

Navarro Independent School District

District Improvement Plan

2020-2021

Accountability Rating: Not Rated: Declared State of Disaster



Board Approval Date: December 16, 2020
Public Presentation Date: December 16, 2020

Vision

Navarro ISD – Where Excellence is the Standard

Navarro ISD provides a safe, positive environment cultivating creative problem solvers that make sound, ethical decisions.

- *We value relationships.*
- *We engage learners.*
- *We foster resilience and confidence.*

Board Goals

Goal 1: NISD will provide modern and inviting facilities that inspire a learning community.

Indicators of Success:

- Plan for adequate space for a growing population.
- Enrich technology infrastructure through unified endpoint management and maintenance of replacement schedules.
- Provide a safe learning environment with enhanced security measures.

Goal 2: NISD will foster and support a professional learning community that attracts and develops a diverse staff that engages all students.

Indicators of Success:

- Provide competitive compensation.
- Foster team attitude for continuous improvement with collaboration at grade, campus, and district levels.
- Strengthen technology PLC cohorts to expand technology integration, student learning, and staff proficiency.

Goal 3: NISD will meet individual academic needs, challenging students to their highest potential and developing student outcome goals based off of HB 3 requirements.

Indicators of Success:

- Offer courses, strategies, and extracurricular activities that meet the needs of individual students, especially students who are not currently involved, and prepare them for college and career success.
- Effective communication within the district and campus and between the classrooms and the home.
- Effective counseling and K-12 instruction that addresses communication, social skills, professional character, and work ethic.
- Foster higher academic achievement and greater student engagement through explicit instruction, curriculum alignment and instructional monitoring.
- Continuous improvement on state accountability measures, such that learning gaps narrow, and:

1. The percent of 3rd grade students that score meets grade level or above on STAAR Reading will increase from 49% to 60% by June 2024 (HB 3 Required Goal).
2. The percent of 3rd grade students that score meets grade level or above on STAAR Math will increase from 53% to 65% by June 2024 (HB 3 Required Goal).
3. The percentage of graduates that meet the criteria for CCMR will increase from 74.5% to 75% by August 2024 (HB 3 Required Goal).
4. Each campus earns a Domain I (performance of all student groups) grade of "A".
5. Each campus improves Domain II academic growth performance by one letter grade.
6. Domain III performance meets or exceeds federal passing percentages in both Reading and Math for all eligible population groups.
7. The district earns the Post-Secondary Readiness distinction.

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Comprehensive Needs Assessment

Demographics

Demographics Summary

Navarro ISD is a 4A public school district located in the proud community of Geronimo in Guadalupe County. The district boundaries cover approximately 86 square miles surrounded by the communities of Seguin, New Braunfels, and San Marcos. Navarro ISD offers a small-school atmosphere with a rigorous curriculum, supportive staff and active community that supports high quality academic achievements and extra-curricular development. The district is the heart of the Geronimo community and enjoys a successful partnership with parents, families, businesses and community members. The community partnerships are essential to the success of the district in providing a quality education to an expanding community. Through the Navarro Education Foundation and Booster groups supporting the schools, students are able to obtain additional resources for the classroom as well as in extra-curricular activities to assist in their overall growth and academic success in schools.

Navarro ISD Student Demographics

	2019	2020
Total Students	1940	1944
African American	1.5%	1.3%
Hispanic	41.00%	40.6%
White	54.8%	55.2%
American Indian	0.2%	0.1%
Asian	0.08%	0.7%
Pacific Islander	0.2%	0.2%
Two or More Races	1.6%	1.9%
Economically Disadvantaged	36.1%	33.3%
Non-Educationally Disadvantaged	63.9%	66.7%
English Language Learners	4.23%	5.0%
Graduation Rate	99.3%	*97.5%
College and Career Ready Graduates	74.0%	*71.6%
At Risk	31.8%	27.8%
Attendance Rate	96.1%	*96.3%

*Based on 2018-2019 Graduates and Attendance

Navarro ISD Schools and Enrollment

	2019	2020
Navarro Elementary (Prek - 3)	546	563
Navarro Intermediate (4-6)	433	435
Navarro Junior High School (7-8)	324	311

	2019	2020
Navarro High School (9-12)	637	635

Navarro ISD Program Enrollment

	State	Navarro ISD	
	%	%	#
Bilingual/ESL	20.6%	4.7%	92
Career and Technology Education	50.8%	89%	565
Gifted and Talented	8.1%	7.5%	146
Special Education	10.7%	10.7%	208

Demographics Strengths

Navarro ISD anticipates additional growth based on continued demographics studies conducted in the area. The study predicts the district will grow by a minimum of 100 students per year for the next ten years. These estimations based on the study are considered moderate in terms of potential growth. For the prior 3 academic years, Navarro ISD has experienced between 3% and 8% growth in student population numbers. Due to this population growth, Navarro ISD has expanded programs in order to meet the demands of students entering the district. With the academic efforts put forth, the district has been able to maintain student achievement and discipline levels despite the rising population of students. The district continues to have a strong community that supports the education program and continues to make Navarro ISD the place to bring your family.

Overall Strength Observations:

- High Graduation Rate
- Supportive and Involved Local Community
- 100% of staff teaching in certification area.
- Growing population
- Demographics study
- Facilities and planning committee to support projected growth
- Specialized Instructional Programs for students in special populations (ESL, GT, Special Education, CTE)

Problem Statements Identifying Demographics Needs

Problem Statement 1 (Prioritized): District Facilities approach building capacity for existing student population. **Root Cause:** Increased growth and additional neighborhoods platted within the local area.

Problem Statement 2 (Prioritized): Despite increased housing and development in the area, 2020 student enrollment numbers and 2021 enrollment numbers do not show growth. **Root Cause:** COVID

Problem Statement 3 (Prioritized): Not all staffing vacancies could be filled with on-site staff members for the 2020-2021 school year. **Root Cause:** Teacher shortage and lower pay scale as compared to neighboring districts.

Problem Statement 4 (Prioritized): Current facilities do not match targeted population projections and program expansion requests of community and schools. **Root Cause:** Lack of purchased property and long range planning for future projects.

Problem Statement 5 (Prioritized): Current facilities lack ADA compliance in some areas. **Root Cause:** Budget considerations, aging facilities.

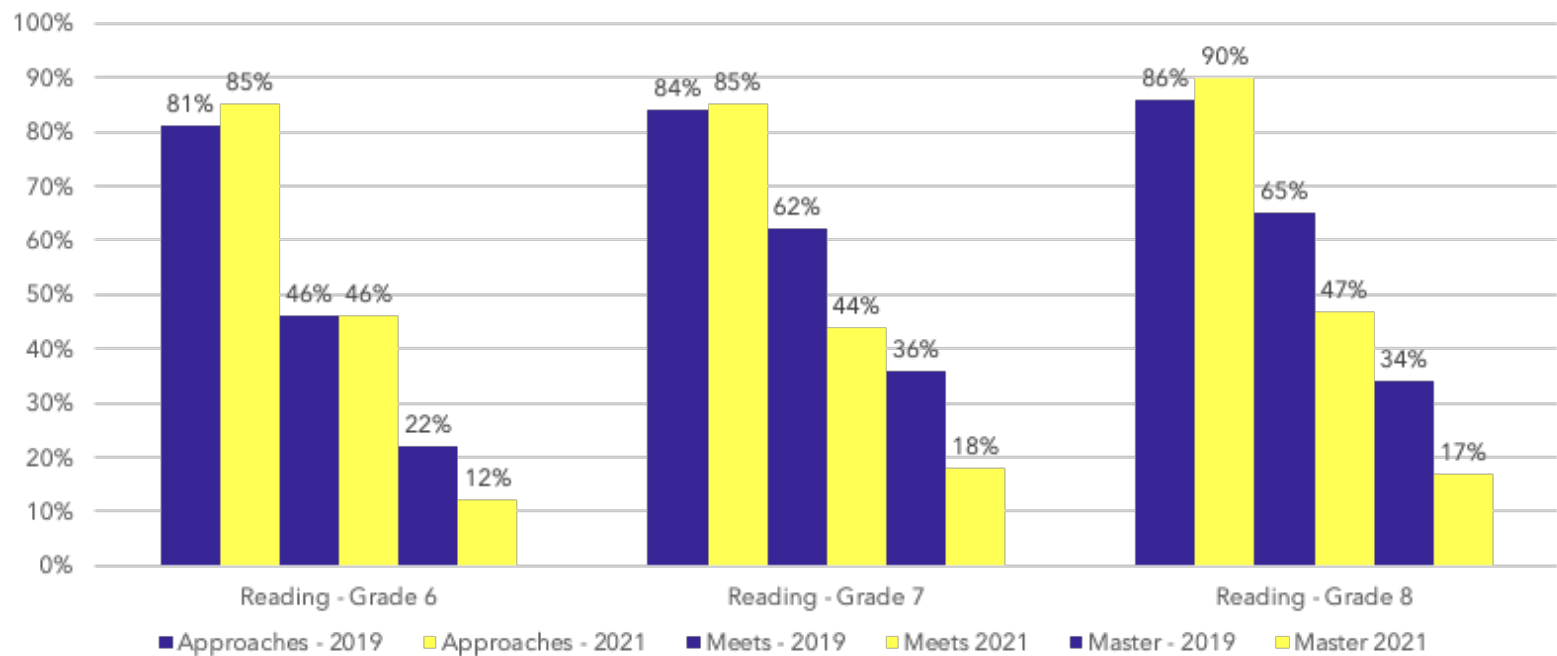
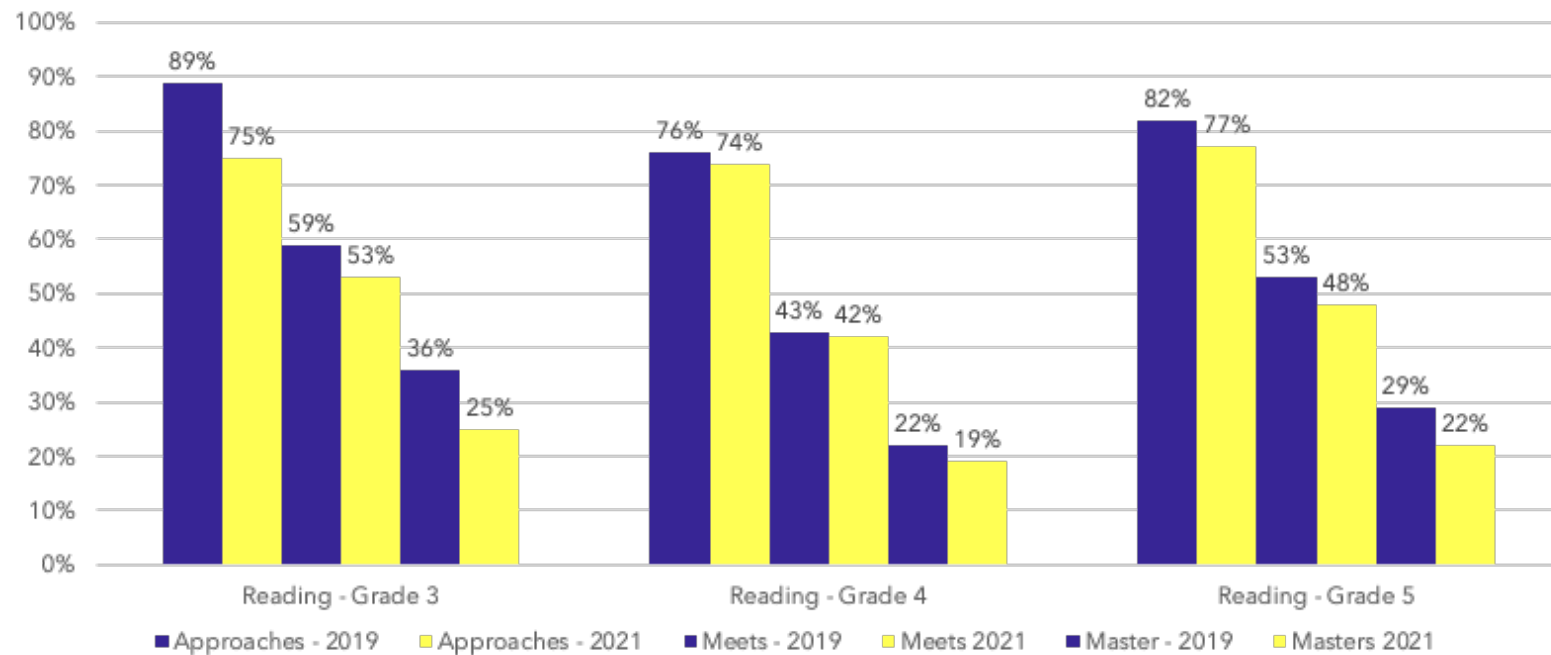
Student Learning

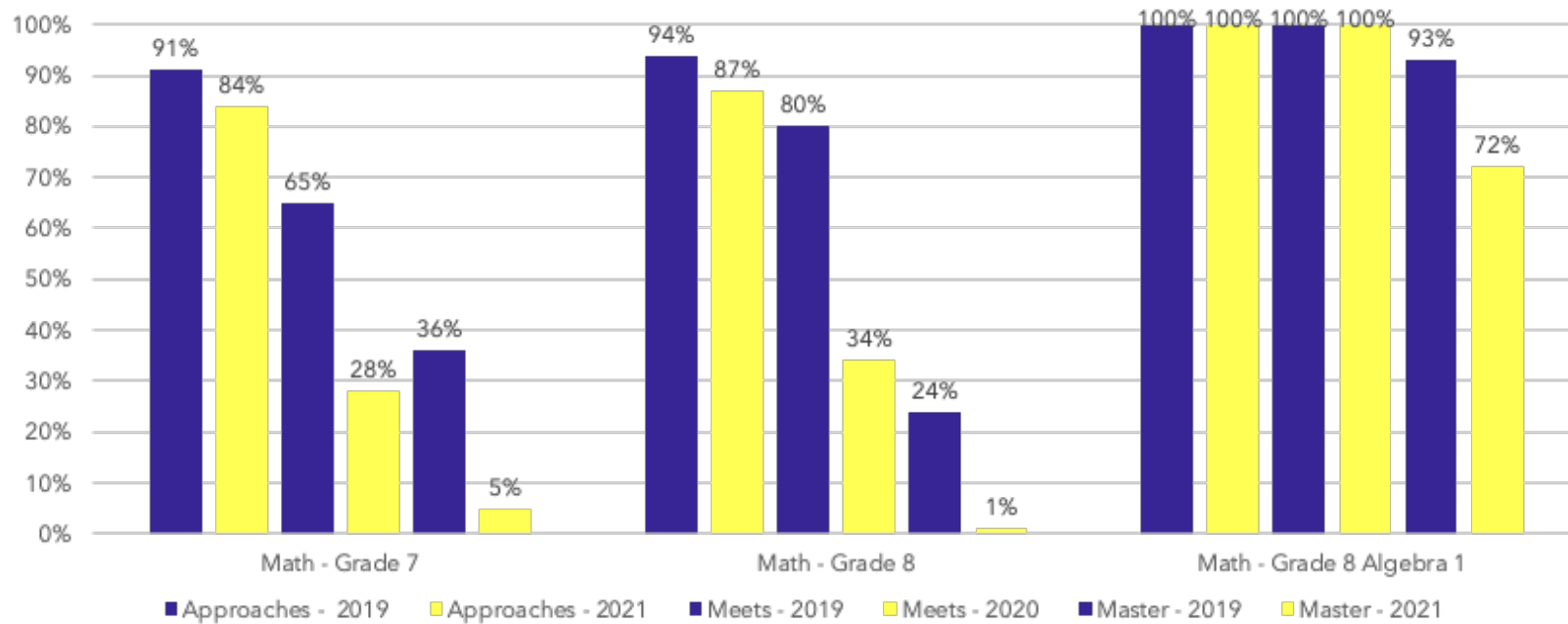
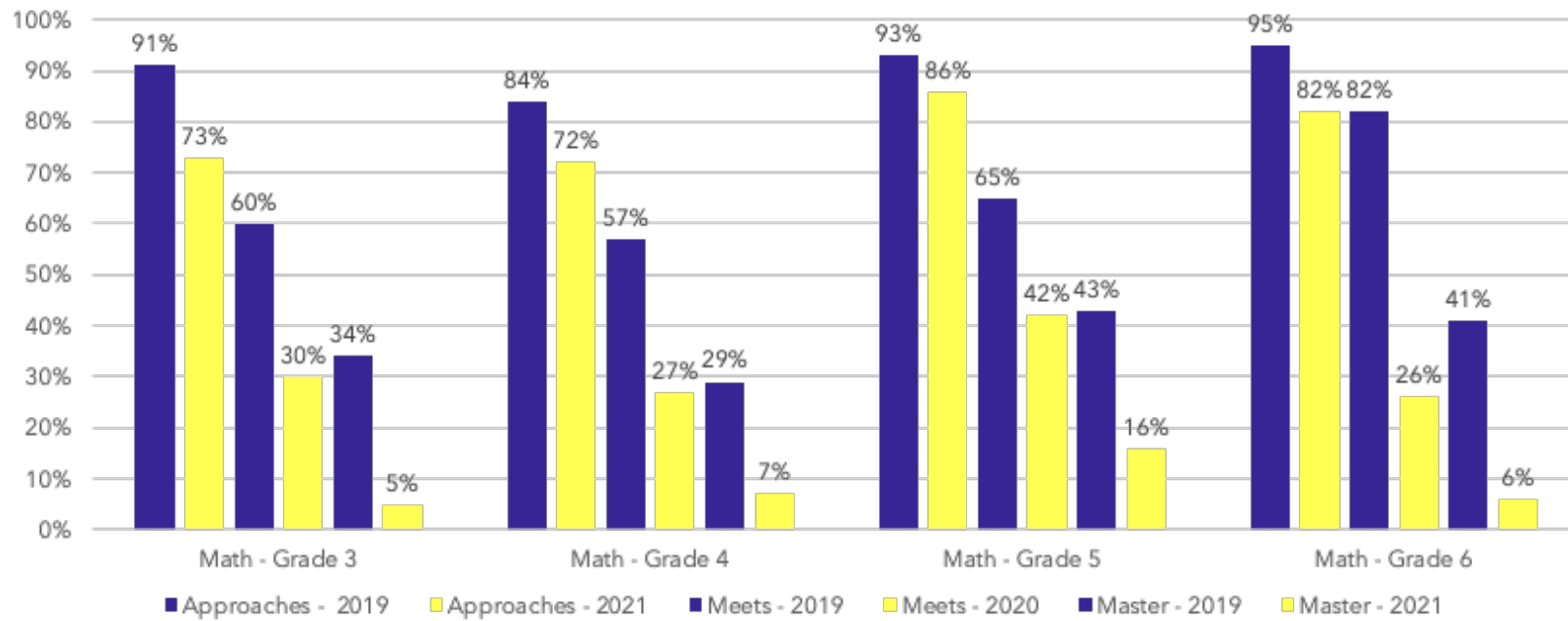
Student Learning Summary

Navarro ISD received an accountability rating from the Texas Education Agency of Not Rated: Declared State of Emergency due to the COVID-19 Pandemic and the cancellation of all state testing requirements for the 2019-2020 school year. Based on school closures beginning in March of 2020, campuses moved to an at-home remote learning model that provided some classroom contact hours between teachers and students to complete the 2019-2020 school year. End of Year testing opportunities and traditional STAAR and EOC testing for accountability were not conducted. To analyze potential student performance on future assessments and gauge potential loss of instructional growth over the March - May 2020 period, Navarro ISD utilized the NWEA Measures of Academic Progress (MAP) assessments in reading and math to determine loss of growth, continued growth and academic achievement levels for Grades K-8. For students in grades 9-12, released STAAR assessments were provided in STAAR EOC courses to determine potential learning gaps for students within those courses. Students enrolled in non-EOC courses used the APEX online tutorial system to provide supplemental instruction where gaps were determined to exist.

