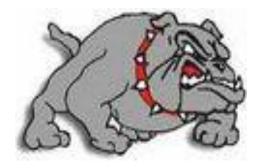# Hitchcock Independent School District

2021-2022 District Improvement Plan

Board of Trustees
Chad Allen, President; Ted Robinson, Jr., Vice President; Tom Ivey, Secretary; Monica Cantrell, Trustee;
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Dr. Kate Tucker, *Curriculum & Instruction*; Patrick Faour, *Assessment & Accountability*
Cherissa Crawford, *Special Programs* ; Chris Armacost, *Technology & Facility Operations;*
Sharonda Harrison, *Human Resources*; Jennifer Donovan; *Finance*

Mission Statement

The mission of Hitchcock Independent School District is to produce contributing citizens prepared for life-long learning, believing in our country, themselves, and their fellow man in our ever-changing world by providing a personalized, yet diversified, quality education through varied learning experiences with pride, participation and performance in partnership with our community.

Goals

Goal #1: Make academic achievement and student performance the primary priority of Hitchcock ISD

Goal #2: Recruit, Reward, and Retain highly qualified staff

Goal #3: Maintain a safe and disciplined environment conducive to learning

Goal #4: Maximize fiscal responsibility to provide for operational effectiveness and facility maintenance

Goal #5: Parent and community based engagement

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Comprehensive Needs Assessment

Demographics

Demographics Summary
HISD is a small community located 15 miles north of Galveston and 40 miles south of downtown Houston. The Hitchcock Independent School District is located within Galveston County. It is comprised of four campuses in addition to Kids First Head Start. The enrollment is approximately 1700 students in grades Pre-kindergarten through 12th grade. This student population is 44% African American, 31% Hispanic and 22% White. There is an overall rate of 80% for Economically Disadvantage.

Demographics Strengths
The close-knit community and small student population allows for a complete understanding of individual family dynamics as well as an authentic connection to each student.

Demographic Needs
- Increase academic, advancement, and enrichment opportunities for students
- Increase communication with families (including non-English speakers)
- Increase opportunities for family and community participation and education

Student Academic Achievement

Student Academic Achievement Summary

2021 Not Rated: Declared State of Disaster

2020 Not Rated: Declared State of Disaster

2019 District Performance on State Accountability
- Overall Performance: 63 out of 100 (D)
- Student Achievement: 66 out of 100 (D)
- School Progress: 67 out of 100 (D)
- Closing the Gaps: 55 out of 100 (F)

- Distinctions Earned: No distinctions earned

District STAAR Historical Passing Percentages

3rd Grade Reading STAAR Summary	Tested Year	2017			2018			2019			2020	2021		
	Passing Standards	Approaches	Meets	Masters	Approaches	Meets	Masters	Approaches	Meets	Masters		Approaches	Meets	Masters
		52%	34%	19%	66%	37%	18%	63%	35%	18%	Not Rated	33%	13%	1%

3rd Grade Math STAAR Summary	Tested Year	2017			2018			2019			2020	2021		
	Passing Standards	Approaches	Meets	Masters	Approaches	Meets	Masters	Approaches	Meets	Masters		Approaches	Meets	Masters
		56%	24%	12%	52%	25%	9%	63%	27%	10%	Not Rated	35%	13%	2%

4th Grade Reading STAAR Summary	Tested Year	2017			2018			2019			2020	2021		
	Passing Standards	Approaches	Meets	Masters	Approaches	Meets	Masters	Approaches	Meets	Masters		Approaches	Meets	Masters
		41%	22%	10%	66%	49%	28%	63%	35%	17%	Not Rated	51%	29%	4%

4th Grade Math STAAR Summary	Tested Year	2017			2018			2019			2020	2021		
	Passing Standards	Approaches	Meets	Masters	Approaches	Meets	Masters	Approaches	Meets	Masters		Approaches	Meets	Masters
		55%	21%	11%	61%	33%	13%	55%	29%	13%	Not Rated	59%	28%	13%

