



Agenda of Called Meeting / Work Session November 16, 2020

The Board of Trustees Richardson ISD

A Called Meeting / Work Session of the Board of Trustees of Richardson ISD will be held November 16, 2020, beginning at 6:00 PM in the Administration Building, 400 S. Greenville Ave, Richardson, TX 75081.

The subjects to be discussed or considered or upon which any formal action may be taken are listed below. Items do not have to be taken in the same order as shown on this meeting notice. Unless removed from the consent agenda, items identified within the consent agenda will be acted on at one time.

- I. CALL TO ORDER**
- II. PUBLIC COMMENT SECTION**
 - A. Agenda Related Topic
- III. ACTION / INFORMATION ITEMS**
 - A. **Emergency Action Item: Declaration of Facility Damage at Audelia Creek Elementary Requiring Immediate Repair** **4**
 - B. Consider Modification of the Texas Teacher Evaluation System for the 2020 - 2021 School Year (Action Item) **6**
 - C. Instructional Materials Adoption (IMA) (Information Item) **8**
 - D. 2020 - 2021 District Improvement Plan Overview (Information Item) **11**
 - E. 2021 Bond Planning Update (Information Item) **109**
 - F. Discussion of Legislative Issues
 - G. Discussion of Student / District Activities and Events
 - H. Discussion of Recently Attended or Upcoming Conferences and Meetings
- IV. CLOSED MEETING**
 - A. Superintendent Evaluation
- V. RECONVENE**
- VI. ADJOURNMENT**

If, during the course of the meeting, discussion of any item on the agenda should be held in a closed meeting, the board will conduct a closed meeting in accordance with the Texas Open Meetings Act, Government Code, Chapter 551, Subchapters D and E or Texas Government Code section 418.183(f). Before any closed meeting is convened, the presiding officer will publicly identify the section or sections of the Act authorizing the closed meeting. All final votes, actions, or decisions will be taken in open meeting. [See BEC(LEGAL)]



BOARD OF TRUSTEES RICHARDSON INDEPENDENT SCHOOL DISTRICT

Procedures for Public Comments During Board Meetings

The Board of Trustees of the Richardson Independent School District welcomes members of the public to its meetings. The Board offers a Public Comment Section during its meetings to provide opportunities for members of the public to convey information to the Board.

The Board adopted the following procedures concerning public comments to facilitate the efficient operation of meetings:

· **Public Comment Section.**

- The Board of Trustees will include a Public Comment Section on the posted Agenda for each meeting. The Board holds regular monthly business meetings each month of the year, excluding July. Business meetings typically are scheduled for the first Monday of the month. The Board schedules work sessions to address topics of study or as other needs arise. The Board reserves the third Monday of each month for work sessions, but they also may be scheduled at any other time when a need arises. The Board reserves the right to schedule or reschedule meetings as necessary to meet the operational needs of the District. A written Agenda is posted for each Board meeting at least 72 hours before the meeting is scheduled.
- The Public Comment Section ordinarily will be called just prior to the first business item on the Agenda. However, the Board delegates to the Board President the discretion to evaluate the number of Public Comment Cards submitted at each meeting and to defer comments related to non-Agenda topics to the end of the meeting if he/she determines such action is advisable to allow the Board to proceed in an efficient and timely manner to address items on the Agenda.

· **Speaker Topics.**

- Regular Business Meetings. Speakers may comment on specific Agenda items as well as matters not on the posted Agenda during the Public Comment Section at regular business meetings.
- Work Sessions or Other Called Meetings. Speakers may comment only on specific agenda items during the Public Comment Section at work sessions and other called meetings.