Student Achievement Analysis

The below listed percentages are score projections for students in grades 3-8. Based on the NWEA MAP assessment, growth and achievement measures are scored and aligned to a linking study that provides a projection model indicating how a student would be expected to score on the State STAAR assessment if learning and growth continues on the same track as presented in the initial testing result. The projections for STAAR 2021 are compared to the last STAAR assessment provided in the Spring of 2019. Passing percentages for accountability are listed in terms of Approaches grade level or higher, Meets grade level or Higher or Masters Grade level. Percentage passing does not indicate the number of students scoring at a particular level. For example, a student's score that was at the Meets Grade Level rating, would also be included in the Approaches Grade level percentages. Therefore, if a raw score of 86% is shown as Approaches grade level and a raw score of 58% is shown in meets grade level, the 58% is part of the 86% shown in the approaches numbers.





Due to school closures and COVID-19 measures, student performance projections for STAAR indicate a loss of growth among all grade levels. The largest differentials are indicated by students who moved from a prior year Master performance level to a Meets or Approaches grade level performance. These growth changes are allotted to loss of school time and some distance learning gaps. However, the majority of the student population across all grade levels have maintained performance in grade level achievement in Math and Reading based on grade level norms for student performance.

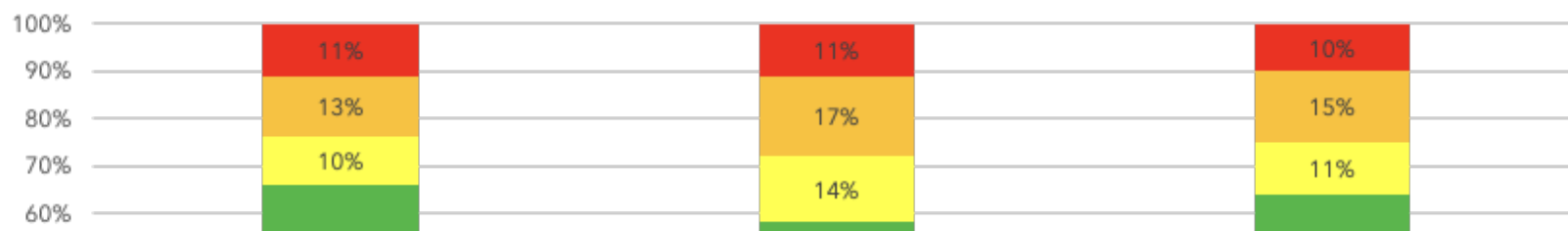
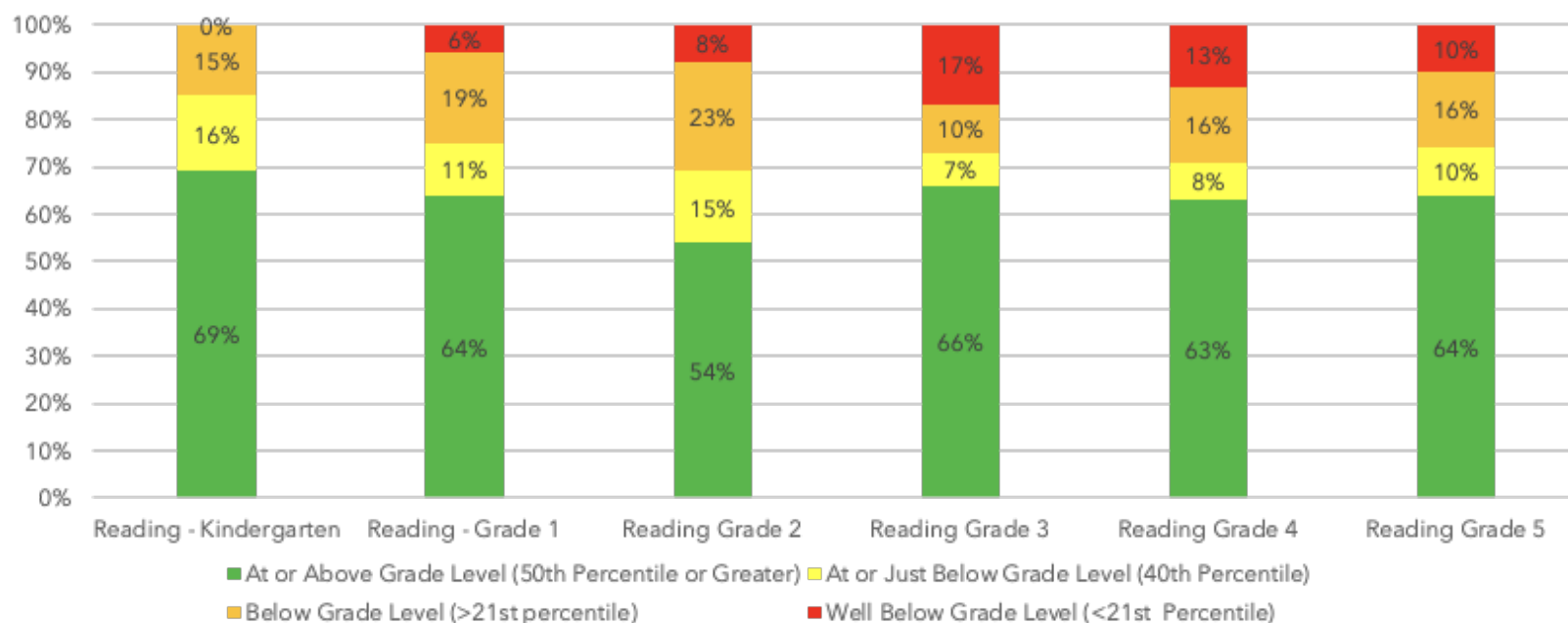
	College, Career and Military Readiness		
	Prior year Navarro ISD	Navarro ISD Performance Rate 2018-2019 Graduates	State Performance Rate
Overall Readiness Rate	74%	72%	73%
Scored High Enough to Earn College Credit on AP Exams	12%	17%	21%
Scored at or Above College Ready on SAT, ACT or TSIA	53%	44%	40%
Completed a College-Level Dual Credit Course	41%	46%	23%
Earned an Associate's Degree	0.00%	0.00%	1.9%
Earned an Industry-Based Certification	0.00%	0.00%	10.7%
Graduated with Completed Individual Education Program (IEP) and Workforce Readiness	3%	1%	2.3
Enlisted in the Armed Forces	8%	1%	5%
Completed Coherent Sequence of CTE Coursework Aligned to Industry Certification	13%	61%	56%

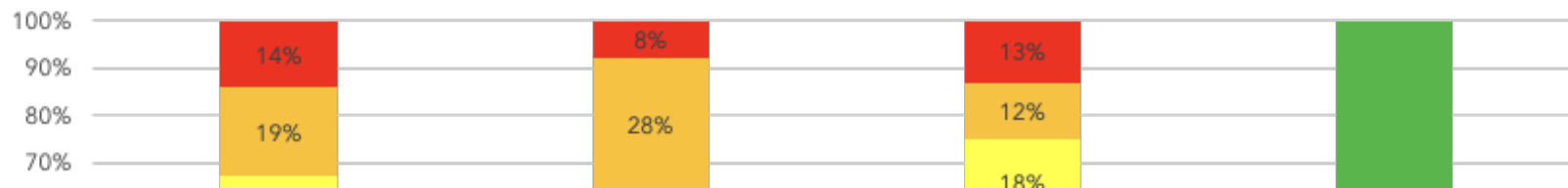
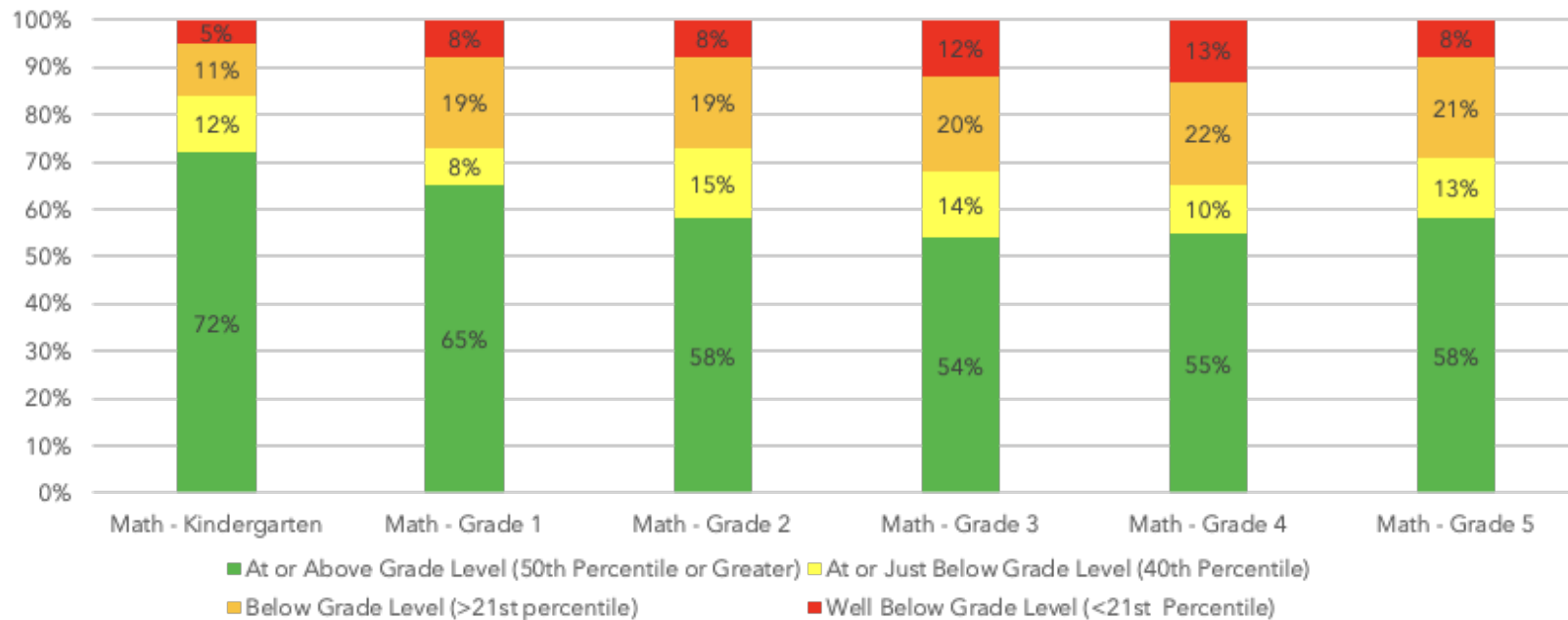
For graduation rate, Navarro ISD has a very high annual graduation rate with 99.3% of our students graduating within four years and low drop out rate of only 0.3%. Due to the increase in student performance in most subject areas with students scoring more in the meets and master levels, as well as the four year graduation rate and the increase in College, Career and Military Readiness, the district was able to receive an A rating in the Student Achievement Domain for the first time in 2019.

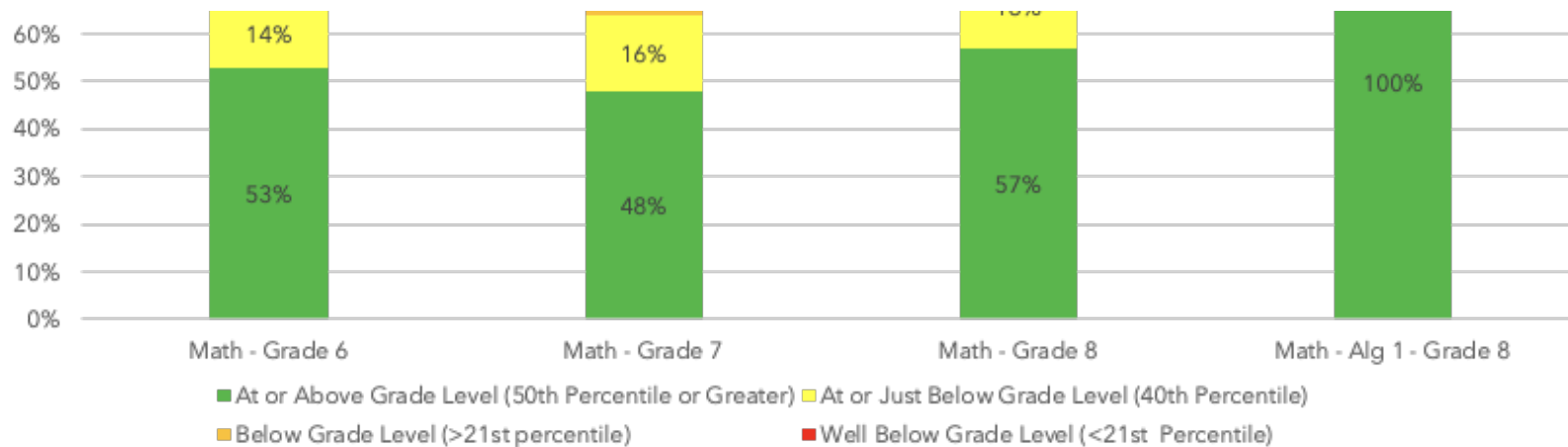
Overall Score	95.5%
Four Year Graduation Rate	98.1%
Five Year Graduation Rate	99.3%
Six Year Graduation Rate	98.4%
Drop Out Rate	0.3%

School Progress Analysis

Due to the cancellation of the STAAR testing program, measures for growth were not included in any accountability ratings associated with school. Through the NWEA MAP assessment, Navarro ISD was able to conduct a study to show potential loss of growth due to the closure of school and the move to remote learning in March 2020. The graph below provides a scale of students by grade level and the potential for growth lost due to the COVID-19 pandemic. Students performing at or above the 40th percentile of performance show minimal gaps due to school closure associated with COVID-19 and require little to no academic changes to support continued growth and movement to performance levels previous to COVID 19 measures. Students at the 21st to 40th percentile require some classroom interventions in order to close gaps for grade level performance based on COVID 19 closures. Some students in this category were struggling prior to COVID 19 closure and continue to require academic interventions. Students performing below the 20th percentile require intensive academic intervention and are also indicative of students experiencing grade level performance gaps existing prior to COVID 19, but closures cause those existing gaps to widen due to loss of school time and personalized instructional intervention in some instances.







Student Learning Strengths

Achievement Strength Areas:

- Based on STAAR 2021 projections, the district is on track due to COVID 19 instructional measures for students to perform at a consistent level based on prior year comparison.
- High Participation rates for students taking the ACT, SAT and TSI.
- Increase in percentage of students completing a coherent sequence of courses aligned to industry certification
- Advance Placement scores increased from prior year.
- Dual credit enrollment and completion increased from prior year
- High Graduation rate among all populations.

Problem Statements Identifying Student Learning Needs

Problem Statement 1 (Prioritized): The ACT/SAT participation rate is over 63% yet only 45% of those students scored at or above the college ready level. **Root Cause:** Implementation of the purchased SAT/ACT preparation program is not mandated at the HS. Preparation is up to the student.

Problem Statement 2 (Prioritized): College, Career and Military Readiness rates account for only 72% of the student population. **Root Cause:** Reduced participation and performance in SAT/ACT and TSIA testing. Additionally military recruits reduced by over 7%

Problem Statement 3 (Prioritized): Student growth projections for academic achievement dropped in all categories. **Root Cause:** COVID 19 closures and loss of instructional

time March - May 2020 and remote learning constraints for intervention support.

Problem Statement 4 (Prioritized): Mathematics projections show drastic drop in performance and growth across all grade levels. **Root Cause:** Alignment of Mathematics programs.

District Processes & Programs

District Processes & Programs Summary

Instructional and Curricular Support Programs

Navarro ISD strives to provide a cohesive sequence of instruction to students based on individualized instructional needs. To assist teachers, administrators, parents and community members in understanding the flow of the instructional content, Navarro ISD is a partner of the Texas Curriculum Management Cooperative (TCMPC) and uses the TEKS Resource System provided by TCMPC as the foundation for the district curriculum. The TEKS Resource System does not provide scripted instructional lessons, but does provide sequences for study along with various resources, unit guides, vertical alignment resources and formative assessment tools. TEKS Resource System provides a Scope and Sequence and Instructional Focus Documents for each grade level and content area to help frame the lesson and ensure that TEKS are covered in the classroom according to the depth and intensity designed by the State of Texas. In addition to the TEKS Resource System, Navarro ISD uses Eduphoria Aware to house and analyze student testing and academic performance. The reporting features of Aware allow teachers to review in-district assessment performance alongside State Assessment performance. The staff also uses resources provided by Lead4Ward to help review and analyze data for instructional planning. The combination of the three curriculum resources provides teachers with the data tools necessary to design engaging lessons targeted at the highest needs.

Navarro ISD has invested in Measures or Academic Progress (MAP) assessments. The assessments are universal screeners that in a short time frame identify what students are ready to learn at the beginning, middle and end of the School Year. This diagnostic tool provides instructional goals by student and helps to identify instructional gaps among students, classes and content areas. The assessments are used in combination with STAAR, Classroom assessment data and Professional Learning Community teams to help make sound instructional decisions focused on student needs.

As a means for guiding the delivery of instruction, the district has adopted The Fundamental 5 by Sean Cain and Mike Laird and Explicit Instruction by Anita Archer as the means for addressing Tier 1 instruction. These two methodologies of instructional delivery provide a context for actively engaging all students while continually assessing student progress in the classroom. Both texts support the concept of the lesson cycle and the elements that have the most effect on student learning. The district maintains a focus on Response to Intervention (RtI) and ensuring that all students needs are met. With the implementation of Explicit Instruction and the Fundamental 5, we are able to support Tier 1 instruction to help our most struggling learners as well as increase opportunities for mastery for our stronger learners. These approaches also assist staff in the continual collection of data to specify the type of instructional settings or intervention that may be needed for each student. The RtI Tiering process is described below:

Tier 3	Tier 2	Tier 1	Tier 2+	Tier 3+
Intensive Interventions	Targeted Intervention	Universal Core Instruction	Targeted Intervention	Intensive Intervention
	11th - 24th Percentile of students	25th to 75th Percentile of students	79th to 89th Percentile of students	90th to 99th Percentile of Students
Frequent Progress Monitoring	Intervention in addition to the core curriculum	Core Instruction/General Curriculum	Differentiation of Core Curriculum	Gifted and Talented Referral
Individualized Intervention	Strategic monitoring of progress	Differentiated Instruction - Formative Assessment	Gifted Programming, Honors Classes, Small Groups	Individualized Differentiation

Personnel

Recruitment and retention of highly qualified staff is necessary to increase student performance, provide quality education and help close the achievement gap. In order to support the recruitment, retention and support of employees, Navarro ISD invests a large portion of the instructional and support budgets for the purposes of staff development, training and certification support. Additionally, the district has developed a long range plan for budgeting in order to prepare for future financial planning with the support of the Navarro ISD School Board to continue to strive for competitive compensation for all employees. The district is currently reviewing additional employee incentives that can be offered to employees who remain with the district over time as well as tactics to help attract new and energetic teachers and staff.