4th Grade Writing STAAR Summary	Tested Year	2017			2018			2019			2020	2021		
	Passing Standards	Approaches	Meets	Masters	Approaches	Meets	Masters	Approaches	Meets	Masters		Approaches	Meets	Masters
		58%	18%	6%	55%	34%	10%	56%	22%	5%	Not Rated	38%	17%	1%

5th Grade Reading STAAR Summary	Tested Year	2017			2018			2019			2020	2021		
	Passing Standards	Approaches	Meets	Masters	Approaches	Meets	Masters	Approaches	Meets	Masters		Approaches	Meets	Masters
		76%	47%	19%	76%	43%	14%	82%	48%	24%	Not Rated	69%	34%	18%

5th Grade Math STAAR Summary	Tested Year	2017			2018			2019			2020	2021		
	Passing Standards	Approaches	Meets	Masters	Approaches	Meets	Masters	Approaches	Meets	Masters		Approaches	Meets	Masters
		75%	34%	19%	82%	34%	14%	82%	39%	17%	Not Rated	61%	64%	15%

5th Grade Science	Tested Year	2017			2018			2019			2020	2021		
		Approaches	Meets	Masters	Approaches	Meets	Masters	Approaches	Meets	Masters		Approaches	Meets	Masters

		2017			2018			2019			2020	2021		
		Approaches	Meets	Masters	Approaches	Meets	Masters	Approaches	Meets	Masters		Approaches	Meets	Masters
STAAR Summary	Passing Standards	70%	40%	18%	65%	27%	11%	77%	48%	17%	Not Rated	77%	48%	17%
6th Grade Reading STAAR Summary	Tested Year	**2017**			**2018**			**2019**			**2020**	**2021**		
	Passing Standards	**Approaches**	**Meets**	**Masters**	**Approaches**	**Meets**	**Masters**	**Approaches**	**Meets**	**Masters**	Not Rated	**Approaches**	**Meets**	**Masters**
		67%	26%	8%	60%	25%	15%	42%	15%	4%		53%	20%	6%
6th Grade Math STAAR Summary	Tested Year	**2017**			**2018**			**2019**			**2020**	**2021**		
	Passing Standards	**Approaches**	**Meets**	**Masters**	**Approaches**	**Meets**	**Masters**	**Approaches**	**Meets**	**Masters**	Not Rated	**Approaches**	**Meets**	**Masters**
		75%	21%	6%	58%	23%	13%	52%	19%	7%		57%	35%	4%
7th Grade Reading STAAR Summary	Tested Year	**2017**			**2018**			**2019**			**2020**	**2021**		
	Passing Standards	**Approaches**	**Meets**	**Masters**	**Approaches**	**Meets**	**Masters**	**Approaches**	**Meets**	**Masters**	Not Rated	**Approaches**	**Meets**	**Masters**
		70%	31%	9%	71%	40%	18%	71%	40%	18%		63%	38%	21%
7th Grade Math STAAR Summary	Tested Year	**2017**			**2018**			**2019**			**2020**	**2021**		
	Passing Standards	**Approaches**	**Meets**	**Masters**	**Approaches**	**Meets**	**Masters**	**Approaches**	**Meets**	**Masters**	Not Rated	**Approaches**	**Meets**	**Masters**
		52%	18%	4%	72%	28%	9%	72%	28%	9%		38%	13%	8%
7th Grade Writing STAAR Summary	Tested Year	**2017**			**2018**			**2019**			**2020**	**2021**		
	Passing Standards	**Approaches**	**Meets**	**Masters**	**Approaches**	**Meets**	**Masters**	**Approaches**	**Meets**	**Masters**	Not Rated	**Approaches**	**Meets**	**Masters**
		46%	10%	3%	58%	32%	3%	58%	32%	3%		51%	23%	5%
8th Grade Reading STAAR Summary	Tested Year	**2017**			**2018**			**2019**			**2020**	**2021**		
	Passing Standards	**Approaches**	**Meets**	**Masters**	**Approaches**	**Meets**	**Masters**	**Approaches**	**Meets**	**Masters**	Not Rated	**Approaches**	**Meets**	**Masters**
		67%	25%	8%	80%	40%	15%	80%	40%	15%		68%	44%	18%
8th Grade Math STAAR Summary	Tested Year	**2017**			**2018**			**2019**			**2020**	**2021**		
	Passing Standards	**Approaches**	**Meets**	**Masters**	**Approaches**	**Meets**	**Masters**	**Approaches**	**Meets**	**Masters**	Not Rated	**Approaches**	**Meets**	**Masters**
		78%	38%	7%	71%	39%	9%	71%	39%	9%		64%	34%	7%
8th Grade Science STAAR Summary	Tested Year	**2017**			**2018**			**2019**			**2020**	**2021**		
	Passing Standards	**Approaches**	**Meets**	**Masters**	**Approaches**	**Meets**	**Masters**	**Approaches**	**Meets**	**Masters**	Not Rated	**Approaches**	**Meets**	**Masters**
		45%	20%	0%	66%	35%	15%	66%	35%	15%		50%	19%	8%