· **Public Comment Cards.**

- Persons wishing to address the Board must complete a Public Comment card. Public Comment cards are located in the foyer of the Auditorium in the Administration Building before scheduled meetings. (If the Board schedules a meeting at another location, Public Comment cards will be available in a conspicuous location at the meeting site.) A staff member typically will be present to receive Public Comment cards.
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- Completed cards must be placed in the designated box no later than the posted time for the meeting to begin, usually 6:00 p.m. RISD will not accept Public Comment cards after the Board President calls the meeting to order. In addition to identifying information, each

speaker must indicate the specific agenda item about which he or she wishes to comment and/or identify the non-Agenda topic of the comments.

- Written Materials. A speaker who wishes to provide written materials to the Board of Trustees must attach at least nine (9) copies of the materials to the completed Public Comment card. Staff will provide a copy of the materials to the trustees before the speaker is called. The speaker may not distribute materials when he or she is called to speak.

- Time.

- Each speaker is limited to a total of three minutes and a speaker may not use time of another speaker to extend his or her comment period. *Note:* A speaker who addresses the Board through a translator will have six minutes to present comments to ensure that non-English speakers receive the same opportunity to address the Board.

- Staff will set a three-minute digital timer for each speaker. The speaker shall end his or her comments when the timer expires. Any speaker who fails to stop speaking and yield the podium at the end of his or her allotted time is considered out of order and may be escorted from the podium and/or asked to leave the meeting.

- Single comment. A speaker may complete one Public Comment Card for each meeting.

- Protocol for Speakers.

- The Board Secretary will call the name of each speaker who has submitted a public comment card and state the topic(s) on which the individual has registered to speak.

- Each speaker should approach the podium when his or her name is called. An adjustable microphone is affixed to the podium in the Auditorium. The speaker should clearly state his or her name and the school or school(s) the speaker's children attend or have attended before beginning to comment.

- The Board will not engage in dialogue with a speaker. Specific factual information or reference to an existing policy may be furnished in response to inquiries or statements. The Board cannot deliberate or make a decision on any subject that is not on the Agenda.

- The public comment period is not the appropriate forum for presentation of formal complaints. RISD maintains a formal grievance policy to address complaints. The Board will only consider complaints that remain unresolved after they have been addressed through proper administrative channels and when they have been placed on the Agenda.

- Remarks or other conduct that disrupt the meeting are considered out of order and will not be allowed.

- Consent for Online Publication. RISD may audio and video record its meetings. A person who chooses to speak during the Public Comment Section is consenting to the online audio/video publication of his or her comments.

Approved: August 26, 2019

**BOARD OF TRUSTEES
Richardson Independent School District
Richardson, Texas**

Date: November 16, 2020
Department: Facilities
Submitted by: Sandra Hayes, Assistant Superintendent

ACTION ITEM

TOPIC: Consider Declaration of Facility Damage at Audelia Creek Elementary School Requiring Immediate Repair

BACKGROUND INFORMATION:

When school operations at Audelia Creek Elementary School commenced on Monday, November 16, 2020, staff discovered substantial damage to one wall of the school that appeared to be from an automobile ramming the building. The damage left an affected classroom unusable and in need of substantial repairs. The Administration is seeking evaluation from structural engineers to assess the extent of the damage. The school is near capacity and space to locate the displaced students is virtually nonexistent.

Repair of the damage will require facilities construction. The delay posed by the construction procurement methods in the Education Code will prevent or substantially impair the conduct of classes in a portion of the building for a lengthy period.

SUPERINTENDENT'S RECOMMENDATION:

The Superintendent recommends that the Board of Trustees (i) declare unforeseeable events at Audelia Creek Elementary requiring immediate construction, (ii) find that the delay imposed by the construction procurement methods provided for in section 44.031 of the Education Code will prevent or substantially impair the conduct of classes in a part of Audelia Creek Elementary; and (iii) authorize the Administration to procure contracts for the construction repairs at Audelia Creek Elementary School via methods other than those required by section 44.031 of the Education Code.