The culture of the school district has a positive impact on recruitment and retention, as we are deemed one of the top schools in the 5 county metro area by the San Antonio Express News. Non-district employees' children are allowed to attend school here tuition free and are offered a reduced rate for after school care for children. The district also recently added a full day tuition based program for the 3 and 4 year old children of employees. Recruitment efforts are geared towards universities in the surrounding area (TLU, Texas State, UTSA and UT) and the service centers in Austin and San Antonio.

District Processes & Programs Strengths

- Highly Qualified Staff in every classroom
- Strong Retention Rate among veteran teachers
- Supportive Infrastructure for Professional Development, Career Growth and Training
- Established Curriculum Management System providing Year at A Glance Organization and Coherent Sequences of Curricular Materials
- Developing RtI Structure to support individual student learning needs.
- Measures of Academic Progress (MAP) assessment system to support identifying individual student learning needs
- Supportive School Board and Administrative Structure

Problem Statements Identifying District Processes & Programs Needs

Problem Statement 1 (Prioritized): Salary schedules for professional educators are below comparative markets. **Root Cause:** Fiscal constraints due to formula funding have limited salary schedules.

Problem Statement 2 (Prioritized): Staffing shortages exist in high need areas. **Root Cause:** COVID 19 constraints, lack of qualified applicants and certification requirements.

Perceptions

Perceptions Summary

Navarro ISD strives to include community, parent, business and employee input into the business of the district. The district strives to provide a safe, positive environment cultivating creative problem solvers that make sound, ethical decisions. The vision of the district is to create a culture that:

- Values Relationships
- Engages Learners
- Fosters Resilience and Confidence
- Encourages Forward Thinking.

Through this vision, the district seeks to build a school district where the community, parents and employees work together to build a firm foundation for the youth of tomorrow. Navarro strives for excellence in all areas of academics and extra-curricular activities for students, seeking to realize the goal of creating a district *Where Excellence is the Standard*.

Perceptions Strengths

- Supportive Community
- Strong approval rating of program sand processes by parents and community members
- Active parent teacher organizations at all campus sites.
- High academic achievement

Problem Statements Identifying Perceptions Needs

Problem Statement 1 (Prioritized): Existing facilities, staff allocations and programs are insufficient to support expected growth. **Root Cause:** Student population and enrollment are flat or decreasing, but continued new construction and platted subdivisions in the area continue to increase.

Problem Statement 2 (Prioritized): Diversity of student and staff populations are not celebrated through district programs, activities or instruction. **Root Cause:** Diversity is not recognized within the district.

Problem Statement 3 (Prioritized): Student support and programs for the gifted and talented population are limited. **Root Cause:** Program supports and processes for secondary students are limited.

Problem Statement 4 (Prioritized): The Fine Arts program at the lower grades is limited to Music at grades K-3. **Root Cause:** Budgetary constraints limited the number of positions the district was able to create and fill.

Problem Statement 5 (Prioritized): The district struggles with effective communication. **Root Cause:** Lack of congruent communication methods in delivery of information.

Problem Statement 6 (Prioritized): Technology training and support are not sufficient. **Root Cause:** Increased reliance on technology due to COVID 19 and distance learning.

Priority Problem Statements

Problem Statement 1: Salary schedules for professional educators are below comparative markets.

Root Cause 1: Fiscal constraints due to formula funding have limited salary schedules.

Problem Statement 1 Areas: District Processes & Programs

Problem Statement 2: The ACT/SAT participation rate is over 63% yet only 45% of those students scored at or above the college ready level.

Root Cause 2: Implementation of the purchased SAT/ACT preparation program is not mandated at the HS. Preparation is up to the student.

Problem Statement 2 Areas: Student Learning

Problem Statement 3: College, Career and Military Readiness rates account for only 72% of the student population.

Root Cause 3: Reduced participation and performance in SAT/ACT and TSIA testing. Additionally military recruits reduced by over 7%

Problem Statement 3 Areas: Student Learning

Problem Statement 4: Student growth projections for academic achievement dropped in all categories.

Root Cause 4: COVID 19 closures and loss of instructional time March - May 2020 and remote learning constraints for intervention support.

Problem Statement 4 Areas: Student Learning

Problem Statement 5: District Facilities approach building capacity for existing student population.

Root Cause 5: Increased growth and additional neighborhoods platted within the local area.

Problem Statement 5 Areas: Demographics

Problem Statement 6: Not all staffing vacancies could be filled with on-site staff members for the 2020-2021 school year.

Root Cause 6: Teacher shortage and lower pay scale as compared to neighboring districts.

Problem Statement 6 Areas: Demographics

Problem Statement 7: The district struggles with effective communication.

Root Cause 7: Lack of congruent communication methods in delivery of information.

Problem Statement 7 Areas: Perceptions

Problem Statement 8: Current facilities lack ADA compliance in some areas.

Root Cause 8: Budget considerations, aging facilities.

Problem Statement 8 Areas: Demographics

Problem Statement 9: Despite increased housing and development in the area, 2020 student enrollment numbers and 2021 enrollment numbers do not show growth.

Root Cause 9: COVID

Problem Statement 9 Areas: Demographics

Problem Statement 10: Current facilities do not match targeted population projections and program expansion requests of community and schools.

Root Cause 10: Lack of purchased property and long range planning for future projects.

Problem Statement 10 Areas: Demographics

Problem Statement 11: Mathematics projections show drastic drop in performance and growth across all grade levels.

Root Cause 11: Alignment of Mathematics programs.

Problem Statement 11 Areas: Student Learning

Problem Statement 12: Staffing shortages exist in high need areas.

Root Cause 12: COVID 19 constraints, lack of qualified applicants and certification requirements.

Problem Statement 12 Areas: District Processes & Programs

Problem Statement 13: Existing facilities, staff allocations and programs are insufficient to support expected growth.

Root Cause 13: Student population and enrollment are flat or decreasing, but continued new construction and platted subdivisions in the area continue to increase.

Problem Statement 13 Areas: Perceptions

Problem Statement 14: Diversity of student and staff populations are not celebrated through district programs, activities or instruction.

Root Cause 14: Diversity is not recognized within the district.

Problem Statement 14 Areas: Perceptions

Problem Statement 15: Technology training and support are not sufficient.

Root Cause 15: Increased reliance on technology due to COVID 19 and distance learning.

Problem Statement 15 Areas: Perceptions

Problem Statement 16: The Fine Arts program at the lower grades is limited to Music at grades K-3.

Root Cause 16: Budgetary constraints limited the number of positions the district was able to create and fill.

Problem Statement 16 Areas: Perceptions

Problem Statement 17: Student support and programs for the gifted and talented population are limited.

Root Cause 17: Program supports and processes for secondary students are limited.

Problem Statement 17 Areas: Perceptions

Comprehensive Needs Assessment Data Documentation

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

Improvement Planning Data

- District goals

Accountability Data

- Texas Academic Performance Report (TAPR) data
- Accountability Distinction Designations
- Federal Report Card Data
- RDA data

Student Data: Assessments

- STAAR End-of-Course current and longitudinal results, including all versions
- Texas Primary Reading Inventory (TPRI), Tejas LEE, or other alternate early reading assessment results
- SAT and/or ACT assessment data
- Student Success Initiative (SSI) data for Grades 5 and 8
- SSI: Istation Indicators of Progress (ISIP) accelerated reading assessment data for Grades 3-5 (TEA approved statewide license)
- SSI: Apex Learning accelerated reading assessment data for English I and II (TEA approved statewide license)
- SSI: Think Through Math assessment data for Grades 3-8 and Algebra I (TEA approved statewide license)
- Local benchmark or common assessments data
- Running Records results
- Istation Indicators of Progress (ISIP) reading assessment data for Grades PK-2
- Prekindergarten Self-Assessment Tool
- Grades that measure student performance based on the TEKS

Student Data: Student Groups

- Special education/non-special education population including discipline, progress and participation data
- At-risk/non-at-risk population including performance, progress, discipline, attendance, and mobility data
- STEM/STEAM data
- Section 504 data
- Homeless data
- Gifted and talented data
- Dyslexia Data
- Response to Intervention (RtI) student achievement data
- Dual-credit and/or college prep course completion data

Student Data: Behavior and Other Indicators

- Completion rates and/or graduation rates data
- Annual dropout rate data

- Attendance data
- Discipline records
- Enrollment trends

Employee Data

- Professional learning communities (PLC) data
- Teacher/Student Ratio
- State certified and high quality staff data
- Professional development needs assessment data
- TTESS data
- T-PESS data

Parent/Community Data

- Parent surveys and/or other feedback
- Community surveys and/or other feedback

Support Systems and Other Data

- Organizational structure data
- Processes and procedures for teaching and learning, including program implementation
- Communications data
- Capacity and resources data
- Budgets/entitlements and expenditures data
- Study of best practices

Goals

Goal 1: Navarro ISD will provide modern and inviting facilities that inspire a learning community.

Performance Objective 1: The district will continue to implement sound accounting and management practices.

Evaluation Data Sources: FIRST Rating, Positive Fund Balance, Balanced Budget.

Strategy 1: Complete an independent financial audit with no exceptions or management issues. Strategy's Expected Result/Impact: Satisfactory audit report and verification of sound financial practices. Staff Responsible for Monitoring: Superintendent; Chief Financial Officer Funding Sources: - Local Funds	Reviews			
	Formative			Summative
	Mar	June	Sept	Nov
Strategy 2: Maintain Texas Comptroller's Platinum Designation for Financial Transparency. Strategy's Expected Result/Impact: Platinum Designation. Staff Responsible for Monitoring: Superintendent; Chief Financial Officer Funding Sources: - Local Funds	Reviews			
	Formative			Summative
	Mar	June	Sept	Nov
Strategy 3: Maintain superior FIRST rating by complying with all of the TEA Accounting Procedures and Fund Balance recommendations. Strategy's Expected Result/Impact: Superior FIRST Rating Staff Responsible for Monitoring: Superintendent; Chief Financial Officer Funding Sources: - Local Funds	Reviews			
	Formative			Summative
	Mar	June	Sept	Nov
Strategy 4: Prepare a year budget with projections prepared with five year revenue assumptions. Strategy's Expected Result/Impact: Adopted budget and projections. Staff Responsible for Monitoring: Superintendent; Chief Financial Officer Funding Sources: - Local Funds	Reviews			
	Formative			Summative
	Mar	June	Sept	Nov
Strategy 5: Post budget, check register, audit and financial reports on the district website. Strategy's Expected Result/Impact: Communication to parents and community concerning the financial status of the district. Staff Responsible for Monitoring: Superintendent; Chief Financial Officer Funding Sources: - Local Funds	Reviews			
	Formative			Summative
	Mar	June	Sept	Nov
Strategy 6: Designate at least one penny (\$85,000) of tax rate to expected maintenance repairs/equipment. Strategy's Expected Result/Impact: Funding to support repairs and maintenance of district facilities and equipment. Staff Responsible for Monitoring: Chief Financial Officer Funding Sources: - Local Funds	Reviews			
	Formative			Summative
	Mar	June	Sept	Nov



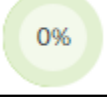




Strategy 7: Evaluate future refinancing opportunities of district debt service yearly. Strategy's Expected Result/Impact: Decrease debt schedule. Staff Responsible for Monitoring: Superintendent; Chief Financial Officer Funding Sources: - Local Funds	Reviews			
	Formative			Summative
	Mar	June	Sept	Nov
Strategy 8: Develop financial guidelines for Parent/Teacher groups, Booster Clubs and other related funding groups. Strategy's Expected Result/Impact: Completed Financial Guidelines. Staff Responsible for Monitoring: Chief Financial Officer	Reviews			
	Formative			Summative
	Mar	June	Sept	Nov
Strategy 9: Review the lag in current year values with School Board members yearly to maintain compliance with HB 3 indicators added to FIRST rating. Strategy's Expected Result/Impact: Meeting indicator 20 of the FIRST rating scale. Staff Responsible for Monitoring: Superintendent; Chief Financial Officer	Reviews			
	Formative			Summative
	Mar	June	Sept	Nov
<div> <div>0% No Progress</div> <div>100% Accomplished</div> <div>→ Continue/Modify</div> <div>✗ Discontinue</div> </div>				

Goal 1: Navarro ISD will provide modern and inviting facilities that inspire a learning community.

Performance Objective 2: The district will monitor and assess facility needs and address those needs based on potential growth, safety and security.

Evaluation Data Sources: Designated Fund Balance Project, Demographics Study, Completed District Improvements.

Strategy 1: Update the existing demographics study to determine future growth projections within the school district boundaries. Strategy's Expected Result/Impact: Completed Demographics Study. Staff Responsible for Monitoring: Superintendent	Reviews			
	Formative			Summative
	Mar	June	Sept	Nov
Strategy 2: Monitor the five year replacement/repair plan for facilities and capital equipment, making building improvements and purchasing equipment and vehicles as funds allow. Strategy's Expected Result/Impact: Updated plans; work orders, purchase order for upgrades or new equipment, building project management reports, completed repairs. Staff Responsible for Monitoring: Superintendent; Deputy Superintendent; Facilities and Maintenance. Funding Sources: - Local Funds	Reviews			
	Formative			Summative
	Mar	June	Sept	Nov
Strategy 3: Complete facilities improvements through designated Fund Balance as approved by the Board of Trustees. Strategy's Expected Result/Impact: Completed Facilities improvements. Staff Responsible for Monitoring: Superintendent	Reviews			
	Formative			Summative
	Mar	June	Sept	Nov
Strategy 4: Increase safety and security measures at all sites. Strategy's Expected Result/Impact: Installation of security cameras, Lock changes, security drills. Staff Responsible for Monitoring: Superintendent, Deputy Superintendent.	Reviews			
	Formative			Summative
	Mar	June	Sept	Nov
Strategy 5: Develop a prioritized plan for facilities growth based on community input and campus needs, such as expansion of facilities associated with Fine Arts, Career and Technology Education, Athletics, etc. Strategy's Expected Result/Impact: Planning documents to outline future needs of the district as facilities are planned for future growth and development. Staff Responsible for Monitoring: Superintendent Problem Statements: Demographics 1 - Perceptions 1	Reviews			
	Formative			Summative
	Mar	June	Sept	Nov
Strategy 6: Develop a community and school based facilities planning committee to address growth needs in the district. Strategy's Expected Result/Impact: Committee structure to address facilities and planning needs of the district and build community buy in and transparency into the process. Staff Responsible for Monitoring: Superintendent. Problem Statements: Demographics 1, 2, 4, 5	Reviews			
	Formative			Summative
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Strategy 7: Work with appropriate financial and marketing planners to provide information concerning Bond capacity for expansion and growth. Strategy's Expected Result/Impact: Identify Bond capacity and taxation capacity for planning and issuance of bonds to address district growth. Staff Responsible for Monitoring: Superintendent. Problem Statements: Demographics 1 - Perceptions 1	Reviews			
	Formative			Summative
	Mar	June	Sept	Nov
				
Strategy 8: Identify potential real estate to address future growth and planning. Strategy's Expected Result/Impact: Acquire property for school district expansion based on area growth. Staff Responsible for Monitoring: Superintendent Problem Statements: Demographics 1, 4 - Perceptions 1	Reviews			
	Formative			Summative
	Mar	June	Sept	Nov
				
Strategy 9: Develop Bond proposal to address growth needs. Strategy's Expected Result/Impact: Provide bond proposal to community for growth needs. Staff Responsible for Monitoring: Superintendent, Chief Financial Officer Problem Statements: Demographics 1, 4 - Perceptions 1	Reviews			
	Formative			Summative
	Mar	June	Sept	Nov
				
 No Progress  Accomplished  Continue/Modify  Discontinue				

Performance Objective 2 Problem Statements:

Demographics
Problem Statement 1: District Facilities approach building capacity for existing student population. Root Cause: Increased growth and additional neighborhoods platted within the local area.
Problem Statement 2: Despite increased housing and development in the area, 2020 student enrollment numbers and 2021 enrollment numbers do not show growth. Root Cause: COVID
Problem Statement 4: Current facilities do not match targeted population projections and program expansion requests of community and schools. Root Cause: Lack of purchased property and long range planning for future projects.
Problem Statement 5: Current facilities lack ADA compliance in some areas. Root Cause: Budget considerations, aging facilities.
Perceptions
Problem Statement 1: Existing facilities, staff allocations and programs are insufficient to support expected growth. Root Cause: Student population and enrollment are flat or decreasing, but continued new construction and platted subdivisions in the area continue to increase.







Goal 1: Navarro ISD will provide modern and inviting facilities that inspire a learning community.

Performance Objective 3: The district will meet industry standards for technology connectivity, telecommunications, human and hardware resources to support the educational and administrative needs of the district.

Evaluation Data Sources: Progress on meeting the goals outlined in the Long Range Plan for Technology for Navarro ISD.