8th Grade Social Studies Summary	Tested Year	2017			2018			2019			2020	2021		
	Passing Standards	Approaches	Meets	Masters	Approaches	Meets	Masters	Approaches	Meets	Masters	Not Rated	Approaches	Meets	Masters
		26%	N/A	N/A	20%	1%	0%	48%	15%	4%		54%	17%	6%

EOC English I STAAR Summary	Tested Year	2017			2018			2019			2020	2021		
	Passing Standards	Approaches	Meets	Masters	Approaches	Meets	Masters	Approaches	Meets	Masters	Not Rated	Approaches	Meets	Masters
		42%	24%	1%	31%	19%	0%	50%	39%	6%		67%	49%	6%

EOC English II STAAR Summary	Tested Year	2017			2018			2019			2020	2021		
	Passing Standards	Approaches	Meets	Masters	Approaches	Meets	Masters	Approaches	Meets	Masters	Not Rated	Approaches	Meets	Masters
		45%	26%	4%	40%	21%	1%	40%	25%	1%		65%	45%	5%

EOC Algebra I STAAR Summary	Tested Year	2017			2018			2019			2020	2021		
	Passing Standards	Approaches	Meets	Masters	Approaches	Meets	Masters	Approaches	Meets	Masters	Not Rated	Approaches	Meets	Masters
		64%	24%	9%	78%	34%	9%	68%	41%	22%		84%	57%	26%

EOC Biology STAAR Summary	Tested Year	2017			2018			2019			2020	2021		
	Passing Standards	Approaches	Meets	Masters	Approaches	Meets	Masters	Approaches	Meets	Masters	Not Rated	Approaches	Meets	Masters
		77%	31%	7%	78%	34%	9%	81%	50%	14%		84%	51%	15%

EOC US History STAAR Summary	Tested Year	2017			2018			2019			2020	2021		
	Passing Standards	Approaches	Meets	Masters	Approaches	Meets	Masters	Approaches	Meets	Masters	Not Rated	Approaches	Meets	Masters
		61%	22%	4%	74%	28%	9%	75%	43%	13%		80%	55%	29%

Student Academic Achievement Strengths

- All students eligible for Texas Success Initiative advanced/dual credit courses were enrolled
  - Fall 2020-2021: 4 Seniors, 11 Juniors enrolled in Collegiate, seniors earned an Associate Degree
  - Fall 2020-2021: 39 students enrolled in dual credit courses
  - Spring 2020-2021: 26 students enrolled in dual credit courses
- Hitchcock ISD's graduation consistently exceeds the state average
- 80% of the Class of 2021 should meet CCMR compared to 55% of the Class of 2020

2020 & 2021 District STAAR Progress Measure – No Data due to being Not Rated: Declared State of Disaster

(No Progress Measures from the 2019-2020, and 2020-2021 School Years due to COVID-19)
2019 District STAAR Progress Measure
The distinction earned and the performance in the area of school progress are due to academic progress made by students.