PROPOSED RESOLUTION

WHEREAS, an unforeseeable event damaged Audelia Creek Elementary School over the weekend of November 14 – 15, 2020, while the facility was closed, causing damage that required the relocation of at least one classroom that will need substantial repairs, and the District is seeking evaluation from structural engineers to assess the extent of the damages; and

WHEREAS, the event created an imminent threat to the public safety, the District posted an emergency amendment to provide supplemental notice for this meeting to add an item related to the emergency damage at Audelia Creek Elementary School; and

WHEREAS, the Board declares that the damage inflicted on Audelia Creek Elementary School over the weekend of November 14 and 15, 2020, caused an unforeseeable emergency situation at the campus that creates an imminent threat to the public safety of our students and staff and substantially impairs the conduct of classes in a part of the building; and

WHEREAS, the Board finds that promptly repairing the damage Audelia Creek Elementary School to make the affected area usable is essential to ensure the safe and efficient operation of the campus for our students and staff and that the delay posed by the construction procurement methods in section 44.031 of the Education Code will unduly prevent or substantially impair the conduct of classes or other essential school activities in the affected areas of the school;

THEREFORE, BE IT RESOLVED, that the Board of Trustees finds that the statements in the preamble to this Resolution are true and correct and adopts them herein and authorizes the Administration to procure contracts for the repair of Audelia Creek Elementary School via methods other than those required by section 44.031 of the Education Code.

**BOARD OF TRUSTEES
Richardson Independent School District
Richardson, Texas**

Date: November 16, 2020
Department: Human Resources
Submitted by: Dr. Chris Goodson, Assistant Superintendent

ACTION ITEM

TOPIC: Consider Modification of the Texas Teacher Evaluation and Support System (T-TESS) for the 2020 – 2021 School Year

BACKGROUND INFORMATION:

RISD implements the Texas Teacher Evaluation and Support System (T-TESS) to evaluate classroom teachers. Teachers and their evaluator collaborate to complete the multiple components of T-TESS over the course of the school year, culminating in an end-of-year summative evaluation. The process is time consuming and the virtual and co-seating instructional models do not always mesh well with T-TESS program components. Policy Framework DNA (Legal) and Board Policy DNA (Local) describe the T-Tess evaluation process. Board Policy DN (Local) further requires that all employees shall be evaluated annually.

As a part of our ongoing efforts to respond to employee needs during this difficult time while still following best practices and ensuring high quality instruction for all students, the Administration proposes that the Board of Trustees authorize a temporary modification of policies BN (Local) and BNA (Local) during the 2020 – 2021 school year to allow for alteration of the teacher evaluation process. The Administration has prepared guidelines under which RID will administer the modified evaluation process this year, if approved. Campus administrators will continue to perform classroom observations and provide feedback to teachers. Any performance concerns will continue to be documented. A summative evaluation will not be prepared for this school year. These modifications will not apply to the ACE schools, as a full evaluation is required under the Teacher Incentive Allotment program in which each ACE school participates. At all other campuses, each eligible teacher will have the option to elect whether to have his/her 2020 – 2021 evaluation process modified. Teachers who are in their first year of RISD employment and those teachers for whom the campus has implemented a Teacher Development Plan will not be eligible to request modification. To be eligible, the teacher must have received at least “Developing” on all TTESS Domains in the 2019 – 2020 appraisal. In addition, if the campus administrator identifies new performance problems, he/she must reinstate the full T-TESS evaluation process.

Since this proposal covers only a brief period, the Administration has not recommended a change to DN (Local) or DNA (Local) and would rely on the Board's resolution to authorize the temporary modification, if approved, for the 2020 – 2021 school year.

SUPERINTENDENT'S RECOMMENDATION:

The Superintendent recommends that the Board of Trustees temporarily modify Board Policy DN (Local) and DNA (Local) to allow alteration of the T-TESS evaluation process for eligible classroom teachers during the 2020 – 2021 school year. This recommendation serves to support and boost morale for our teachers and campus administrators.