Strategy 1: Provide local, long distance and cellular (business use) phone access for administrators, teachers and staff. Strategy's Expected Result/Impact: Telephone and business access for communication purposes. Staff Responsible for Monitoring: Director of Technology Funding Sources: - Local Funds	Reviews			
	Formative			Summative
	Mar	June	Sept	Nov
Strategy 2: Install, maintain, enhance or replace as necessary intra-campus and inter-campus connectivity, including cabling, networking equipment and wireless access. Strategy's Expected Result/Impact: Increased access, reliability and support of network access and wireless communication for district and student devices. Staff Responsible for Monitoring: Director of Technology Funding Sources: - Local Funds	Reviews			
	Formative			Summative
	Mar	June	Sept	Nov
Strategy 3: Maintain and review minimum guidelines and standards for network and classroom infrastructure, hardware purchases, implementation , maintenance and replacement. Strategy's Expected Result/Impact: Ensure classroom technology and network technologies are in alignment to support consistency in maintenance of service, replacement of equipment and support for training. Staff Responsible for Monitoring: Director of Technology Problem Statements: Perceptions 6 Funding Sources: - Local Funds	Reviews			
	Formative			Summative
	Mar	June	Sept	Nov
Strategy 4: Maintain Carbonite for a district wide backup storage and security. Strategy's Expected Result/Impact: Nightly backup processes for business operations and critical district data. Staff Responsible for Monitoring: Network Administrator Funding Sources: - Local Funds	Reviews			
	Formative			Summative
	Mar	June	Sept	Nov
Strategy 5: Maintain support of the district wide power management solution. Strategy's Expected Result/Impact: Ensure district data is not lost due to power issues and maintain an operable and reliable network system for all end users. Staff Responsible for Monitoring: Network Administrator Funding Sources: - Local Funds	Reviews			
	Formative			Summative
	Mar	June	Sept	Nov

Strategy 6: Maintain existing district wide security measures for technology and technology systems and provide additional supports as identified. Strategy's Expected Result/Impact: Ensure consistency of services to end users. Maintain the integrity of district data and the security of student and employee information as well as data integrity. Prevent interruption of services. Staff Responsible for Monitoring: Network Administrator	Reviews			
	Formative			Summative
	Mar	June	Sept	Nov
Strategy 7: Provide necessary human resources to facilitate technology as an integral part of administration and instructional systems. Strategy's Expected Result/Impact: Maintenance of Human Resources to support the integrity of district systems, address maintenance and support issues, provide training in use of district systems. Improve the seamless use and maintenance of network and end user devices. Staff Responsible for Monitoring: Director of Technology Problem Statements: District Processes & Programs 2 - Perceptions 6	Reviews			
	Formative			Summative
	Mar	June	Sept	Nov
Strategy 8: Maintain support and resources for 1:1 technology devices for students Grades PreK-12 and all classroom teachers. Strategy's Expected Result/Impact: Support student college and career readiness. Promote the integration and appropriate use of technology. Staff Responsible for Monitoring: Director of Technology Problem Statements: Perceptions 6	Reviews			
	Formative			Summative
	Mar	June	Sept	Nov
Strategy 9: Convene the District Technology Committee to review the District Long Range Plan for Technology and make necessary updates, changes or alterations to ensure alignment with District goals. Strategy's Expected Result/Impact: Provide consistent outline of technology needs, accomplishments and budgetary items for long term planning. Staff Responsible for Monitoring: Director of Technology	Reviews			
	Formative			Summative
	Mar	June	Sept	Nov
Strategy 10: Upgrade and maintain a consistent District Wide Storage Area Network (SAN) Strategy's Expected Result/Impact: Upgrade current (SAN) to enable current security protocols to prevent data loss. Staff Responsible for Monitoring: Network Administrator	Reviews			
	Formative			Summative
	Mar	June	Sept	Nov
Strategy 11: Provide training and support for teachers in utilizing One Drive and Google Drive to support off-site backup storage for teacher and classroom files that are not considered part of student permanent records. Strategy's Expected Result/Impact: Maintain data security. Staff Responsible for Monitoring: Chief Academic Officer Problem Statements: Perceptions 6	Reviews			
	Formative			Summative
	Mar	June	Sept	Nov

Strategy 12: Secure Technology Consultant for replacement of campus technologies associated with Projection and Video systems. Strategy's Expected Result/Impact: Upgrades campus equipment. Staff Responsible for Monitoring: Director of Technology	Reviews			
	Formative			Summative
	Mar	June	Sept	Nov
Strategy 13: Conduct a network security audit for potential vulnerabilities within system security. Strategy's Expected Result/Impact: Network Schematic and upgraded security for system data. Staff Responsible for Monitoring: Network Administrator	Reviews			
	Formative			Summative
	Mar	June	Sept	Nov
Strategy 14: Maintain a Unified endpoint management (UEM) system that will enable us to secure and control desktop computers, laptops, and tablets in a connected, cohesive manner from a single console. Strategy's Expected Result/Impact: 1. Deploy software 2. Troubleshoot systems remotely and securely 3. Optimize the usage of software licenses 4. Secure your endpoints from cyber attacks 5. Manage and monitor mobile devices 6. Image and deploy Operating Systems Staff Responsible for Monitoring: Director of Technology; System Administrator	Reviews			
	Formative			Summative
	Mar	June	Sept	Nov
Strategy 15: Complete and implement the Navarro ISD Cybersecurity Policy. Strategy's Expected Result/Impact: Ensure network and cyber security for district systems. Staff Responsible for Monitoring: Network Administrator; Director of Technology; Systems Administrator	Reviews			
	Formative			Summative
	Mar	June	Sept	Nov
				
Strategy 16: Complete NetVision 20 project for Fiber connectivity into the district and upgrade existing internet/network speeds. Strategy's Expected Result/Impact: Faster connections and delivery of digital data via fiber network connection to Region 20. Staff Responsible for Monitoring: Director of Technology; Network Administrator	Reviews			
	Formative			Summative
	Mar	June	Sept	Nov
				
 No Progress  Accomplished  Continue/Modify  Discontinue				

Performance Objective 3 Problem Statements:

District Processes & Programs
Problem Statement 2: Staffing shortages exist in high need areas. Root Cause: COVID 19 constraints, lack of qualified applicants and certification requirements.

Perceptions
Problem Statement 6: Technology training and support are not sufficient. Root Cause: Increased reliance on technology due to COVID 19 and distance learning.

Goal 1: Navarro ISD will provide modern and inviting facilities that inspire a learning community.


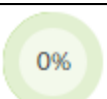




Performance Objective 4: The district will continue to provide safe and healthy learning environments for students.

Evaluation Data Sources: Completed Crisis Management Plan with documented drills, New Facilities Planning and development, Completed facilities projects, development of policy and procedures to ensure safe learning environments, programs for health and wellness promotion.

Strategy 1: Use Appetegy (electronic call out system) for timely messages concerning emergencies or important district announcements. Strategy's Expected Result/Impact: Maintain communication with parents and community in a timely manner. Staff Responsible for Monitoring: Communication Director Problem Statements: Perceptions 5 Funding Sources: - Local Funds	Reviews			
	Formative			Summative
	Mar	June	Sept	Nov
Strategy 2: Conduct emergency drills in accordance with the district crisis management plan. Drills to include but not limited to: lock-downs, tornado/weathers, and fire. Strategy's Expected Result/Impact: Ensure safety and security of students, staff and campuses. Staff Responsible for Monitoring: Campus Principals; Deputy Superintendent Funding Sources: - Local Funds	Reviews			
	Formative			Summative
	Mar	June	Sept	Nov
Strategy 3: Support the SHAC (School Health Advisory Council) through community meetings and activities to include: sex education programs, Stuff the Bus activities, and promoting health, fitness and good nutrition. Strategy's Expected Result/Impact: Meet state guidelines, maintain healthy learning environment for students. ensure community support and input into student health and wellness programs. Staff Responsible for Monitoring: Superintendent Funding Sources: - Local Funds	Reviews			
	Formative			Summative
	Mar	June	Sept	Nov
Strategy 4: Participate in Red Ribbon week and other campus-based drug, bullying, and suicide prevention awareness activities. Strategy's Expected Result/Impact: Promote drug free, bullying and suicide prevention among students of all ages. Staff Responsible for Monitoring: Campus Counselors Funding Sources: - Local Funds	Reviews			
	Formative			Summative
	Mar	June	Sept	Nov
Strategy 5: Promote safe and healthy life choices through PE/health curriculum (CATCH), nutrition program, counseling services, bullying prevention, character education, Seguin Outdoor Learning Center and Food services nutrition fair. Strategy's Expected Result/Impact: Promote healthy life choice for students. Staff Responsible for Monitoring: Counselors; SHAC; Food Services Coordinator Funding Sources: - Local Funds	Reviews			
	Formative			Summative
	Mar	June	Sept	Nov

Strategy 6: Provide for a clean, safe learning environment through well managed maintenance and custodial services to reduce contagions and maintain a sanitary and orderly school environment. Strategy's Expected Result/Impact: Ensure safe learning and working environments for students, staff, parents and community. Staff Responsible for Monitoring: Director of Operations Funding Sources: - Local Funds	Reviews			
	Formative			Summative
	Mar	June	Sept	Nov
Strategy 7: Deliver cyber education lessons to all students concerning cyber-bullying and internet safety. Strategy's Expected Result/Impact: Documented lessons plans for classrooms. Staff Responsible for Monitoring: Instructional Technologists; Chief Academic Officer Problem Statements: Perceptions 6 Funding Sources: - Local Funds	Reviews			
	Formative			Summative
	Mar	June	Sept	Nov
Strategy 8: Comply with all CIPA (Children's Internet Protection Act) requirements. Strategy's Expected Result/Impact: Meet federal guidelines for student online safety and security. Staff Responsible for Monitoring: Director of Technology Funding Sources: - Local Funds	Reviews			
	Formative			Summative
	Mar	June	Sept	Nov
Strategy 9: Ensure compliance with State and Federal laws concerning the School Lunch and Free and Reduced lunch programs. Strategy's Expected Result/Impact: Compliance with state and federal laws; Free and Reduced lunch applications and qualification; Reimbursements from state and federal sources. Staff Responsible for Monitoring: Food Services Director Funding Sources: - Local Funds	Reviews			
	Formative			Summative
	Mar	June	Sept	Nov
Strategy 10: Conduct a safety and security audit concerning emergency procedures and drills on a three year cycle. Strategy's Expected Result/Impact: Ensure all possible measures are being examined in order to provide for a safe and secure learning environment. Staff Responsible for Monitoring: Deputy Superintendent Funding Sources: - Local Funds	Reviews			
	Formative			Summative
	Mar	June	Sept	Nov
Strategy 11: Contract with the Guadalupe County Sheriffs Office to provide a Deputy to monitor all campuses on a daily basis. Strategy's Expected Result/Impact: Provide consistent security for all Navarro ISD campuses, faculty, students and staff. Staff Responsible for Monitoring: Superintendent Funding Sources: - Local Funds	Reviews			
	Formative			Summative
	Mar	June	Sept	Nov
Strategy 12: Participate in county emergency management procedures and activities. Strategy's Expected Result/Impact: Preparedness for emergency situations. Staff Responsible for Monitoring: Superintendent; Deputy Superintendent Funding Sources: - Local Funds	Reviews			
	Formative			Summative
	Mar	June	Sept	Nov

Strategy 13: Utilize identification security measures at all sites for visitors, maintain security cameras on all campuses, and provide for additional cameras and identification support as needed. Strategy's Expected Result/Impact: Ensure the safety and security of campus and district sites. Staff Responsible for Monitoring: Superintendent; Deputy Superintendent; Secretaries Funding Sources: - Local Funds	Reviews			
	Formative			Summative
	Mar	June	Sept	Nov
Strategy 14: Comply with all state mandated training programs to ensure the safety and security of all students in their education program. Training programs include but are not limited to: Bullying education, Reporting of Sexual abuse and Maltreatment of Children; Suicide Prevention Training; Sexual Harassment in the Workplace; Reporting of Neglect or physical abuse; Blood Borne Pathogens Education; Strategy's Expected Result/Impact: Meet state and federal training requirements. Staff Responsible for Monitoring: Chief Academic Officer Funding Sources: - Local Funds	Reviews			
	Formative			Summative
	Mar	June	Sept	Nov
Strategy 15: Activate the Mental Health Assessment Team as needed to respond to district needs.. Strategy's Expected Result/Impact: Maintain the assessment team to review potential issues as related to student safety and security. Staff Responsible for Monitoring: Superintendent	Reviews			
	Formative			Summative
	Mar	June	Sept	Nov
Strategy 16: Evaluate Crisis Management Plans and make necessary adjustments or changes to accommodate district needs and responses to identified situations. Strategy's Expected Result/Impact: Revision of the crisis management plan. Provide detailed information for faculty and staff to assist in responses to crisis situations. Staff Responsible for Monitoring: Superintendent	Reviews			
	Formative			Summative
	Mar	June	Sept	Nov
Strategy 17: Continue to support the Training for Teachers and Staff on the ALICE protocol for Active Shooters. Strategy's Expected Result/Impact: Ensure the safety and security of all Navarro ISD stakeholders in the event of a shooting. Staff Responsible for Monitoring: Deputy Superintendent	Reviews			
	Formative			Summative
	Mar	June	Sept	Nov
Strategy 18: Provide continuing education to all 7-12th grade students in ALICE protocol for Active Shooters. Strategy's Expected Result/Impact: Provide students with the necessary training to and resources to increase safety measures in the event of a shooting incident. Staff Responsible for Monitoring: Deputy Superintendent	Reviews			
	Formative			Summative
	Mar	June	Sept	Nov
Strategy 19: Train all faculty and staff on Stop the Bleed annually. Strategy's Expected Result/Impact: Ensure that all faculty and staff are able to access and utilize a Stop the Bleed kit in the event of an emergency. Staff Responsible for Monitoring: Superintendent; Deputy Superintendent; District Nurse	Reviews			
	Formative			Summative
	Mar	June	Sept	Nov

Strategy 20: Develop a plan for meeting state guidelines for training all 7-12th grade students annually on Stop the Bleed. Strategy's Expected Result/Impact: Ensure that students in grades 7-12 are trained annually based on state requirements. Staff Responsible for Monitoring: Superintendent; Deputy Superintendent; District Nurse	Reviews			
	Formative			Summative
	Mar	June	Sept	Nov
Strategy 21: Develop a program to support ALICE protocols for grades K-6. Strategy's Expected Result/Impact: Ensure that students K-6 are able to respond appropriately in the event of an active shooter emergency. Staff Responsible for Monitoring: Deputy Superintendent	Reviews			
	Formative			Summative
	Mar	June	Sept	Nov
Strategy 22: Implement COVID 19 safety measures to support health and safety of all students. Strategy's Expected Result/Impact: Maintain health and safety measures to prevent the spread of COVID 19 Staff Responsible for Monitoring: Director of Operations; Superintendent; Principals	Reviews			
	Formative			Summative
	Mar	June	Sept	Nov
				
Strategy 23: Identify funding and project plan to address ADA non-compliance of facilities. Strategy's Expected Result/Impact: Provide ADA access as required. Staff Responsible for Monitoring: Director of Operations; Superintendent Equity Plan Problem Statements: Demographics 5	Reviews			
	Formative			Summative
	Mar	June	Sept	Nov
				
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Performance Objective 4 Problem Statements:

Demographics
Problem Statement 5: Current facilities lack ADA compliance in some areas. Root Cause: Budget considerations, aging facilities.
Perceptions
Problem Statement 5: The district struggles with effective communication. Root Cause: Lack of congruent communication methods in delivery of information.
Problem Statement 6: Technology training and support are not sufficient. Root Cause: Increased reliance on technology due to COVID 19 and distance learning.

Goal 1: Navarro ISD will provide modern and inviting facilities that inspire a learning community.

Performance Objective 5: The district will provide access to communication and collaboration resource tools to support district operations, campus operations, student achievement and parent connections.

Evaluation Data Sources: Employees, Administrative, Parent and community activities documented through advertisements, social media connections, online communication tools and newspaper announcements.

Strategy 1: Use social media as a means of communication with faculty, parents, and community (i.e Facebook) to promote district activities, events and announcements. Strategy's Expected Result/Impact: Promote communication. Staff Responsible for Monitoring: Communications Director Problem Statements: Perceptions 5 Funding Sources: - Local Funds	Reviews			
	Formative			Summative
	Mar	June	Sept	Nov
Strategy 2: Use the district website and campus marquees to inform parents and community members of upcoming events and provide access to district information to allow for financial and accountability transparency. Strategy's Expected Result/Impact: Promote communication Staff Responsible for Monitoring: Communications Director Problem Statements: Perceptions 5 Funding Sources: - Local Funds	Reviews			
	Formative			Summative
	Mar	June	Sept	Nov
Strategy 3: Update the district website and calendar weekly and monitor campus sites for accuracy. Strategy's Expected Result/Impact: Promote communication Staff Responsible for Monitoring: Communications Director Problem Statements: Perceptions 5 Funding Sources: - Local Funds	Reviews			
	Formative			Summative
	Mar	June	Sept	Nov
Strategy 4: Offer Parent Education nights addressing key issues, to include but not limited to, Special Programs, Educational Support options, Online Safety, and topics related to student instructional, community and social needs. Strategy's Expected Result/Impact: Increase parent and community awareness of services and how best to support students at home. Staff Responsible for Monitoring: Chief Academic Officer Title I Schoolwide Elements: 2.6, 3.1, 3.2	Reviews			
	Formative			Summative
	Mar	June	Sept	Nov
Strategy 5: Offer at least 2 Parent Education Nights per year. Strategy's Expected Result/Impact: Increase parent and community awareness of services. Provide resources for parents to support student learning at home. Build a relationships for the home to school connection. Staff Responsible for Monitoring: Chief Academic Officer Title I Schoolwide Elements: 3.2	Reviews			
	Formative			Summative
	Mar	June	Sept	Nov

Strategy 6: Maintain systems to support the acquisition, transmittal and analysis of student performance data to support instructional improvement. Strategy's Expected Result/Impact: Provide consistent and reliable methods of delivering data to support instruction. Staff Responsible for Monitoring: Chief Academic Officer; Technology Services	Reviews			
	Formative			Summative
	Mar	June	Sept	Nov
Strategy 7: Expand communication with parents and community partners through single sign on technology to increase student performance, community engagement and school to home communications. Strategy's Expected Result/Impact: Improve home to school communications. Staff Responsible for Monitoring: Chief Academic Officer; Technology Services	Reviews			
	Formative			Summative
	Mar	June	Sept	Nov
Strategy 8: Provide services and support to facilitate communication for human resources, business operations, strategic planning and employee collaboration district-wide. Strategy's Expected Result/Impact: Ensure district stakeholders are included in the planning processes to build a better school system. Staff Responsible for Monitoring: Communications Director Problem Statements: Perceptions 5	Reviews			
	Formative			Summative
	Mar	June	Sept	Nov
Strategy 9: Conduct an evaluation of systemic communication programs and services to facilitate parent communication, school communication, district communication and employee communication that can transcend beyond strictly online access. Strategy's Expected Result/Impact: Increase communication. Staff Responsible for Monitoring: Communications Director Problem Statements: Perceptions 5	Reviews			
	Formative			Summative
	Mar	June	Sept	Nov
Strategy 10: Conduct yearly meetings with a parents at all Title I campuses to provide an overview of services and supports of Title I for all students. Strategy's Expected Result/Impact: Title I ESSA Compliance Staff Responsible for Monitoring: Chief Academic Officer Title I Schoolwide Elements: 3.1	Reviews			
	Formative			Summative
	Mar	June	Sept	Nov
<div> <div>0% No Progress</div> <div>100% Accomplished</div> <div>→ Continue/Modify</div> <div>✗ Discontinue</div> </div>				

Performance Objective 5 Problem Statements:

Perceptions
Problem Statement 5: The district struggles with effective communication. Root Cause: Lack of congruent communication methods in delivery of information.

Goal 1: Navarro ISD will provide modern and inviting facilities that inspire a learning community.

Performance Objective 6: The district will continue to promote healthy eating choices for all students and meet compliance with Federal and State food service guidelines.

Strategy 1: Work closely with SHAC to provide nutritious and appealing breakfast and lunch choices for students. Strategy's Expected Result/Impact: Provide health and inviting lunch choices for all students. Staff Responsible for Monitoring: Food Service Director	Reviews			
	Formative			Summative
	Mar	June	Sept	Nov
Strategy 2: Review state and federal guidelines for breakfast and lunch components and provide lunch choices that meet nutrition and calorie guidelines per the US Department of Agriculture. Strategy's Expected Result/Impact: Meet state and federal guidelines for the school lunch program. Staff Responsible for Monitoring: Food Services Director	Reviews			
	Formative			Summative
	Mar	June	Sept	Nov
Strategy 3: Work with campuses and the Instructional Services office in identifying students qualifying for the Free and Reduced Lunch program. Strategy's Expected Result/Impact: Promote student identification for the lunch program. Staff Responsible for Monitoring: Food Services Director	Reviews			
	Formative			Summative
	Mar	June	Sept	Nov
Strategy 4: Maintain a safe working environment within the cafeteria setting for workers and students. Strategy's Expected Result/Impact: Maintain a safe and secure working environment. Staff Responsible for Monitoring: Food Services Director	Reviews			
	Formative			Summative
	Mar	June	Sept	Nov
Strategy 5: Provide catering services to support meetings, student birthday celebrations and district events. Strategy's Expected Result/Impact: Provide healthy eating choices to students and staff and support district financial needs in food services. Staff Responsible for Monitoring: Food Services Director	Reviews			
	Formative			Summative
	Mar	June	Sept	Nov
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Goal 2: Navarro ISD will foster and support a professional learning community that attracts and develops a diverse staff that engages all students.

