
3	3	2			$0.00
3	3	7			$0.00
4	2	5	Extra Duty Pay	Title IV	$0.00
				Sub-Total	$0.00
				Budgeted Fund Source Amount	$300,000.00
				+/- Difference	$300,000.00

212 - Title I, Part C Migrant					
Goal	**Objective**	**Strategy**	**Resources Needed**	**Account Code**	**Amount**
6	3	3			$0.00
				Sub-Total	$0.00
				Budgeted Fund Source Amount	$30,000.00
				+/- Difference	$30,000.00

224 - IDEA B, Sped					
Goal	**Objective**	**Strategy**	**Resources Needed**	**Account Code**	**Amount**
					$0.00
				Sub-Total	$0.00
				Budgeted Fund Source Amount	$400,000.00
				+/- Difference	$400,000.00

255 - Title II, Part A					
Goal	**Objective**	**Strategy**	**Resources Needed**	**Account Code**	**Amount**
3	1	2	Salaries of district instructional specialists		$0.00
3	3	2			$0.00
3	3	7			$0.00
7	1	5			$0.00
				Sub-Total	$0.00
				Budgeted Fund Source Amount	$500,000.00
				+/- Difference	$500,000.00

263 - Title III, LEP					
Goal	**Objective**	**Strategy**	**Resources Needed**	**Account Code**	**Amount**
3	3	3			$0.00
				Sub-Total	$0.00
				Budgeted Fund Source Amount	$0.00
				+/- Difference	$0.00

211 - Title I, Part A					
Goal	**Objective**	**Strategy**	**Resources Needed**	**Account Code**	**Amount**
3	2	7	Intervention salaries, RTI platform		$0.00
3	3	1	Salaries for Campus Instructional Coaches		$0.00
6	1	7	Salaries for site coordinators		$0.00
6	3	4			$0.00
6	4	1			$0.00
6	4	2			$0.00
6	4	3			$0.00
				Sub-Total	$0.00

211 - Title I, Part A					
Goal	**Objective**	**Strategy**	**Resources Needed**	**Account Code**	**Amount**
				Budgeted Fund Source Amount	$600,000.00
				+/- Difference	$600,000.00
				Grand Total	$0.00