STAAR Test	Accelerated Progress	Expected Progress	Limited Progress
4th Reading	14%	36%	50%
4th Math	17%	28%	54%
5th Reading	40%	35%	25%
5th Math	28%	50%	21%
6th Reading	0%	13%	87%
6th Math	1%	25%	74%
7th Reading	18%	49%	33%
7th Math	8%	38%	54%
8th Reading	20%	55%	24%
8th Math	5%	54%	41%
EOC Algebra I	26%	34%	40%
EOC English II	0%	61%	39%

Student Academic Achievement Needs
- Increase student achievement on all assessments
- Increase student academic growth
- Increase College, Career, and Military Readiness to include all students
- Increase instructional rigor and expectations
- Increase levels of advanced achievement
- Monitor instruction through frequent meetings to analyze data and implement interventions

Comprehensive Needs Assessment Data Documentation

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

Improvement Planning Data
District/campus goals; current and prior year(s) district/campus improvement plans; district/campus planning and decision-making committee(s) meeting data; state and federal requirements; data meetings, 1:1 meetings with administrators etc.

Accountability Data
Texas Academic Performance Report (TAPR) data; Performance Index Framework data; Accountability Distinction Designations; Federal Report Card data; PBMAS data; etc.

Student Assessment Data
State and federally required assessment information; State of Texas Assessment of Academic Readiness (STAAR) assessment data from 2019; Texas English Language Proficiency Assessment System (TELPAS) data from 2019; Texas Primary Reading Inventory (TPRI), Texas Early Math Inventories (TEMI), I-Station and other assessments; local unit assessment data; attendance data; discipline data; report card grades; cumulative data charts, observational data; etc.

2021-2022 District Leadership Team Members

Committee Role	Name	Position
District Level Administrator	Travis Edwards	Superintendent
District Level Administrator	Chris Armacost	Director of Technology, Facilities & Operations
District Level Administrator	Jennifer Donovan	Director of Finance
District Level Administrator	Dr. Mary K. Tucker	Coordinator of C & I
District Level Administrator	Patrick Faour	Coordinator of Assessment & Accountability
District Level Administrator	Cherissa Crawford	Coordinator of Special Programs
District Level Administrator	Sharonda Harrison	Coordinator of Human Resources
District Coordinator of School Improvement	Lisa Spain	Educator
Administrator	Ethel Gaines	Director Kids First Head Start
Teacher	Alma Duncan	Primary
Teacher	Stacy Wheeland	Elementary
Teacher	Megan Stall	Middle School
Teacher	Denise Thomas	Middle School
Teacher	John Carter	High School
Paraprofessional	Cicely Cole	Teacher Assistant
Community Member	Rachel Ashwood	Texas First Bank

Goals and Performance Objectives

Goal #1: Make academic achievement and student performance the priority of Hitchcock ISD.

Performance Objective 1: 100% of students will achieve at least one-year's academic progress on year-end assessments (STAAR, TELPAS, TPRI/TEMI, etc.)

Performance Objective 2: 30% or more of students will achieve Mastery on STAAR assessments (11% in 2018; 11% in 2019; 11% in 2021)

Performance Objective 3: 100% of students will meet or exceed the level of Approaches for the STAAR (in each subject area)

Evaluation Data Sources/Evidence Demonstrating Progress: lesson plans, progress monitoring, student assessment scores, special programs documentation, meeting/activity documentation (minutes, agendas, participant attendance, etc.)