Performance Objective 1: The district will provide research based professional development, resources and time to support Professional Learning Communities across vertical and horizontal alignment teams.

HB3 Goal

Evaluation Data Sources: District staff Development Calendar. PLC Planning time.

Strategy 1: The District Administrative Team will strategically plan District Staff Development days within the district calendar to support curriculum planning, alignment and best practices. Strategy's Expected Result/Impact: Increase student performance across classrooms and across grade levels. Staff Responsible for Monitoring: District and Campus Administrative Team Funding Sources: - Local Funds	Reviews			
	Formative			Summative
	Mar	June	Sept	Nov
Strategy 2: PLC vertical and horizontal alignment teams will meet in professional development grouping and throughout the school year at designated times within the campus schedule. Strategy's Expected Result/Impact: Ensure consistent curriculum delivery and instruction for all students. Provide planning time to teachers and staff. Staff Responsible for Monitoring: Chief Academic Officer Title I Schoolwide Elements: 2.4, 2.5 Problem Statements: Student Learning 3, 4 - Perceptions 3 Funding Sources: - Local Funds	Reviews			
	Formative			Summative
	Mar	June	Sept	Nov
Strategy 3: Work with the Academic Planning Team to develop a school year calendar that supports time for teachers to obtain professional development and content alignment time to address high need areas such as Reading, Math and Writing for Special Education, ESL, and Economically Disadvantaged students. Strategy's Expected Result/Impact: Develop a working academic calendar to support all student and staff needs. Staff Responsible for Monitoring: Chief Academic Officer Problem Statements: Student Learning 3, 4 - Perceptions 3, 4 Funding Sources: - Local Funds	Reviews			
	Formative			Summative
	Mar	June	Sept	Nov
Strategy 4: Plan administrative PLC meetings to address instructional needs of the district. Strategy's Expected Result/Impact: Focus on instructional goals for the district and campuses to improve student performance. Staff Responsible for Monitoring: Superintendent Funding Sources: - Local Funds	Reviews			
	Formative			Summative
	Mar	June	Sept	Nov

Strategy 5: PLC Teams will be monitored throughout the school year to provide support in data analysis, progress monitoring and interventions for at-risk or high needs students. Strategy's Expected Result/Impact: Provide planning time for horizontal alignment, consistency of delivery of instructional objectives and support at-risk students. Improve student performance and consistency of curriculum delivery. Staff Responsible for Monitoring: Chief Academic Officer, Campus Principals Title I Schoolwide Elements: 2.4, 2.6 Problem Statements: Student Learning 3, 4	Reviews			
	Formative			Summative
	Mar	June	Sept	Nov
Strategy 6: Develop a plan for all K-3 teachers and principals to complete the HB3 Reading Academies. Strategy's Expected Result/Impact: Teacher and Principal enrollment in the K-3 Reading Academy Staff Responsible for Monitoring: Chief Academic Officer Title I Schoolwide Elements: 2.4, 2.5, 2.6 Problem Statements: Student Learning 3	Reviews			
	Formative			Summative
	Mar	June	Sept	Nov
Strategy 7: Provide staff development in-service days to support the comprehensive model associated with the mandatory HB3 Reading Academies for all K-3 teachers. Strategy's Expected Result/Impact: Staff Development Calendar and academic calendar options to support staff training and in-service. Staff Responsible for Monitoring: Chief Academic Officer Title I Schoolwide Elements: 2.4	Reviews			
	Formative			Summative
	Mar	June	Sept	Nov
Strategy 8: Allocate funding to support the implementation of the HB3 Reading Academies. Strategy's Expected Result/Impact: Ability to provide payment for the comprehensive and blended models of training for the HB3 Reading Academies. Staff Responsible for Monitoring: Chief Academic Officer; Business Manager	Reviews			
	Formative			Summative
	Mar	June	Sept	Nov
<div>  No Progress  Accomplished  Continue/Modify  Discontinue </div>				

Performance Objective 1 Problem Statements:

Student Learning
Problem Statement 3: Student growth projections for academic achievement dropped in all categories. Root Cause: COVID 19 closures and loss of instructional time March - May 2020 and remote learning constraints for intervention support.
Problem Statement 4: Mathematics projections show drastic drop in performance and growth across all grade levels. Root Cause: Alignment of Mathematics programs.
Perceptions
Problem Statement 3: Student support and programs for the gifted and talented population are limited. Root Cause: Program supports and processes for secondary students are limited.
Problem Statement 4: The Fine Arts program at the lower grades is limited to Music at grades K-3. Root Cause: Budgetary constraints limited the number of positions the district was able to create and fill.





Goal 2: Navarro ISD will foster and support a professional learning community that attracts and develops a diverse staff that engages all students.

Performance Objective 2: The district will support Professional Learning Communities (PLC) collaboration and tracking of student progress through the use of common assessment data, MAP data, STAAR data, progress monitoring data and classroom instructional data.

HB3 Goal

Evaluation Data Sources: Usage reports, RtI placements, progress monitoring reports, tutorial schedules and test results of students.

Strategy 1: Utilize and support Measures of Academic Progress (MAP) testing in Math, Reading, Writing, Grades K-9 and Science grades 5 and 8 to measure achievement levels as they are tied to RtI, student learning needs, current TEKS readiness, potential STAAR performance, College Readiness and diagnostic data for teachers to focus on gaps in student learning. Strategy's Expected Result/Impact: Identify learning gaps to address individual student needs. Improve student academic performance. Staff Responsible for Monitoring: Chief Academic Officer Problem Statements: Student Learning 3, 4 Funding Sources: - Local Funds	Reviews			
	Formative			Summative
	Mar	June	Sept	Nov
Strategy 2: Provide professional development to teachers and staff in working with the assessment, applying results to classroom instruction, monitoring students within the RTI structure, progress monitoring and testing procedures. Strategy's Expected Result/Impact: Provide teachers with training and tools necessary to support struggling students and fill instructional learning gaps. Improve student performance. Staff Responsible for Monitoring: Chief Academic Officer Problem Statements: Perceptions 6 Funding Sources: - Local Funds	Reviews			
	Formative			Summative
	Mar	June	Sept	Nov
Strategy 3: Budget funding to support the assessment program. Strategy's Expected Result/Impact: Provide assessment program to monitor student performance. Staff Responsible for Monitoring: Chief Academic Officer	Reviews			
	Formative			Summative
	Mar	June	Sept	Nov
Strategy 4: Work with PLC teams in using Lead4ward student learning reports and Scaffolding documents to analyze STAAR Data, MAP Data and classroom common assessment or instructional data to make informed decisions about RtI, student progress, advanced placement and lesson planning. Strategy's Expected Result/Impact: Ensure accurate data assessment to support student learning. Address individual student learning needs. Staff Responsible for Monitoring: Chief Academic Officer, Campus Principals. Results Driven Accountability	Reviews			
	Formative			Summative
	Mar	June	Sept	Nov

Strategy 5: Continue to use Benchmark assessments at appropriate grade levels to measure classroom alignment with curriculum standards. Strategy's Expected Result/Impact: Measure student performance on learning objectives. Staff Responsible for Monitoring: Campus Principals Results Driven Accountability	Reviews			
	Formative			Summative
	Mar	June	Sept	Nov
Strategy 6: Use Eduphoria Aware to develop common assessments for Semester or Six week exams to measure student progress across classrooms and PLC teams. Strategy's Expected Result/Impact: Measure student performance among same subject area classrooms for consistency in academic achievement across classroom environments. Staff Responsible for Monitoring: Campus Principals	Reviews			
	Formative			Summative
	Mar	June	Sept	Nov
Strategy 7: Focus staff development efforts with teachers on the use of District purchased curriculum, pacing guides, instructional resources and alignment of content. Strategy's Expected Result/Impact: Designated staff development to support effective implementation of the TEKS Resource System and expansion of the program to include district created content for specials. Staff Responsible for Monitoring: Chief Academic Officer	Reviews			
	Formative			Summative
	Mar	June	Sept	Nov
<div>  No Progress  Accomplished  Continue/Modify  Discontinue </div>				





Performance Objective 2 Problem Statements:

Student Learning
Problem Statement 3: Student growth projections for academic achievement dropped in all categories. Root Cause: COVID 19 closures and loss of instructional time March - May 2020 and remote learning constraints for intervention support.
Problem Statement 4: Mathematics projections show drastic drop in performance and growth across all grade levels. Root Cause: Alignment of Mathematics programs.
Perceptions
Problem Statement 6: Technology training and support are not sufficient. Root Cause: Increased reliance on technology due to COVID 19 and distance learning.

Goal 2: Navarro ISD will foster and support a professional learning community that attracts and develops a diverse staff that engages all students.

Performance Objective 3: The district will continue to examine competitive compensation for district employees by examining trends and compensation practices yearly.





Evaluation Data Sources: Yearly salary review.

Strategy 1: Review the district salary plan yearly to determine if funding exists to be able to increase employee pay. Strategy's Expected Result/Impact: Increase salary schedule; Teacher retention; Staff Responsible for Monitoring: Superintendent; Board of Trustees Funding Sources: - Local Funds	Reviews			
	Formative			Summative
	Mar	June	Sept	Nov
Strategy 2: Review and adjust the mid-points for each salary group yearly to maintain competitiveness. Strategy's Expected Result/Impact: Review and mid-point adjustment completion. Staff Responsible for Monitoring: Superintendent; Business Manager	Reviews			
	Formative			Summative
	Mar	June	Sept	Nov
Strategy 3: Review benefits program to provide incentives and support for faculty and staff. Strategy's Expected Result/Impact: Potential teacher retention and attraction of new employees to the district due to added benefit value. Staff Responsible for Monitoring: Superintendent; Business Manager	Reviews			
	Formative			Summative
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<div>  No Progress  Accomplished  Continue/Modify  Discontinue </div>				

Goal 2: Navarro ISD will foster and support a professional learning community that attracts and develops a diverse staff that engages all students.

Performance Objective 4: The district will continue to support new teachers entering the district through the Professional Educator Induction Program.

Evaluation Data Sources: Completion of training sessions, new teachers in programs.

Strategy 1: Hold a New Educator Orientation training yearly allowing New employees to connect with campus mentors, receive introductory training on campus programs and services and receive technology training on district resources. Strategy's Expected Result/Impact: Ensure a smooth transition for new teachers into the Navarro ISD family. Staff Responsible for Monitoring: Chief Academic Officer Funding Sources: - Local Funds	Reviews			
	Formative			Summative
	Mar	June	Sept	Nov
Strategy 2: Mentors will be assigned to teachers in their first two years of teaching. Strategy's Expected Result/Impact: Provide support and reinforcement for new teachers to the profession. Build stronger teachers. Staff Responsible for Monitoring: Chief Academic Officer Funding Sources: - Local Funds	Reviews			
	Formative			Summative
	Mar	June	Sept	Nov
Strategy 3: Monitor new teachers through classroom observations and walk-throughs. Strategy's Expected Result/Impact: Monitor consistency of new employees w with district and campus instructional goals. Provide support for teachers new to the district. Staff Responsible for Monitoring: Chief Academic Officer; Campus Principals Funding Sources: - Local Funds	Reviews			
	Formative			Summative
	Mar	June	Sept	Nov
Strategy 4: Designate funding and training support for new employees and teachers in Explicit Instruction and the Fundamental 5. Strategy's Expected Result/Impact: Maintain consistent support for instructional delivery, differentiation and meeting the needs of individual students. Alignment with district goals and initiatives for instructional delivery. Staff Responsible for Monitoring: Chief Academic Officer	Reviews			
	Formative			Summative
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Goal 2: Navarro ISD will foster and support a professional learning community that attracts and develops a diverse staff that engages all students.

Performance Objective 5: The district will use technology competency cohorts to support teacher use of technology and integration in the classroom.

Evaluation Data Sources: Implementation progress on the TLPP Plan.

Strategy 1: Implement the Technology Integration Matrix (TIM) Model to support an interactive student learning environment and technology integration into the standard curriculum. Strategy's Expected Result/Impact: Measure teacher proficiency levels with technology in the classroom. Staff Responsible for Monitoring: Chief Academic Officer; Campus Principals; Instructional Technology Problem Statements: Perceptions 6	Reviews			
	Formative			Summative
	Mar	June	Sept	Nov
Strategy 2: Revise and monitor the scope and sequence of technology concepts and skills based on the Technology Applications TEKS and ISTE NETS within the curriculum using the Technology Integration Matrix as a guide. Strategy's Expected Result/Impact: Integration of Technology Applications TEKS into the Scope and Sequence of K-8 courses. Staff Responsible for Monitoring: Chief Academic Officer; Campus Principals, Instructional Technology	Reviews			
	Formative			Summative
	Mar	June	Sept	Nov
Strategy 3: Provide professional development opportunities aligned to the ISTE Teacher and Administrator Standards and the T-TESS and T-PESS technology expectations. Strategy's Expected Result/Impact: Provide staff development that meets teachers needs for continual improvement in the classroom. Staff Responsible for Monitoring: Chief Academic Officer	Reviews			
	Formative			Summative
	Mar	June	Sept	Nov
Strategy 4: Enable all students to demonstrate solid proficiency and independent use of technology supporting academic achievement and college and career readiness. Strategy's Expected Result/Impact: Increased learning opportunities through online resources, college and career readiness, instructional supports anywhere anytime per District Technology Plan outlines. Staff Responsible for Monitoring: Chief Academic Officer; Principals; Instructional Technologists	Reviews			
	Formative			Summative
	Mar	June	Sept	Nov
Strategy 5: Customize professional development to meet teacher/staff needs in real time to support teacher comfort levels of technology that best support student learning needs. Strategy's Expected Result/Impact: Increased use of technology in the classroom that supports academic rigor and lifelong learning practices. Staff Responsible for Monitoring: Chief Academic Officer; Instructional Technologists; Campus Principals. Problem Statements: Perceptions 6	Reviews			
	Formative			Summative
	Mar	June	Sept	Nov

Strategy 6: Provide summer training academies within district to address continuing education needs of teachers and staff. Strategy's Expected Result/Impact: Provide technology and curriculum training to staff. Staff Responsible for Monitoring: Chief Academic Officer	Reviews			
	Formative			Summative
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Performance Objective 5 Problem Statements:

Perceptions
Problem Statement 6: Technology training and support are not sufficient. Root Cause: Increased reliance on technology due to COVID 19 and distance learning.

Goal 2: Navarro ISD will foster and support a professional learning community that attracts and develops a diverse staff that engages all students.

Performance Objective 6: The district will continue to seek highly qualified applicants to fill vacancies by attending at least 4 job fairs and promoting job openings through at least 2 internet and traditional posting methods.

Evaluation Data Sources: Job postings, job fair attendance; certification data.





Strategy 1: Monitor job postings, screenings, and the interview process to assure full consideration of a diversified applicant pool. Strategy's Expected Result/Impact: Increased staff diversity; Highly qualified candidates. Staff Responsible for Monitoring: Human Resources Funding Sources: - Local Funds	Reviews			
	Formative			Summative
	Mar	June	Sept	Nov
Strategy 2: Attend job fairs. Strategy's Expected Result/Impact: Attendance to job fairs Staff Responsible for Monitoring: Human Resources Funding Sources: - Local Funds	Reviews			
	Formative			Summative
	Mar	June	Sept	Nov
Strategy 3: Post job openings in various locations such as district office, newspaper, Texas Association of School Administrators, district website and other applicable sources. Strategy's Expected Result/Impact: Postings of job opening in various locations. Copies of postings. Job applications. Staff Responsible for Monitoring: Human Resources Funding Sources: - Local Funds	Reviews			
	Formative			Summative
	Mar	June	Sept	Nov
Strategy 4: Explore instructional strategies and solutions to support active classroom teacher participation in an online format as needed to fill vacancies. Strategy's Expected Result/Impact: Certified teachers within each classroom in high need areas. Staff Responsible for Monitoring: Chief Academic Office; Campus Principal	Reviews			
	Formative			Summative
	Mar	June	Sept	Nov
Strategy 5: Review practices related to the acquisition and pay scale of substitute teachers to support the growing need of substitutes within the district. Strategy's Expected Result/Impact: Increase pool of substitute teachers. Staff Responsible for Monitoring: Human Resources	Reviews			
	Formative			Summative
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<div>  No Progress  Accomplished  Continue/Modify  Discontinue </div>				

Goal 2: Navarro ISD will foster and support a professional learning community that attracts and develops a diverse staff that engages all students.

Performance Objective 7: The district will continue to provide in-district and out-of-district staff development opportunities to meet the needs of the teachers as evidenced by at least 85% of staff attending professional learning in their content areas.

Evaluation Data Sources: Eduphoria reports. Staff Development Offerings. Out of district staff development attendance.

Strategy 1: Provide technology training to increase the effective use of technology with students in classrooms. Specifically supporting 1:1 initiatives in the district aligned to the Technology Literacy and Proficiency Program. Strategy's Expected Result/Impact: Technology Training provided in iSucceed University; Increase participation in technology and training opportunities. Staff Responsible for Monitoring: Chief Academic Officer; Director of Technology; Instructional Technologists Problem Statements: Perceptions 6 Funding Sources: - Local Funds	Reviews			
	Formative			Summative
	Mar	June	Sept	Nov
Strategy 2: Provide training in district to support differentiation strategies and differentiated instruction models as related to the Gifted and Talented, Special Education, ESL Program and Technology integration in the classroom Strategy's Expected Result/Impact: Ensure that appropriate In-District training in differentiated instruction meets individual student needs. Improve student performance. Staff Responsible for Monitoring: Instructional Technologists; GT Specialists Problem Statements: Perceptions 3, 6 Funding Sources: - Local Funds	Reviews			
	Formative			Summative
	Mar	June	Sept	Nov
Strategy 3: Provide behavior modification/restraint (CPI) training for special education staff and others on a yearly basis. Strategy's Expected Result/Impact: Ensure staff is accurately trained for behavior modification and or restraint. Staff Responsible for Monitoring: Special Education Director Results Driven Accountability Funding Sources: - Local Funds	Reviews			
	Formative			Summative
	Mar	June	Sept	Nov
Strategy 4: Coordinate with ESC Region XIII to provide staff development and assistance in the areas of state and federal compliance, ESL, migrant, homeless, CTE and Special Education. Strategy's Expected Result/Impact: Full compliance with state and federal regulations. Staff Responsible for Monitoring: Chief Academic Officer Results Driven Accountability Problem Statements: Perceptions 2, 3 Funding Sources: - Local Funds	Reviews			
	Formative			Summative
	Mar	June	Sept	Nov

Strategy 5: Allocate funding and district resources to teachers and staff to attend staff development in district or out of district to meet individual content area needs especially in the areas of ESL, Economically Disadvantaged and Special Education. Strategy's Expected Result/Impact: Increase teacher tools to support struggling learners. Staff Responsible for Monitoring: Chief Academic Officer Funding Sources: - Local Funds, - Title II Funds - 255 13 6411 00 999 6 99 0 00 - \$17,000	Reviews			
	Formative			Summative
	Mar	June	Sept	Nov
Strategy 6: Utilize district funds to provide intensive training to teachers and staff to increase student reading, math and science performance for Economically disadvantaged students, ESL students and Special Education students. Strategy's Expected Result/Impact: Provide a standardized method across the district to support reading and writing in all subject areas for struggling students. Staff Responsible for Monitoring: Chief Academic Officer; Campus Principals Title I Schoolwide Elements: 2.4, 2.6 Problem Statements: Student Learning 3, 4 Funding Sources: - Local Funds	Reviews			
	Formative			Summative
	Mar	June	Sept	Nov
<div>  No Progress  Accomplished  Continue/Modify  Discontinue </div>				

Performance Objective 7 Problem Statements:





Student Learning
Problem Statement 3: Student growth projections for academic achievement dropped in all categories. Root Cause: COVID 19 closures and loss of instructional time March - May 2020 and remote learning constraints for intervention support.
Problem Statement 4: Mathematics projections show drastic drop in performance and growth across all grade levels. Root Cause: Alignment of Mathematics programs.
Perceptions
Problem Statement 2: Diversity of student and staff populations are not celebrated through district programs, activities or instruction. Root Cause: Diversity is not recognized within the district.
Problem Statement 3: Student support and programs for the gifted and talented population are limited. Root Cause: Program supports and processes for secondary students are limited.
Problem Statement 6: Technology training and support are not sufficient. Root Cause: Increased reliance on technology due to COVID 19 and distance learning.