Strategy Description	Funding Sources	Monitor	Reviews (Formative & Summative)			
			Nov	Jan	Mar	Jun
Ongoing collection/evaluation/disaggregation of data (formative, summative, district unit assessments, state assessments, universal screeners, etc.) and utilization of data to drive/differentiate/scaffold instruction and interventions	Title I General Funds	Principals Teachers				
Thorough pre-planning of lessons for instruction and intervention to include high level questions, engaging and rigorous activities, differentiated instruction, and cross-curricular collaboration/implementation		Principals Teachers				
Ongoing monitoring and campus/district-wide planning to include: effectiveness of instruction (observations/walk-throughs), evaluation of student progress monitoring data (administrative data meetings), effective master scheduling, planning for instruction and intervention periods, monitoring of special programs and student support, ongoing targeted and effective professional development, etc.		Principals Coordinators Campus Leadership Team				
Ongoing effective utilization of technology to support academic achievement – to include chrome carts for students in grades 3rd-12th, utilization of computer labs by grades Pre K-12th grade, use of software (such as: I-Station, Study Island, Flocabulary)		Principals Coordinators Teachers				
Ongoing encouragement and positive incentives for students – to include student award ceremonies, promotion of the importance of assessments and opportunities earned through academic achievement		Principals Teachers				
Implementation of interactive notebooks in the core subjects to help students organize and synthesize information while imbedding writing across all content areas.		Principals Teachers				
Use of Leveled Literacy Intervention (LLI) system K-8 to provide daily intensive small group instruction for struggling readers		Principals Teachers				
Implementation of HB3 Reading Academies with a Comprehensive Cohort in HISD for grades K-5.		Cohort Leader Teachers				

For Reviews: ✔ = Accomplished   ➔ = Continue/Modify   **+** = Considerable Progress   **/** = Some Progress   **O** = No Progress   **X** = Discontinue

Goal #1: Make academic achievement and student performance the priority of Hitchcock ISD.

Performance Objective 4: 100% of 12th graders will meet College, Career, and/or Military Readiness (CCMR) standards

Evaluation Data Sources/Evidence Demonstrating Progress: meeting/activity documentation (minutes, agendas, participant attendance, etc.); student licensures/certifications

Strategy Description	Funding Sources	Monitor	Reviews (Formative & Summative)			
			Nov	Jan	Mar	Jun
Encourage students; promote awareness of opportunities and ensure CCMR goal setting at all grade levels –include CCMR focused electives and ongoing CCMR focused information/activity events for parents and students (field trips, guest speakers, information nights, etc.); one-on-one student conferences; ongoing parent communication/support	General funds	Principals Teachers				
Monitor student goal setting and progress towards meeting goals; CCMR activity planning/implementation		Principals Campus Leadership Team				
CCMR focused college-readiness activities will occur during intervention/enrichment time as needed		Coordinators				
Focus on Juniors and Seniors for CCMR planning/preparation, and promotion/awareness of athletic/academic scholarships		Principals HS Counselor Athletic Director				
Ongoing review of Career and Technical Education (CTE) program to ensure the availability of programs that provide students with licensure/certification		Principals Coordinators Campus Leadership Team				
Improve graduation rates and success rates for post-secondary education by implementing Advanced Via Individual Determination (AVID) at Secondary campuses		Principals AVID Site Teams District Director				
For Reviews: ✔ = Accomplished ➔ = Continue/Modify **+** = Considerable Progress **/** = Some Progress **O** = No Progress **X** = Discontinue						

Goal #1: Make academic achievement and student performance the priority of Hitchcock ISD.

Performance Objective 5: Achieve UIL Academic District Champion at each division level (elementary, middle, and high school levels)

Performance Objective 6: All extra-curricular organizations, teams, and clubs will achieve Regional and/or State level

Performance Objective 7: All students participating in organizations, teams, and clubs will achieve 100% passing rate all school year

Evaluation Data Sources / Evidence Demonstrating Progress: meeting/activity documentation (minutes, agendas, participant attendance, scoring results/awards, etc.); student report cards

Strategy Description	Funding Sources	Monitor	Reviews (Formative & Summative)			
			Nov	Jan	Mar	Jun
Encourage and actively recruit students for participation –include incentives/rewards for participation; celebration of successes; and public acknowledgement (newspaper, district site/social media, school board meetings, athletic and academic pep rallies, etc.)	General Fund	Principals Athletic Director Teachers Coaches Club/Activity Sponsors				
Work throughout the entire school year (as opposed to just before contest) on student engagement/preparation; ensure meeting of all deadlines and knowledge/adherence to rules/regulations		Athletic Director Coaches Club/Activity Sponsors				
Teach, mentor and monitor coaches/sponsors; monitor programs/events		Athletic Director Principals				
Monetary incentives (stipends) for staff sponsorship of many organizations, clubs, UIL activities, etc.		Superintendent HR Coordinator Principals				
Each campus will increase participation in UIL Academics activities for the 2021-2022 school year.		Principals Teachers				
For Reviews: ✔ = Accomplished ➔ = Continue/Modify **+** = Considerable Progress **/** = Some Progress **O** = No Progress **X** = Discontinue						

Goal #1: Make academic achievement and student performance the priority of Hitchcock ISD.