Goal 2: Navarro ISD will foster and support a professional learning community that attracts and develops a diverse staff that engages all students.

Performance Objective 8: The district will continue to support and provide staff resources for management of personnel and activities.

Evaluation Data Sources: Program reports, activity reports, purchase orders.

Strategy 1: Continue use of AESOP (Automated District Absence Management System) to decrease overtime, usage of staff leave, increase delivery of instruction to students and decrease campus substitute payroll. Strategy's Expected Result/Impact: Provide electronic means to report absences, meet substitute needs and decrease overtime. Decrease the loss of instructional time due to employee absences. Staff Responsible for Monitoring: Human Resources; Business Manager Funding Sources: - Local Funds	Reviews			
	Formative			Summative
	Mar	June	Sept	Nov
Strategy 2: Continue to provide funding and resources to instructional support positions designed to provide pull-out or instructional training and classroom support for teachers in high need areas. Strategy's Expected Result/Impact: Provide necessary Human Resources to support instructional programs. Staff Responsible for Monitoring: Academic Services; Business Manager; Superintendent Funding Sources: - Local Funds	Reviews			
	Formative			Summative
	Mar	June	Sept	Nov
Strategy 3: Hold monthly counselor meetings to discuss counseling priorities, counseling services, 504 accommodations and at-risk student interventions. Strategy's Expected Result/Impact: Provide consistent counseling services. Staff Responsible for Monitoring: Academic Services Funding Sources: - Local Funds	Reviews			
	Formative			Summative
	Mar	June	Sept	Nov
Strategy 4: Hold monthly Special Education meetings with teachers and staff to review compliance training, local resources, group problem solving and program interventions for at-risk students. Strategy's Expected Result/Impact: Maintain consistent special education services. Staff Responsible for Monitoring: Academic Services Funding Sources: - Local Funds	Reviews			
	Formative			Summative
	Mar	June	Sept	Nov
Strategy 5: Allocate funding and resources to the Pegasus /PPCD program to serve children ages 3-4 in the district. Strategy's Expected Result/Impact: Maintain and grow PPCD program and support child find to support student needs. Staff Responsible for Monitoring: Academic Services Funding Sources: - Local Funds	Reviews			
	Formative			Summative
	Mar	June	Sept	Nov
Strategy 6: Provide Eduphoria to monitor staff development, student assessment, work orders and employee evaluations Strategy's Expected Result/Impact: Maintain internal data warehouse. Staff Responsible for Monitoring: Technology Services; Academic Services. Funding Sources: - Local Funds	Reviews			
	Formative			Summative
	Mar	June	Sept	Nov

Strategy 7: Provide access to the TEKS Resource system to support instructional focus, year at a glance and curriculum support materials. Strategy's Expected Result/Impact: Maintain consistent curriculum across all campuses and within the district. Staff Responsible for Monitoring: Academic Services; Technology Services Funding Sources: - Local Funds	Reviews			
	Formative			Summative
	Mar	June	Sept	Nov
Strategy 8: Allocate funding and provide access to TEKS Pacing Guides and Training Support for teachers in the use of the District approved curriculum to ensure vertical and horizontal curricular alignment. Strategy's Expected Result/Impact: Purchase of pacing guides; Staff Development Sessions; Region XX contract support. Curriculum Alignment documents. Staff Responsible for Monitoring: Academic Services	Reviews			
	Formative			Summative
	Mar	June	Sept	Nov
Strategy 9: Maintain a single sign on solution to support teacher, staff and student access to district instructional and professional resources. Strategy's Expected Result/Impact: Support ease of online instructional resources access. Limit password changes; increase security for online systems. Staff Responsible for Monitoring: Academic Services; Technology Services	Reviews			
	Formative			Summative
	Mar	June	Sept	Nov
Strategy 10: Work collaboratively with the Educational Service Center to provide staff development in curriculum alignment and use of resources associated with the district approved Literacy Plan for grades K-5. Strategy's Expected Result/Impact: Literacy reports from ESC Region; Region Contracts, Teacher training, Curriculum documents, Literacy Committee Feedback. Staff Responsible for Monitoring: Academic Services	Reviews			
	Formative			Summative
	Mar	June	Sept	Nov
Strategy 11: Allocate funding and support to continue the implementation and monitoring of Explicit Instruction strategies and the Fundamental 5. Strategy's Expected Result/Impact: Scheduled Training sessions; Sign in Sheets; Walk Through and Evaluation Documentation; Student/School Progress in Accountability. Staff Responsible for Monitoring: Academic Services Title I Schoolwide Elements: 2.5, 2.6	Reviews			
	Formative			Summative
	Mar	June	Sept	Nov
Strategy 12: Allocate funding and work collaboratively with the Education Service Center Region XX to complete a Math Alignment Guide for grades K-8 and the expansion of the K-5 literacy plan to extend through 12th grade. Strategy's Expected Result/Impact: ELAR and Math instructional alignment across campuses and grade levels. Staff Responsible for Monitoring: Chief Academic Officer	Reviews			
	Formative			Summative
	Mar	June	Sept	Nov
Strategy 13: Increase instructional support to teachers and staff in the use of classroom technologies to support student learning and experiences. Strategy's Expected Result/Impact: Increase technology integration across campuses. Staff Responsible for Monitoring: Director of Technology; Chief Academic Officer	Reviews			
	Formative			Summative
	Mar	June	Sept	Nov
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Goal 2: Navarro ISD will foster and support a professional learning community that attracts and develops a diverse staff that engages all students.

Performance Objective 9: The district will identify personnel needs based on school district growth.

Evaluation Data Sources: Turn over ratio; Addition of personnel in key areas.

Strategy 1: Prioritize district needs based on classroom and program needs. Strategy's Expected Result/Impact: Increase Personnel allocations; meet instructional needs. Staff Responsible for Monitoring: Superintendent. Problem Statements: Demographics 2, 3 - District Processes & Programs 1, 2	Reviews			
	Formative			Summative
	Mar	June	Sept	Nov
Strategy 2: Identify funding, support and need to enhance staffing to support a growing Special Education program. Strategy's Expected Result/Impact: Increase staff to support a growing instructional population. Staff Responsible for Monitoring: Academic Services Problem Statements: Demographics 2, 3 - District Processes & Programs 1, 2	Reviews			
	Formative			Summative
	Mar	June	Sept	Nov
Strategy 3: Expand the Career and Technology Department teaching staff to support the expansion of Programs and Services aligned to Student Career Certifications, Career Pathways, Endorsements, Military preparedness and college and/or career readiness. Strategy's Expected Result/Impact: CTE Program Expansion; Staffing Allocations; Increased staff members. Staff Responsible for Monitoring: Academic Services Title I Schoolwide Elements: 2.5, 2.6 - Results Driven Accountability Problem Statements: Student Learning 2 - District Processes & Programs 2	Reviews			
	Formative			Summative
	Mar	June	Sept	Nov
Strategy 4: Identify funding and support for Technology Personnel to meet the increased needs and expansion of technology resources within the district. Strategy's Expected Result/Impact: Increase Technology Support; Increase Personnel Allocations; Provide support for technology resources. Staff Responsible for Monitoring: Technology Services	Reviews			
	Formative			Summative
	Mar	June	Sept	Nov
Strategy 5: Identifying funding and support for the expansion of the Pre-Kindergarten Program to full day classes for qualifying students. Strategy's Expected Result/Impact: Full day Pre-Kindergarten Program. Staff Responsible for Monitoring: Chief Academic Officer	Reviews			
	Formative			Summative
	Mar	June	Sept	Nov
Strategy 6: Expand personnel to support specialized instruction such as Dyslexia Support, Mental Health Support and Individualized student learning needs. Strategy's Expected Result/Impact: Increase of Personnel. Staff Responsible for Monitoring: Chief Academic Officer	Reviews			
	Formative			Summative
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Performance Objective 9 Problem Statements:

Demographics
Problem Statement 2: Despite increased housing and development in the area, 2020 student enrollment numbers and 2021 enrollment numbers do not show growth. Root Cause: COVID
Problem Statement 3: Not all staffing vacancies could be filled with on-site staff members for the 2020-2021 school year. Root Cause: Teacher shortage and lower pay scale as compared to neighboring districts.
Student Learning
Problem Statement 2: College, Career and Military Readiness rates account for only 72% of the student population. Root Cause: Reduced participation and performance in SAT/ACT and TSIA testing. Additionally military recruits reduced by over 7%
District Processes & Programs
Problem Statement 1: Salary schedules for professional educators are below comparative markets. Root Cause: Fiscal constraints due to formula funding have limited salary schedules.
Problem Statement 2: Staffing shortages exist in high need areas. Root Cause: COVID 19 constraints, lack of qualified applicants and certification requirements.

Goal 2: Navarro ISD will foster and support a professional learning community that attracts and develops a diverse staff that engages all students.

Performance Objective 10: The district will provide professional development and support for teachers and staff and community to support student mental health and well being.

Evaluation Data Sources: Professional development records;

Strategy 1: The Mental Health Assessment team will identify and select key staff development sessions to support teacher knowledge of mental health. Strategy's Expected Result/Impact: Increase awareness of mental health; identify staff development to support mental health; identify student programs. Staff Responsible for Monitoring: Superintendent	Reviews			
	Formative			Summative
	Mar	June	Sept	Nov
Strategy 2: Identify community and parent educational sessions to assist parents in understanding student mental health issues, supports and services. Strategy's Expected Result/Impact: Increase parent and community services to support mental health and wellness for students. Staff Responsible for Monitoring: Superintendent	Reviews			
	Formative			Summative
	Mar	June	Sept	Nov
Strategy 3: Maintain the use of an anonymous reporting system for students, teachers, staff and community as related to mental health concerns, suicide prevention and bullying prevention within the schools. Strategy's Expected Result/Impact: Provide anonymous reporting for students to support a need. Staff Responsible for Monitoring: Campus Principals; Counselors	Reviews			
	Formative			Summative
	Mar	June	Sept	Nov
<div>  No Progress  Accomplished  Continue/Modify  Discontinue </div>				

Goal 3: Goal 3: NISD will meet individual academic needs, challenging students to their highest potential and developing student outcome goals based off of HB 3 requirements.

Performance Objective 1: Use Response to Intervention (RtI) structure across all campuses.





Evaluation Data Sources: Professional Development Offered to support RtI Implementation

RtI team meeting logs

Progress Monitoring data - iStation, Compass Learning, Apex

MAP assessment Data

Strategy 1: Review district data sources RDA, STAAR, System Safeguards, Benchmarks, formative assessments, and MAP assessment Data to identify at-risk or instructional need areas for students and apply the appropriate interventions to support the individual learning needs based on district resources and tools provided in the RtI manual. Strategy's Expected Result/Impact: Use of Data sources; selected targeted interventions. Increase student performance. Meet instructional needs of struggling learners. Improve learning gaps. Staff Responsible for Monitoring: Chief Academic Officer Title I Schoolwide Elements: 2.4, 2.6 - Results Driven Accountability Problem Statements: Student Learning 3, 4 Funding Sources: - Local Funds	Reviews			
	Formative			Summative
	Mar	June	Sept	Nov
Strategy 2: Provide professional development and classroom support for teachers in implementing the full RTI structure. Strategy's Expected Result/Impact: Ensure the appropriate application of RtI process; ensure staff understanding of intervention and support services. Increase student achievement. Reduce learning gaps among students. Staff Responsible for Monitoring: Chief Academic Officer Results Driven Accountability Funding Sources: - Local Funds	Reviews			
	Formative			Summative
	Mar	June	Sept	Nov
Strategy 3: Support reading and math interventions through Title I staff at the Elementary and Intermediate campuses. Strategy's Expected Result/Impact: Improve reading and math student performance. Staff Responsible for Monitoring: Chief Academic Officer Title I Schoolwide Elements: 2.4, 2.5, 2.6 Problem Statements: Student Learning 3, 4	Reviews			
	Formative			Summative
	Mar	June	Sept	Nov
Strategy 4: Support reading intervention at the Intermediate campus through the use of Read 180 and System 44 for struggling students. Strategy's Expected Result/Impact: Improve reading skills for students. Staff Responsible for Monitoring: Campus Principal Title I Schoolwide Elements: 2.4, 2.5, 2.6 Problem Statements: Student Learning 3, 4	Reviews			
	Formative			Summative
	Mar	June	Sept	Nov

Strategy 5: Support reading intervention at the Junior High and High School campuses through Reading Courses to accompany ELAR Strategy's Expected Result/Impact: Improved Reading Levels of Struggling Readers; Increase test scores; course allocations' class lists. Staff Responsible for Monitoring: Chief Academic Officer; Campus Principals Problem Statements: Student Learning 2	Reviews			
	Formative			Summative
	Mar	June	Sept	Nov
Strategy 6: Provide RtI time and scheduling during the school day. Strategy's Expected Result/Impact: Provide designated time to help reduce learning gaps for struggling learners. Staff Responsible for Monitoring: Chief Academic Officer; Campus Principals Title I Schoolwide Elements: 2.4, 2.5 Problem Statements: Student Learning 3, 4	Reviews			
	Formative			Summative
	Mar	June	Sept	Nov
Strategy 7: Provide monitoring tools at the campus level to track student progress on learning objectives, to include but not limited to daily use of intervention systems by all students and specific intervention assignments provided to students needing to close learning gaps. Strategy's Expected Result/Impact: Improve student learning objectives and mastery of instructional content. Close learning gaps for students; provide teachers with tools to monitor student progress. Staff Responsible for Monitoring: Chief Academic Officer; Campus Principals Results Driven Accountability	Reviews			
	Formative			Summative
	Mar	June	Sept	Nov
Strategy 8: Provide designated staff members at the Elementary campus to support RtI reading and math. Strategy's Expected Result/Impact: RtI implementation Staff Responsible for Monitoring: Chief Academic Officer Title I Schoolwide Elements: 2.4, 2.5, 2.6	Reviews			
	Formative			Summative
	Mar	June	Sept	Nov
Strategy 9: Seek funding and state programming solutions to offer extended school year, tutorials or other supports for struggling students. Strategy's Expected Result/Impact: Improve student academic achievement among at-risk populations. Staff Responsible for Monitoring: Campus Principals; Chief Academic Officer Title I Schoolwide Elements: 2.4, 2.5	Reviews			
	Formative			Summative
	Mar	June	Sept	Nov
<div>  0% No Progress  100% Accomplished  Continue/Modify  Discontinue </div>				

Performance Objective 1 Problem Statements:

Student Learning
Problem Statement 2: College, Career and Military Readiness rates account for only 72% of the student population. Root Cause: Reduced participation and performance in SAT/ACT and TSIA testing. Additionally military recruits reduced by over 7%
Problem Statement 3: Student growth projections for academic achievement dropped in all categories. Root Cause: COVID 19 closures and loss of instructional time March - May 2020 and remote learning constraints for intervention support.

Student Learning
Problem Statement 4: Mathematics projections show drastic drop in performance and growth across all grade levels. Root Cause: Alignment of Mathematics programs.

Goal 3: Goal 3: NISD will meet individual academic needs, challenging students to their highest potential and developing student outcome goals based off of HB 3 requirements.



Performance Objective 2: The district will continue to focus on the improvement of student performance on State assessments by showing a 2 to 5 percentage point increase in all student performance among approaches grade level, meets grade level and masters grade level student achievement scores as represented in Domain I of the State Accountability System.

HB3 Goal

Evaluation Data Sources: Increase in student performance by 2 to 5 percentage points.

Strategy 1: Provide resources to campuses to support flexible scheduling of classes, instructional support resources and personnel support resources at campuses to accommodate for tutorial and RTI intervention time. Strategy's Expected Result/Impact: Provide resources to support struggling learners. Provide resources to support accelerated learning and support students advancement. Staff Responsible for Monitoring: Chief Academic Officer Funding Sources: - Local Funds	Reviews			
	Formative			Summative
	Mar	June	Sept	Nov
Strategy 2: Provide professional development support or classroom instructional support in utilizing district progress monitoring tools such as iStation, mClass, STAR Reading, MAP, APEX, IXL, and other district provided instructional support resources. Strategy's Expected Result/Impact: Selection of Tools; documentation of student interventions. Staff Responsible for Monitoring: Chief Academic Officer Counselors; Principals Title I Schoolwide Elements: 2.4, 2.6 Funding Sources: - Local Funds	Reviews			
	Formative			Summative
	Mar	June	Sept	Nov
Strategy 3: Continue to support assessment tools and curriculum resources to teachers to provide benchmark and common assessment tools to track students progress towards STAAR performance and College and Career Readiness. Strategy's Expected Result/Impact: Provide assessment tools to track student progress and monitor student college and career readiness. Provide real time data for teachers to adjust instruction, limiting learning and instructional gaps. Staff Responsible for Monitoring: Chief Academic Officer Funding Sources: - Local Funds	Reviews			
	Formative			Summative
	Mar	June	Sept	Nov
Strategy 4: Continue to support a standardized testing program for the district to assist teachers in properly tiering students into groups and help target specific instructional needs to improve testing performance. Strategy's Expected Result/Impact: Standardized/progress monitoring assessment program. Staff Responsible for Monitoring: Chief Academic Officer	Reviews			
	Formative			Summative
	Mar	June	Sept	Nov

Strategy 5: Develop a comprehensive three year plan addressing the ESL program that can be implemented district wide in all classrooms to best support ELL student learning needs. Strategy's Expected Result/Impact: Formalized plan to support ELL program learning and advancement. SIOP support, ELPS support and in class supports for ESL learners. Staff Responsible for Monitoring: Chief Academic Officer; District ESL Teacher	Reviews			
	Formative			Summative
	Mar	June	Sept	Nov
Strategy 6: Implement the classroom management and instructional support of Explicit Instruction in all classrooms. Strategy's Expected Result/Impact: Improved best practices to support Tier 1 learning for struggling learners and all learners. Staff Responsible for Monitoring: Campus Principals; Chief Academic Officer	Reviews			
	Formative			Summative
	Mar	June	Sept	Nov
Strategy 7: Utilize the Fundamental 5 best practices as the framework to support Explicit Instruction in the classroom. Strategy's Expected Result/Impact: Fundamental 5 constructs utilized in the classroom to support interactive student learning. Staff Responsible for Monitoring: Campus Principals; Chief Academic Officer	Reviews			
	Formative			Summative
	Mar	June	Sept	Nov
Strategy 8: Provide instructional tools and resources to ensure curriculum alignment between and among grade levels. Strategy's Expected Result/Impact: Alignment of instructional tools and classroom resources to match district curriculum. Consistency of instructional materials for students. Staff Responsible for Monitoring: Chief Academic Officer; Campus Principals	Reviews			
	Formative			Summative
	Mar	June	Sept	Nov
Strategy 9: Campuses will utilize Student Learning Objectives (SLOs) as a measurement for student instructional growth. Strategy's Expected Result/Impact: SLO reports. Staff Responsible for Monitoring: Chief Academic Officer; Campus Principals	Reviews			
	Formative			Summative
	Mar	June	Sept	Nov
Strategy 10: Provide training, support and monitoring of teacher and classroom use of District approved curriculum and curriculum resources to ensure consistency in instructional practices, objectives, content and learning across the grade levels. Strategy's Expected Result/Impact: Improve student performance; monitor consistent application of district curriculum; ensure appropriate application and understanding of curriculum resources and instructional delivery. Staff Responsible for Monitoring: Chief Academic Officer; Campus Principals	Reviews			
	Formative			Summative
	Mar	June	Sept	Nov
Strategy 11: Implement a completed Literacy plan for ELAR 6-12 and incorporate instructional coaching supports from the Region Service Center to ensure proper implementation of strategies and practices. Strategy's Expected Result/Impact: Provide a consistent Literacy plan for Navarro ISD for all students. Staff Responsible for Monitoring: Chief Academic Officer; Campus Principals Problem Statements: Student Learning 1, 3	Reviews			
	Formative			Summative
	Mar	June	Sept	Nov
Strategy 12: Conduct a curriculum audit of existing programs. Strategy's Expected Result/Impact: Monitor curriculum application and consistency of curriculum across grade levels and content areas. Staff Responsible for Monitoring: Chief Academic Officer	Reviews			
	Formative			Summative
	Mar	June	Sept	Nov

Strategy 13: Implement an expansion of the Advanced Academics programs at the Junior High and High School. Strategy's Expected Result/Impact: Advanced Academics and GT related classroom offerings, materials and courses; Master schedules. Staff Responsible for Monitoring: Chief Academic Officer; Campus Principals Problem Statements: Perceptions 3	Reviews			
	Formative			Summative
	Mar	June	Sept	Nov
Strategy 14: Provide in class support to teachers in high need classrooms to support academic achievement among Economically Disadvantaged, Special Education, ESL, and Hispanic populations. Strategy's Expected Result/Impact: Meet the needs of struggling learners. Provide supports to allow for varied instructional strategies. Fill instructional gaps for students. Staff Responsible for Monitoring: Chief Academic Officer; Campus Principals Results Driven Accountability - Equity Plan	Reviews			
	Formative			Summative
	Mar	June	Sept	Nov
Strategy 15: District library staff will evaluate campus library programs, services, and facilities, identify research based best practices in school libraries and literacy programs, and provide recommendations for improving student achievement. Strategy's Expected Result/Impact: Improve library support for classrooms and student achievement. Staff Responsible for Monitoring: Chief Academic Officer; Campus Principals.	Reviews			
	Formative			Summative
	Mar	June	Sept	Nov
Strategy 16: Develop a comprehensive library alignment plan to support maintain consistent library collections to meet student needs. Strategy's Expected Result/Impact: Library Maintenance with existing standards. Staff Responsible for Monitoring: Chief Academic Officer	Reviews			
	Formative			Summative
	Mar	June	Sept	Nov
Strategy 17: Expand student opportunities for advanced instruction, advanced academics, and GT supports. Strategy's Expected Result/Impact: Improve student achievement scores among the highest performing and gifted students. Staff Responsible for Monitoring: Chief Academic Officer Problem Statements: Student Learning 1, 2	Reviews			
	Formative			Summative
	Mar	June	Sept	Nov
Strategy 18: Identify programs or supports designed to attract students to CCMR courses, dual credit courses, CTE courses and advanced offerings. Strategy's Expected Result/Impact: Increase CCMR rating and increase enrollments in advanced courses among all populations. Staff Responsible for Monitoring: Chief Academic Officer Problem Statements: Student Learning 1, 2 - Perceptions 2	Reviews			
	Formative			Summative
	Mar	June	Sept	Nov
				
Strategy 19: Develop Mathematics alignment team to write a Mathematics Alignment Procedure for Grades K-12. Strategy's Expected Result/Impact: Improve mathematics student performance Staff Responsible for Monitoring: Chief Academic Officer Problem Statements: Student Learning 4	Reviews			
	Formative			Summative
	Mar	June	Sept	Nov
				



No Progress



Accomplished



Continue/Modify



Discontinue

Performance Objective 2 Problem Statements:**Student Learning**

Problem Statement 1: The ACT/SAT participation rate is over 63% yet only 45% of those students scored at or above the college ready level. **Root Cause:** Implementation of the purchased SAT/ACT preparation program is not mandated at the HS. Preparation is up to the student.

Problem Statement 2: College, Career and Military Readiness rates account for only 72% of the student population. **Root Cause:** Reduced participation and performance in SAT/ACT and TSIA testing. Additionally military recruits reduced by over 7%

Problem Statement 3: Student growth projections for academic achievement dropped in all categories. **Root Cause:** COVID 19 closures and loss of instructional time March - May 2020 and remote learning constraints for intervention support.

Problem Statement 4: Mathematics projections show drastic drop in performance and growth across all grade levels. **Root Cause:** Alignment of Mathematics programs.

Perceptions

Problem Statement 2: Diversity of student and staff populations are not celebrated through district programs, activities or instruction. **Root Cause:** Diversity is not recognized within the district.

Problem Statement 3: Student support and programs for the gifted and talented population are limited. **Root Cause:** Program supports and processes for secondary students are limited.





Goal 3: Goal 3: NISD will meet individual academic needs, challenging students to their highest potential and developing student outcome goals based off of HB 3 requirements.

Performance Objective 3: The district will focus on the improvement of closing achievement gaps on State Assessments by increasing the percentage of Hispanic, ESL, Special Education and Economically Disadvantaged students meeting grade level standard on state assessments.

HB3 Goal

Evaluation Data Sources: Increase in the percentage of Hispanic, ESL, Special Education and Economically Disadvantaged students meeting grade level standard on the STAAR.

Strategy 1: Work with PLC groups to analyze data among the Hispanic, Special Education, ESL and Economically Disadvantaged students to target specific skills among the groups for targeted intervention. Strategy's Expected Result/Impact: Selection of targeted skills for intervention. PLC meetings. Staff Responsible for Monitoring: Chief Academic Officer Campus Principals Funding Sources: - Local Funds	Reviews			
	Formative			Summative
	Mar	June	Sept	Nov
Strategy 2: Provide targeted professional development for all teachers in supporting ESL and Special Education students in the general education classroom. Strategy's Expected Result/Impact: Improved performance on state assessments by ESL and Special Education Students. Staff Responsible for Monitoring: Chief Academic Officer; Campus Principals	Reviews			
	Formative			Summative
	Mar	June	Sept	Nov
Strategy 3: Utilize Explicit Instruction process to increase classroom Tier 1 instructional rigor. Strategy's Expected Result/Impact: Increased classroom rigor; instructional scaffolding to support all learners in all population groups. Staff Responsible for Monitoring: Campus Principals	Reviews			
	Formative			Summative
	Mar	June	Sept	Nov
Strategy 4: Review the RtI process with all teachers to reinforce the need for data monitoring, assessment and implementation of intervention with fidelity. Strategy's Expected Result/Impact: Targeted intervention data to address individual student learning gaps to target instruction to address learning deficits. Staff Responsible for Monitoring: Chief Academic Officer; Campus Principals.	Reviews			
	Formative			Summative
	Mar	June	Sept	Nov
Strategy 5: Provide continued staff development in Explicit Instruction to support differentiation and learning needs of struggling learners. Strategy's Expected Result/Impact: Improved Tier 1 Instruction levels for struggling students. Staff Responsible for Monitoring: Campus Principals; Chief Academic Officer. Results Driven Accountability	Reviews			
	Formative			Summative
	Mar	June	Sept	Nov





Strategy 6: Provide professional development specifically designed to support the use of the ELPS and scaffolding for ELs including SIOP and support training. Strategy's Expected Result/Impact: Increased learning by teachers on how to best support the learning needs of the ELL population group. Staff Responsible for Monitoring: Chief Academic Officer; Campus Principal.	Reviews			
	Formative			Summative
	Mar	June	Sept	Nov
Strategy 7: General Education and Special Education teachers will work together in teams to design learning plans for achieving IEP goals for Special Education students. Strategy's Expected Result/Impact: Improve student achievement and transition goals for college and career readiness in the special education population. Staff Responsible for Monitoring: Campus Principals; Chief Academic Officer. Results Driven Accountability	Reviews			
	Formative			Summative
	Mar	June	Sept	Nov
Strategy 8: Provide funding and classroom resources to support early literacy for students in grades PK-3 to include but not limited to teacher training, reading programs, classroom supports and personnel. Strategy's Expected Result/Impact: Improve early literacy for later success in alignment with House Bill 3 Staff Responsible for Monitoring: Chief Academic Officer.	Reviews			
	Formative			Summative
	Mar	June	Sept	Nov
			0%	
<div>  No Progress  Accomplished  Continue/Modify  Discontinue </div>				

Goal 3: Goal 3: NISD will meet individual academic needs, challenging students to their highest potential and developing student outcome goals based off of HB 3 requirements.

Performance Objective 4: The district will improve Special Education performance on State Assessments in all subject areas.

HB3 Goal

Evaluation Data Sources: Increase in performance of Special Education students on STAAR.






Strategy 1: Design and Plan professional development for Interventions and Data meetings for teachers to include coaching for progress monitoring, data analysis and training to support the delivery of interventions to students. Strategy's Expected Result/Impact: Improved use of instructional time focused on specific student needs. Staff Responsible for Monitoring: Special Education, Academic Services Results Driven Accountability Funding Sources: - Local Funds	Reviews			
	Formative			Summative
	Mar	June	Sept	Nov
Strategy 2: Provide training and support to case managers for Transition Services and Summary of Performance Strategy's Expected Result/Impact: Improved Transitions for students and documentation when services end. Staff Responsible for Monitoring: Academic Services; Special Education Results Driven Accountability	Reviews			
	Formative			Summative
	Mar	June	Sept	Nov
<div>  No Progress  Accomplished  Continue/Modify  Discontinue </div>				

Goal 3: Goal 3: NISD will meet individual academic needs, challenging students to their highest potential and developing student outcome goals based off of HB 3 requirements.

Performance Objective 5: The district will continue to promote communications between home, school, parents and community.

Evaluation Data Sources: Community survey information.

Strategy 1: Utilize Ascender to maintain communication on grading and student progress in the classroom. Strategy's Expected Result/Impact: Tx Connect Use and parent registration. Foster communication about student performance to parents. Staff Responsible for Monitoring: Technology Services Funding Sources: - Local Funds	Reviews			
	Formative			Summative
	Mar	June	Sept	Nov
Strategy 2: Maintain an updated calendar of events on the district website and promote community and parent involvement events such as National School Lunch Week, Veterans Day, Grandparents Day, Holiday programs, School Theater products, band performances, athletic events and Parent/Community Resource Night. Strategy's Expected Result/Impact: Maintain communication with the Community and Parents concerning events calendar; campus community offerings; parent and community events. Staff Responsible for Monitoring: Principals, Academic Services Funding Sources: - Local Funds	Reviews			
	Formative			Summative
	Mar	June	Sept	Nov
Strategy 3: Ensure Title I parent meetings are held annually to meet Title requirements. Strategy's Expected Result/Impact: Meet federal requirements. Staff Responsible for Monitoring: Campus Principals; Academic Services Title I Schoolwide Elements: 3.2 Funding Sources: - Local Funds	Reviews			
	Formative			Summative
	Mar	June	Sept	Nov
Strategy 4: Revise and maintain a comprehensive parent and community involvement plan. Strategy's Expected Result/Impact: Ensure the district maintains strong parental and community involvement. Staff Responsible for Monitoring: Academic Services	Reviews			
	Formative			Summative
	Mar	June	Sept	Nov
Strategy 5: Provide at least 2 parent education nights per year district wide to provide parents with training, support or information on topics that are trending among US schools. Strategy's Expected Result/Impact: Support parent interaction with students in the home learning environment. Support the parent/school connection. Provide services to the parents and community concerning district offered instructional supports and counseling programs. Staff Responsible for Monitoring: Academic Services	Reviews			
	Formative			Summative
	Mar	June	Sept	Nov

Strategy 6: Maintain a texting/calling program that may be utilized to support parent notification of campus events, teacher communications, or general announcements. Strategy's Expected Result/Impact: Ensure the district has a consistent method for communicating with parents and community concerning district events, instructional goals and general district information. Staff Responsible for Monitoring: Academic Services; Technology Services	Reviews			
	Formative			Summative
	Mar	June	Sept	Nov
Strategy 7: Provide articles, pictures and information about district events using the Panther Tracks publication in coordination with the Seguin Gazette. Strategy's Expected Result/Impact: Promote the good work of faculty and staff with Navarro ISD community. Staff Responsible for Monitoring: Academic Services	Reviews			
	Formative			Summative
	Mar	June	Sept	Nov
Strategy 8: Implement the use of a single sign on process for parents to access student information, data and grades using a single password and one communication system. Strategy's Expected Result/Impact: Ease parent access to student information and communication with the district. Staff Responsible for Monitoring: Technology Services	Reviews			
	Formative			Summative
	Mar	June	Sept	Nov
Strategy 9: Provide all district communications in languages other than English as appropriate. Strategy's Expected Result/Impact: Provide consistent communications to all stakeholders. Staff Responsible for Monitoring: Communications Director Problem Statements: Perceptions 2, 5	Reviews			
	Formative			Summative
	Mar	June	Sept	Nov
				
 No Progress  Accomplished  Continue/Modify  Discontinue				





Performance Objective 5 Problem Statements:

Perceptions
Problem Statement 2: Diversity of student and staff populations are not celebrated through district programs, activities or instruction. Root Cause: Diversity is not recognized within the district.
Problem Statement 5: The district struggles with effective communication. Root Cause: Lack of congruent communication methods in delivery of information.

Goal 3: Goal 3: NISD will meet individual academic needs, challenging students to their highest potential and developing student outcome goals based off of HB 3 requirements.

Performance Objective 6: The district will work directly with campuses to offer courses and extra-curricular activities to meet the needs of the growing population.

Evaluation Data Sources: Course offering, Extra-curricular activities and Parent and Community survey results.

Strategy 1: Provide a robotics club and chess club for students at the 4-8 grade levels to support GT students. Strategy's Expected Result/Impact: Build STEM skills to support higher level robotics programs. Staff Responsible for Monitoring: Chief Academic Officer Funding Sources: - Local Funds	Reviews			
	Formative			Summative
	Mar	June	Sept	Nov
Strategy 2: Enhance and expand the Special Olympics Program for special needs students in the district. Strategy's Expected Result/Impact: Student participation in Special Olympics Staff Responsible for Monitoring: Chief Academic Officer; Special Education Equity Plan Funding Sources: - Local Funds	Reviews			
	Formative			Summative
	Mar	June	Sept	Nov
Strategy 3: Continue to support the Destination Imagination program for GT students district wide. Strategy's Expected Result/Impact: Funds allocated and sponsors identified to support teams. GT students will be provided will additional opportunities to expand their learning through the process. Staff Responsible for Monitoring: Gifted and Talented Specialist; Chief Academic Officer. Problem Statements: Perceptions 3	Reviews			
	Formative			Summative
	Mar	June	Sept	Nov
Strategy 4: Assess existing programs and determine if growth within the district warrants the need for expansion of programming. Strategy's Expected Result/Impact: Expansion of Extracurricular, Co-Curricular, UIL and Academic programs. Staff Responsible for Monitoring: Chief Academic Officer, Principals, Superintendent Problem Statements: Perceptions 4	Reviews			
	Formative			Summative
	Mar	June	Sept	Nov
Strategy 5: Expand Dual Credit and Advanced Placement opportunities at the Secondary Level. Strategy's Expected Result/Impact: On-site expansion of AP and Dual credit offerings to students. Staff Responsible for Monitoring: Chief Academic Officer; Campus Principal Problem Statements: Student Learning 1, 2	Reviews			
	Formative			Summative
	Mar	June	Sept	Nov
<div> <div> 0% No Progress</div> <div> 100% Accomplished</div> <div> Continue/Modify</div> <div> Discontinue</div> </div>				

Performance Objective 6 Problem Statements:

Student Learning

Problem Statement 1: The ACT/SAT participation rate is over 63% yet only 45% of those students scored at or above the college ready level. **Root Cause:** Implementation of the purchased SAT/ACT preparation program is not mandated at the HS. Preparation is up to the student.

Problem Statement 2: College, Career and Military Readiness rates account for only 72% of the student population. **Root Cause:** Reduced participation and performance in SAT/ACT and TSIA testing. Additionally military recruits reduced by over 7%

Perceptions

Problem Statement 3: Student support and programs for the gifted and talented population are limited. **Root Cause:** Program supports and processes for secondary students are limited.

Problem Statement 4: The Fine Arts program at the lower grades is limited to Music at grades K-3. **Root Cause:** Budgetary constraints limited the number of positions the district was able to create and fill.

Goal 3: Goal 3: NISD will meet individual academic needs, challenging students to their highest potential and developing student outcome goals based off of HB 3 requirements.

Performance Objective 7: The district will support campuses in the offering of counseling/special services as evidenced through collaborative partnerships and district initiatives to support student needs.

Evaluation Data Sources: Collaborative partnerships, Counseling services offered, Home-bound program, homeless program and Cooperative partnerships with ESC Region 20

Strategy 1: Allocate resources and funding to support a home-bound instruction teacher. Strategy's Expected Result/Impact: Support student learning needs who require home services. Staff Responsible for Monitoring: Academic Services Funding Sources: - Local Funds	Reviews			
	Formative			Summative
	Mar	June	Sept	Nov
Strategy 2: Allocate funding and resources to support homeless and/or unaccompanied youths within the district to ensure academic achievement of all students. Strategy's Expected Result/Impact: Support families and students to maintain a solid school environment. Staff Responsible for Monitoring: Academic Services Funding Sources: - Local Funds	Reviews			
	Formative			Summative
	Mar	June	Sept	Nov
Strategy 3: Maintain Memorandum of Understanding with community resources such as Connections, Any Baby Can, MHMR, Bluebonnet Trails and others to support counseling needs. Strategy's Expected Result/Impact: Support mental health and support services for families, students, parents and the Navarro ISD community. Staff Responsible for Monitoring: Academic Services Funding Sources: - Local Funds	Reviews			
	Formative			Summative
	Mar	June	Sept	Nov
Strategy 4: Conduct a review of the district's Crisis Management Plan and make adjustments as needed. Strategy's Expected Result/Impact: Revised Crisis Management System. Staff Responsible for Monitoring: Academic Services	Reviews			
	Formative			Summative
	Mar	June	Sept	Nov
Strategy 5: Seek Partnerships for student/family programs that support mental health and wellness. Strategy's Expected Result/Impact: Partnerships to support community and student needs. Staff Responsible for Monitoring: Chief Academic Officer; Counselors	Reviews			
	Formative			Summative
	Mar	June	Sept	Nov
Strategy 6: Develop a strategic and systemic plan for character, career and goal setting skills across all campuses to provide consistent programming that builds students from grade level to grade level. Strategy's Expected Result/Impact: Support soft skills, communication skills, goal setting, college and career goals throughout schooling in all grades. Staff Responsible for Monitoring: Principals; Academic Services; Counselors	Reviews			
	Formative			Summative
	Mar	June	Sept	Nov



No Progress



Accomplished



Continue/Modify



Discontinue

Goal 3: Goal 3: NISD will meet individual academic needs, challenging students to their highest potential and developing student outcome goals based off of HB 3 requirements.