Performance Objective 8: Decrease the achievement gap among special populations of students (socio-economic status, ethnicity, Special Education, English Learners, etc.) to achieve "Met Standard" in "Closing the Gaps" on State Accountability

Evaluation Data Sources/Evidence Demonstrating Progress: lesson plans, progress monitoring, student assessment scores, special programs documentation, data meetings, teacher 1:1 with administrators, meeting/activity documentation (minutes, agendas, participant attendance, etc.)

Strategy Description	Funding Sources	Monitor	Reviews (Formative & Summative)			
			Nov	Jan	Mar	Jun
Ongoing staff training in effective differentiation strategies and best practices related to students with individualized needs (Emergent Bilinguals, Dyslexia, Economically Disadvantaged, etc.)	Title III, General Funds	Principals Coordinators Teachers				
Ongoing data disaggregation and monitoring of effective instruction		Principals Teachers				
Provide professional development to increase district-wide support for Special Education and Emergent Bilinguals		Principals				
Referral to special programs (RTI/MTSS, Section 504, Dyslexia, ESL, Special Education, etc.) as appropriate to ensure effective/appropriate ongoing support and accommodations for students		Principals Coordinators Teachers				
Effective and compliant operations to ensure students in special programs (Response to Intervention, Section 504, Dyslexia, ESL, Special Education, etc.) are identified, provided ongoing supports and interventions as needed, and utilizing accommodations/modifications as required		Principals Coordinators				
For Reviews: ✔ = Accomplished ➔ = Continue/Modify **+** = Considerable Progress **/** = Some Progress **O** = No Progress **X** = Discontinue						

Goal #1: Make academic achievement and student performance the priority of Hitchcock ISD.
Performance Objective 9: HISD will increase average daily student attendance to 97%

Evaluation Data Sources/Evidence Demonstrating Progress: attendance data, student participation in incentives, attendance letters and documentation of communication and follow-up

Strategy Description	Funding Sources	Monitor	Reviews (Formative & Summative)			
			Nov	Jan	Mar	Jun
Accurately record/monitor daily attendance; plan for making up work, lost instruction, and seat time	General Funds	Principals Teachers Attendance Clerks				
Individual and campus attendance incentives –include recognition at awards assemblies, high school exam exemptions, perfect attendance celebration events etc.		Principals Teachers				
Ongoing parent notification/communication, documentation letters and follow-up		Principals HISD Police Teachers				
For Reviews: ✔ = Accomplished ➔ = Continue/Modify **+** = Considerable Progress **/** = Some Progress **O** = No Progress **X** = Discontinue						

Goal #2: Recruit, Reward, and Retain Highly Qualified Staff

Performance Objective 1: Increase staff retention rate by 3%
Performance Objective 2: District-wide ongoing focus on improving culture and climate

Evaluation Data Sources / Evidence Demonstrating Progress: staff hiring and salary documentation, staff surveys

Strategy Description	Funding Sources	Monitor	Reviews (Formative & Summative)			
			Nov	Jan	Mar	Jun
Create a targeted branding campaign for the district/HR department. Train all employees and students on the message	General Funds	All staff Students				
Create a Focus Group with teachers and paras from each campus to meet 2-3 times a year in order to review and provide feedback on district initiatives for recruitment and retention	General Funds	HR coordinator				
Develop district letterhead and forms to include new brand, update the website to reflect this	General Funds	Focus Group Technology Director				
Expand capabilities of current application system, TalentEd Recruit and Hire, and provide training to all hiring administrators in the district. Expand job postings to include: TASAnet, Region 4, TASPA, TSPRA, Craigslist, Indeed etc.	General Funds	HR Coordinator Principals				
Create an online at-home onboarding information packet to include various HR paperwork, documents and information	General Funds	HR Coordinator Technology Director				
Train current employees as ambassadors for the district and offer a recruitment stipend for bringing in new teachers ($200) and paraprofessionals ($100) as well as encouraging staff to enroll on Recruit and Hire Job alerts weekly	General Funds	HR Coordinator				
Salary ranges will be reviewed annually to ensure HISD is commensurate with local districts	General Funds Title I Funds	HR Coordinator				
Reconsider Master's Degree stipend amount from $750 to $1200. Currently employees in non-certified areas receive a $1000 stipend which is more than that of a certified teacher with a Master's Degree		HR Coordinator				
Administrative proposal to offer stipend pay for teachers in acute shortage areas and to develop an incentive plan for staff attendance		HR Coordinator				

Administrators will participate in ongoing recruitment activities by attending a Fall and Spring job Fair which will include a bold visual presence (publish open positions, attend job fairs, utilize banners, flash drives, etc.)	General Funds	HR Coordinator Principals				
Expand HISD Substitute Pool with Fall/Spring graduates and offer jobs to candidates for upcoming school year		HR Coordinator				
Increase sub pay for upcoming school year to include certified teachers and nurses and to be commensurate with local districts		HR Coordinator				
Improve staff relations by offering site visits to potential candidates to experience the culture/climate and participate in a brief meet & greet by either Principal or AP. Follow up with each potential candidate via email or personal phone call following meeting/interview		HR Coordinator Principals				
New Employee professional development will be provided at the beginning of school year with monthly follow-up sessions each semester for support (meetings will be scheduled at the end of the day)		Superintendent Coordinators				
Collaborate with local community facilities and businesses to provide educator discounts/rates for HISD employees		HR Coordinator				
Ensure ongoing communication with staff and increase transparency through callouts, emails etc. Encourage Superintendent or Board President to mail a personal note to each new hire		Superintendent				
Publish HR highlights twice a year to recognize employees as well as provide tips, deadlines, and current events		HR Coordinator				
Consider "pay as you go" master's stipend with signed obligation for 1-2 years after first year of employment		HR Coordinator Finance Director				
Offer employees general admission passes to home sporting events with the presentation of an HISD badge		HR Coordinator				
All K-5 Teachers will receive a $500 stipend at the successful completion of HB 3 Reading Academies		Superintendent Finance Director C&I Coordinator				
Implement incentives and ongoing activities and monitoring to improve school culture and climate such as Employee of the Month, HISD Facebook page or campus marquee recognition, gift cards, drawings, coupons, notes, food items or coverage for a break		Principals Coord. School Improvement				
Implement a perseverance incentive for all returning staff during the month of August.	General Funds	Superintendent Finance Dept				
Provide a staff attendance incentive each semester for employees that have 98% and 96% attendance rate.	General Funds	Superintendent Finance Dept				
For Reviews: ✔ = Accomplished ➔ = Continue/Modify **+** = Considerable Progress **/** = Some Progress **O** = No Progress **X** = Discontinue						

Goal #3: Maintain a safe and disciplined environment conducive to learning

Performance Objective 1: 25% decrease in the number of office discipline referrals (in 2019-20, there were 514 total referrals in elementary, and 1,153 total referrals in secondary)

Performance Objective 2: When surveyed, students, staff, and parents will report feeling the campus is a safe and secure learning environment

Evaluation Data Sources / Evidence Demonstrating Progress: discipline data, classroom walk-through documentation