Performance Objective 8: The district will promote college and career readiness across all campuses as evidenced by district activities, CTE certifications offered at the HS level, College TSI scores, Military enlistment, CTE Coherent Course sequencing of courses and career exploration.

HB3 Goal

Evaluation Data Sources: CTE certifications offered and completed by students; college and career readiness activities documented on school calendar, campus rosters, TSI, SAT/ACT participation and performance, coherent course sequences and STAAR/EOC performance and campus Career Exploration activities.

Strategy 1: Host a College and Career week in conjunction with Generation Texas Week and College Application Week. Strategy's Expected Result/Impact: Support student information and knowledge about College and Career Options. Build a foundation for college and career readiness. Staff Responsible for Monitoring: Campus Counselors Problem Statements: Student Learning 2 Funding Sources: - Local Funds	Reviews			
	Formative			Summative
	Mar	June	Sept	Nov
Strategy 2: Utilize purchased resources such as Career Cruising, PAWS in Jobland and other online tools to highlight college and career pathways at all grade levels. Strategy's Expected Result/Impact: Increase awareness among students concerning future jobs, goals, schools, and career pathways. Staff Responsible for Monitoring: Campus Counselors Problem Statements: Student Learning 2 Funding Sources: - Local Funds	Reviews			
	Formative			Summative
	Mar	June	Sept	Nov
Strategy 3: Facilitate options for dual credit courses, AP courses, certification programs and career pathways in collaboration with local colleges and universities. Strategy's Expected Result/Impact: Increase certification opportunities for students; Increase participation and achievement in AP courses and Dual credit offerings; Support College and Career readiness. Build programs to support students beyond graduation. Staff Responsible for Monitoring: Chief Academic Officer, CTE and HS Principals Problem Statements: Student Learning 1, 2 Funding Sources: - Local Funds	Reviews			
	Formative			Summative
	Mar	June	Sept	Nov
Strategy 4: Implement program for SAT/ACT/ TSI and PSAT Preparation program for the district. Strategy's Expected Result/Impact: Increase student performance on SAT, ACT, PSAT and TSI. Staff Responsible for Monitoring: Chief Academic Officer Problem Statements: Student Learning 1 Funding Sources: - Local Funds	Reviews			
	Formative			Summative
	Mar	June	Sept	Nov

Strategy 5: Identify additional HS career pathways that may be offered for students to obtain industry certifications upon graduation. Strategy's Expected Result/Impact: Increase opportunities for students to obtain industry certifications and obtain skills to support career choices after graduation. Staff Responsible for Monitoring: Chief Academic Officer; CTE; High School Principals. Problem Statements: Student Learning 2	Reviews			
	Formative			Summative
	Mar	June	Sept	Nov
Strategy 6: Work with the Area Chamber of Commerce and other Independent School Districts in the area to target job needs in the geographical area in order to identify courses and offerings at the High School Level to best support graduates going into the workforce. Strategy's Expected Result/Impact: Maintain relationships between Navarro ISD and local industry to support college and career readiness opportunities for Navarro ISD students. Staff Responsible for Monitoring: Academic Services; Career and Technology Education Problem Statements: Student Learning 2	Reviews			
	Formative			Summative
	Mar	June	Sept	Nov
Strategy 7: Texas Workforce Commission DARS will support our students with disabilities in moving from HS to job related or college based on student needs. Strategy's Expected Result/Impact: Support career readiness for Special Education Students. Staff Responsible for Monitoring: Director of Special Education Results Driven Accountability	Reviews			
	Formative			Summative
	Mar	June	Sept	Nov
Strategy 8: Support college and career counseling at the Junior High and High School to assist students in determining college or career options in the selection of high school courses, career pathways, endorsements and testing. Strategy's Expected Result/Impact: Increase support for students and families in preparing for college, careers, pathways and post graduation readiness. Staff Responsible for Monitoring: Principals; Academic Services Problem Statements: Student Learning 2	Reviews			
	Formative			Summative
	Mar	June	Sept	Nov
Strategy 9: Work with the Seguin Economic Development Council and the Seguin Chamber of Commerce to develop partnerships with local industry to support career readiness in the local community. Strategy's Expected Result/Impact: Increase opportunities for students to investigate career choices in the local area and align existing Navarro ISD CTE curriculum with industry needs. Staff Responsible for Monitoring: Chief Academic Officer; Instructional Technology Specialists Problem Statements: Student Learning 2	Reviews			
	Formative			Summative
	Mar	June	Sept	Nov
Strategy 10: Continue to support the partnership with CMC for industry focused teaching in the Ag Mechanics program. Strategy's Expected Result/Impact: A defined coherent sequence of courses for a career path into a local industry in the area of Ag Mechanics. Community based partnership that includes regular visits from CMC staff to support industry related instruction for students. Staff Responsible for Monitoring: Chief Academic Officer; Campus Principals; Instructional Technologist Problem Statements: Student Learning 2	Reviews			
	Formative			Summative
	Mar	June	Sept	Nov

Strategy 11: Seek additional partnerships to expand existing programs such as Health Careers and Engineering, and expand into new Career Choice areas to support the local job market. Strategy's Expected Result/Impact: Increase course offerings and support other avenues for students to achieve college and career readiness. Staff Responsible for Monitoring: Chief Academic Officer Problem Statements: Student Learning 2	Reviews			
	Formative			Summative
	Mar	June	Sept	Nov
Strategy 12: Identify and implement a consistent method to track student career choices beyond the standard graduation plan. Strategy's Expected Result/Impact: Ensure students are meeting college and career readiness goals. Staff Responsible for Monitoring: Chief Academic Officer	Reviews			
	Formative			Summative
	Mar	June	Sept	Nov
Strategy 13: Increase participation in added CTE pathways and course offerings to increase student endorsement, certification, job readiness and college readiness opportunities. Strategy's Expected Result/Impact: Student Certification, Vocational Readiness, Career Readiness. Staff Responsible for Monitoring: Chief Academic Officer Problem Statements: Student Learning 2	Reviews			
	Formative			Summative
	Mar	June	Sept	Nov
Strategy 14: Provide TSI testing for all students during the Junior year of High School Strategy's Expected Result/Impact: TSI college ready testing for all students. Staff Responsible for Monitoring: HS Academic Dean; Chief Academic Officer Problem Statements: Student Learning 1	Reviews			
	Formative			Summative
	Mar	June	Sept	Nov
Strategy 15: Implement an ACT/SAT practice and support program for students in the Junior and Senior year within the regular school day or extended day programs for students. Strategy's Expected Result/Impact: Improved SAT/ACT Scores, enhanced college readiness for all students. Staff Responsible for Monitoring: Chief Academic Officer Academic Dean, Campus Principal Problem Statements: Student Learning 1, 2	Reviews			
	Formative			Summative
	Mar	June	Sept	Nov
Strategy 16: Review facilities, equipment and programming to support vocational avenues for students. Strategy's Expected Result/Impact: Increased programming, Vocational partnerships, job skills for career readiness. Staff Responsible for Monitoring: Chief Academic Officer	Reviews			
	Formative			Summative
	Mar	June	Sept	Nov
Strategy 17: Designate a college and career decision day to highlight student choices after high school. Strategy's Expected Result/Impact: Recognition of all student choices beyond athletic signing and reveals. Staff Responsible for Monitoring: Chief Academic Officer; Campus Principal; College and Career Counselor	Reviews			
	Formative			Summative
	Mar	June	Sept	Nov
<div>  No Progress  Accomplished  Continue/Modify  Discontinue </div>				

Performance Objective 8 Problem Statements:

Student Learning

Problem Statement 1: The ACT/SAT participation rate is over 63% yet only 45% of those students scored at or above the college ready level. **Root Cause:** Implementation of the purchased SAT/ACT preparation program is not mandated at the HS. Preparation is up to the student.

Problem Statement 2: College, Career and Military Readiness rates account for only 72% of the student population. **Root Cause:** Reduced participation and performance in SAT/ACT and TSIA testing. Additionally military recruits reduced by over 7%

State Compensatory

Budget for District Improvement Plan

<u>Account Code</u>	<u>Account Title</u>	<u>Budget</u>
6100 Payroll Costs		
199 11 6118 00 699 1 24 0 00	6118 Extra Duty Stipend - Locally Defined	\$7,500.00
199 11 6118 44 999 1 24 0 00	6118 Extra Duty Stipend - Locally Defined	\$2,000.00
199 11 6118 44 999 1 24 0 HI	6118 Extra Duty Stipend - Locally Defined	\$2,500.00
199 11 6119 40 001 1 24 0 00	6119 Salaries or Wages - Teachers and Other Professional Personnel	\$91,443.00
199 11 6119 40 041 1 24 0 00	6119 Salaries or Wages - Teachers and Other Professional Personnel	\$42,987.00
199 11 6119 40 102 1 24 0 00	6119 Salaries or Wages - Teachers and Other Professional Personnel	\$69,762.00
199 11 6119 40 999 1 24 0 00	6119 Salaries or Wages - Teachers and Other Professional Personnel	\$82,716.00
199 11 6119 40 101 1 24 0 00	6119 Salaries or Wages - Teachers and Other Professional Personnel	\$54,250.00
199 31 6119 40 001 1 24 0 00	6119 Salaries or Wages - Teachers and Other Professional Personnel	\$31,634.00
199 11 6122 40 001 1 24 0 00	6122 Salaries or Wages for Substitute Support Personnel	\$500.00
199 11 6122 40 041 1 24 0 00	6122 Salaries or Wages for Substitute Support Personnel	\$500.00
199 11 6122 40 101 1 24 0 00	6122 Salaries or Wages for Substitute Support Personnel	\$500.00
199 11 6122 40 102 1 24 0 00	6122 Salaries or Wages for Substitute Support Personnel	\$500.00
199 11 6128 00 699 1 24 0 00	6128 Overtime Pay - Locally Defined	\$3,500.00
199 34 6128 00 699 1 24 0 00	6128 Overtime Pay - Locally Defined	\$3,500.00
199 11 6129 40 001 1 24 0 00	6129 Salaries or Wages for Support Personnel	\$6,514.00
199 11 6129 40 041 1 24 0 00	6129 Salaries or Wages for Support Personnel	\$15,117.00
199 11 6129 40 101 1 24 0 00	6129 Salaries or Wages for Support Personnel	\$14,624.00
199 11 6129 40 102 1 24 0 00	6129 Salaries or Wages for Support Personnel	\$22,349.00
199 21 6129 40 999 1 24 0 00	6129 Salaries or Wages for Support Personnel	\$10,073.00
199 11 6141 00 699 1 24 0 00	6141 Social Security/Medicare	\$160.00
199 11 6141 40 001 1 24 0 00	6141 Social Security/Medicare	\$1,328.00
199 11 6141 40 041 1 24 0 00	6141 Social Security/Medicare	\$779.00
199 11 6141 40 101 1 24 0 00	6141 Social Security/Medicare	\$991.00

<u>Account Code</u>	<u>Account Title</u>	<u>Budget</u>
199 11 6141 40 102 1 24 0 00	6141 Social Security/Medicare	\$1,224.00
199 11 6141 40 999 1 24 0 00	6141 Social Security/Medicare	\$1,091.00
199 11 6141 44 999 1 24 0 00	6141 Social Security/Medicare	\$29.00
199 11 6142 40 001 1 24 0 00	6141 Social Security/Medicare	\$3,587.00
199 11 6141 44 999 1 24 0 HI	6141 Social Security/Medicare	\$36.00
199 21 6141 40 999 1 24 0 00	6141 Social Security/Medicare	\$146.00
199 31 6141 40 001 1 24 0 00	6141 Social Security/Medicare	\$443.00
199 34 6141 00 699 1 24 0 00	6141 Social Security/Medicare	\$51.00
199 11 6142 40 041 1 24 0 00	6142 Group Health and Life Insurance	\$2,799.00
199 11 6142 40 102 1 24 0 00	6142 Group Health and Life Insurance	\$4,833.00
199 11 6142 40 999 1 24 0 00	6142 Group Health and Life Insurance	\$3,101.00
199 11 6142 40 101 1 24 0 00	6142 Group Health and Life Insurance	\$694.00
199 21 6142 40 999 1 24 0 00	6142 Group Health and Life Insurance	\$3.00
199 31 6142 40 001 1 24 0 00	6142 Group Health and Life Insurance	\$1,356.00
199 11 6144 00 699 1 24 0 00	6144 Teacher Retirement/TRS Care - On Behalf Payment	\$748.00
199 11 6144 40 001 1 24 0 00	6144 Teacher Retirement/TRS Care - On Behalf Payment	\$7,614.00
199 11 6144 40 041 1 24 0 00	6144 Teacher Retirement/TRS Care - On Behalf Payment	\$4,791.00
199 11 6144 40 101 1 24 0 00	6144 Teacher Retirement/TRS Care - On Behalf Payment	\$5,825.00
199 11 6144 40 102 1 24 0 00	6144 Teacher Retirement/TRS Care - On Behalf Payment	\$7,619.00
199 11 6144 40 999 1 24 0 00	6144 Teacher Retirement/TRS Care - On Behalf Payment	\$6,687.00
199 11 6144 44 999 1 24 0 00	6144 Teacher Retirement/TRS Care - On Behalf Payment	\$136.00
199 11 6144 44 999 1 24 0 HI	6144 Teacher Retirement/TRS Care - On Behalf Payment	\$170.00
199 21 6144 40 999 1 24 0 00	6144 Teacher Retirement/TRS Care - On Behalf Payment	\$881.00
199 31 6144 40 001 1 24 0 00	6144 Teacher Retirement/TRS Care - On Behalf Payment	\$2,613.00
199 34 6144 00 699 1 24 0 00	6144 Teacher Retirement/TRS Care - On Behalf Payment	\$238.00
199 11 6146 00 699 1 24 0 00	6146 Teacher Retirement/TRS Care	\$768.00
199 11 6146 40 001 1 24 0 00	6146 Teacher Retirement/TRS Care	\$3,345.00
199 11 6146 40 041 1 24 0 00	6146 Teacher Retirement/TRS Care	\$1,596.00
199 11 6146 40 101 1 24 0 00	6146 Teacher Retirement/TRS Care	\$1,777.00
199 11 6146 40 102 1 24 0 00	6146 Teacher Retirement/TRS Care	\$2,512.00

<u>Account Code</u>	<u>Account Title</u>	<u>Budget</u>
199 11 6146 40 999 1 24 0 00	6146 Teacher Retirement/TRS Care	\$2,377.00
199 11 6146 44 999 1 24 0 00	6146 Teacher Retirement/TRS Care	\$183.00
199 11 6146 44 999 1 24 0 HI	6146 Teacher Retirement/TRS Care	\$229.00
199 21 6146 40 999 1 24 0 00	6146 Teacher Retirement/TRS Care	\$237.00
199 31 6146 40 001 1 24 0 00	6146 Teacher Retirement/TRS Care	\$865.00
199 34 6146 00 699 1 24 0 00	6146 Teacher Retirement/TRS Care	\$82.00
6100 Subtotal:		\$536,413.00
6200 Professional and Contracted Services		
199 11 6299 00 041 1 24 0 00	6216 Professional Services - Locally Defined	\$150.00
199 11 6269 40 999 1 24 0 00	6269 Rentals - Operating Leases	\$1,804.00
199 11 6299 00 001 1 24 0 00	6299 Miscellaneous Contracted Services	\$7,650.00
6200 Subtotal:		\$9,604.00
6300 Supplies and Services		
199 11 6399 00 001 1 24 0 00	6399 General Supplies	\$21,000.00
199 11 6399 00 041 1 24 0 00	6399 General Supplies	\$13,500.00
199 11 6399 00 101 1 24 0 00	6399 General Supplies	\$8,000.00
199 11 6399 00 102 1 24 0 00	6399 General Supplies	\$8,000.00
199 11 6399 00 999 1 24 0 00	6399 General Supplies	\$500.00
199 11 6399 41 999 1 24 0 00	6399 General Supplies	\$500.00
199 11 6399 42 999 1 24 0 00	6399 General Supplies	\$7,000.00
199 11 6399 44 001 1 24 0 00	6399 General Supplies	\$500.00
199 11 6399 42 999 1 24 0 0E	6399 General Supplies	\$500.00
6300 Subtotal:		\$59,500.00
6400 Other Operating Costs		
199 11 6411 00 001 1 24 0 00	6411 Employee Travel	\$250.00
199 11 6411 00 041 1 24 0 00	6411 Employee Travel	\$250.00
199 11 6411 41 999 1 24 0 00	6411 Employee Travel	\$250.00

<u>Account Code</u>	<u>Account Title</u>	<u>Budget</u>
199 11 6411 44 999 1 24 0 HI	6411 Employee Travel	\$1,000.00
199 11 6499 41 999 1 24 0 00	6499 Miscellaneous Operating Costs	\$150.00
199 11 6499 00 999 1 24 0 00	6499 Miscellaneous Operating Costs	\$150.00
6400 Subtotal:		\$2,050.00

Personnel for District Improvement Plan

<u>Name</u>	<u>Position</u>	<u>Program</u>	<u>FTE</u>
Anissa Ebert	Teacher's Aide	Behavior	.25
Bernice Voigt	Teacher	DAEP	.28
Brigid Wozniak	Teacher's Aide	Resource	.50
Caleb Murrile	Teacher	DAEP	.14
Christy Bloom	Teacher's Aide	Resource	1.0
Darla Perron	Teacher	Resource	.43
Ella Chase	Teacher	Resource	.50
Jayme Ortiz	Teacher	DAEP	.14
Jennifer Benner	Teacher	Reading	.14
Karen Mueller	Dyslexia Specialist	Dyslexia	1.0
Kathleen Taddy	Teacher	Resource	.50
Kathryn Todd	Teacher	Fine Arts	.07
Keli Seidel	Teacher	Writing	.50
Kelli Gates	Counselor	504	.25
Kris Cavazos	Teacher	Physical Education	.14
Laurie Berry	Teacher	Technology	.50
Leticia Miller	Teacher	English Language Learners	.75
Matthew Godfrey	Teacher	Resource	.14
Nicole Schuelke	Teacher	Response to Intervention	1.0
Nikki Gresham	Teachers Aide	Resource	.50
Rebecca Downs	Teacher	Reading	.14
Robyn Steffen	Counselor	504	.25
Tandi Hepp	Administrative Assistant	504	.25
Tracey Guetzke	Teacher	Behavior Specialist	.25
Yari Herrera	Teacher's Aide	English Language Learners	.25

Title I Personnel

<u>Name</u>	<u>Position</u>	<u>Program</u>	<u>FTE</u>
Bernie Martinez	Teacher	Read 180/System 44	1.0
Courtney Marlar	Teacher	RtI Reading and Math	1.0