Strategy Description	Funding Sources	Monitor	Reviews (Formative & Summative)			
			Nov	Jan	Mar	Jun
Build positive, encouraging relationships with students and utilize positive behavioral incentives (individual, classroom, campus-wide)	General Funds	Principals Teachers				
Display of CHAMPS visuals, and consistent usage of CHAMPS protocols in all classrooms		Principals Teachers				
Creation/implementation of campus discipline committee to establish behavior expectations, and monitor/address behavioral needs		Principals Teachers				
Monitor consistent use of strategies and positive incentives; ensure discipline placements are appropriate and aligned to legal requirements		Principals				
Implement an online reporting system for staff, students and parents to report incidents such as bullying and cyber abuse securely, and anonymously.		Principals				
Ensure/check that doors are secured after entry/exit – always remove anything preventing doors from locking		HISD Police All Staff				
Ensure all visitors enter through main door and sign-in to the school visitor management system (escort any non-registered visitor to office immediately) – teach students not to open doors for strangers/visitors		All Staff				
Monitor safety/security; advertise/inform public/community of the sign-in system; educate staff; convey school policy to parents; stress student safety		Superintendent Principals HISD Police				
Ensure regular maintenance of building – regularly check door mechanisms; repair keys and/or door mechanisms as needed; post visible signs		Maintenance Director				
Develop and Implement COVID-19 response protocols as outlined in the district reopening plan		Principals Coordinators				
For Reviews: ✔ = Accomplished ➔ = Continue/Modify **+** = Considerable Progress **/** = Some Progress **O** = No Progress **X** = Discontinue						

Goal #4: Maximize fiscal responsibility to provide for operational effectiveness and facility maintenance

Performance Objective 1: Earn an "A" in Financial Integrity Rating System of Texas (FIRST)
Performance Objective 2: Decrease utility usage by 5%

Evaluation Data Sources / Evidence Demonstrating Progress: utility records, School Board Meeting minutes, financial documentation and reports

Strategy Description	Funding Sources	Monitor	Reviews (Formative & Summative)			
			Nov	Jan	Mar	Jun
Make school district financial information available – to include district check register posted on district website	General Funds	Superintendent Finance Director Technology Director				
Strive to earn Transparency Starts from the Texas Comptroller's Office		Finance Dept				
Ensure all programs are effectively implemented, documented and evaluated in accordance with state and federal guidelines by providing technical support, training, and appropriate resources.		Superintendent Finance Director				
Pursue grant opportunities in order to enhance the educational and social/emotional learning opportunities for students.		Superintendent Directors Coordinators Grant Specialist				
Develop a long-term vehicle replacement and maintenance program		Superintendent Maintenance Director				
Develop a plan for maintenance and up-dates to athletic facilities, including the baseball field, softball field, and football field		Superintendent Maintenance Director Athletic Director				

For Reviews: ✔ = Accomplished ➔ = Continue/Modify ✚ = Considerable Progress / = Some Progress O = No Progress X = Discontinue

Goal #5: Parent and Community Based Engagement

Performance Objective 1: Ensure ongoing communication with parents and other community stakeholders

Performance Objective 2: Increase family participation in student support events: Open House; STAAR Night; Literacy Night; Grandparents Day; Fall Festival; etc.

Performance Objective 3: Provide Parent Empowerment meetings

Evaluation Data Sources / Evidence Demonstrating Progress: documentation/copies of parent/community communication, participation logs for events and classes

Strategy Description	Funding Sources	Monitor	Reviews (Formative & Summative)			
			Nov	Jan	Mar	Jun
Increase communication with all stakeholders to ensure visibility and transparency – to include: newspaper publications, Facebook and website postings, newsletter, etc.	General Funds	Superintendent Coordinators Principals				
All staff will provide weekly parental communication – may include: take-home folders, phone calls, emails, newsletters, School Messenger calls, Remind101, district website, Facebook, etc. – ensure communication is positive as well as addressing challenges, build positive and encouraging relationships with parents		All Staff				
Provide student surveys to obtain parent and student feedback in order to target improvements for students, parents, and community		Superintendent Principals				
Plan/prepare for events and monitor; ensure early/regular communication of scheduled events		Principals				
Continue parent empowerment sessions to provide educational opportunities for parents and community members		District Mental Health Counselor				
Ensure community outreach to include civic, church, political, and business leadership		Superintendent Directors Coordinators Principals				
For Reviews: ✔ = Accomplished ➔ = Continue/Modify **+** = Considerable Progress **/** = Some Progress **O** = No Progress **X** = Discontinue						