PROPOSED RESOLUTION

WHEREAS, the Board's Strategies provide that the District will recruit, retain, and reward quality personnel; and

WHEREAS, the Administration has proposed to temporarily modify the Texas Teacher Evaluation and Support System (T-TESS) appraisal system through which classroom teachers are evaluated; and

WHEREAS, the Administration has developed guidelines to administer the proposed temporary appraisal modifications to ensure RISD provides high-quality instruction for all students; and

WHEREAS, RISD strives to support staff, promote retention, boost staff morale and recognize the hard work of all employees;

THEREFORE, BE IT RESOLVED, that the Board of Trustees temporarily modifies policies BN (Local) and BNA (Local) during the 2020 – 2021 school year to allow for alteration of the classroom teacher evaluation process in accordance with the Administration's guidelines; and be it further resolved that this approved modification expires at the end of the 2020 – 2021 school year.

BOARD OF TRUSTEES
Richardson Independent School District
Richardson, Texas

Date: November 16 , 2020

Division: Teaching and Learning

Submitted by: Tabitha Branum, Deputy Superintendent; Katy Phinney, Director
for Pre-K Services

INFORMATION ITEM

TOPIC: INSTRUCTIONAL MATERIALS ADOPTION (IMA)

Background: Legislation from the 82nd Texas Legislature, created an Instructional Materials Allotment (IMA) for the purchase of instructional materials, technology equipment and technology related services. The IMA combined textbooks and materials previously supplied by the State with separate funding received through the Technology Allotment.

Proclamation 2021 calls for English and Spanish pre-kindergarten systems. The adoption of materials under Proclamation 2021 is scheduled to occur in November 2020. The adopted materials are scheduled to go into classrooms in the 2021-22 school year.

A timeline, committee composition and selection process will be presented for the Board of Trustees consideration and feedback. The IMA Certification will be presented to the Board of Trustees pending completion of the committee's review process and recommendation later this spring.

Richardson Independent School District
Central Instructional Materials Allotment Team
2020-2021

English and Spanish PreKindergarten Systems

Monica Simonds
Chairperson

Dr. Cindy Lawrence/ECSE Director (upon hire)
Special Education

Faby Vidal, Bilingual
Assistant Principal, Dobie PreK School

Brona Hudson, Bilingual
Principal, Spring Valley Elementary School

Dr. Sharon Newman
Principal, Jess Harben Elementary

Ashlee Baker
Assistant Principal, Canyon Creek Elementary

Judy Rowland
PreK Coach, Aikin Elementary

Ashlea Campbell
Equity and SEL

Laurel Dickson, Director
MTSS

Martha Rodriguez-Staufert, Director
Language Learners and Data-Driven Instruction

Morgan Cave, iTeam
Instructional Technology

**RICHARDSON INDEPENDENT SCHOOL DISTRICT
INSTRUCTIONAL MATERIALS ALLOTMENT CALENDAR 2020-2021**

English and Spanish PreKindergarten Systems

October 26, 2020	IMA Subcommittee Meetings Begin
November 2, 2020	RISD Board of Trustees Information Item - Central IMA Committee
November 2, 2020	IMA Subcommittees' Roster with dates of Subcommittee Meetings due to Central Team Chair-Monica Simonds
Mid-November 2020	State Board of Education Approves State Textbook List
January 28, 2021	Public Hearings* and optional IMA Subcommittee Meetings
February 26, 2021	Final Recommendations to Central Team Submitted
March 4, 2021	Final Voting Meeting of Central IMA Team, TBD
April 5, 2021	RISD Board of Trustees Approves IMA Selections

***Public Hearings**

**January 28, 2021
4:30 PM - 7:30 PM
TBD**

**BOARD OF TRUSTEES
Richardson Independent School District
Richardson, Texas**

Date: November 16, 2020

Division: School Supervision and Leadership

Submitted by: Tabitha Branum, Deputy Superintendent

INFORMATION ITEM

TOPIC: 2020-2021 District Improvement Plan Overview

Section §11.252 of the Texas Education Code requires each school district to have a district improvement plan (DIP) that is developed, evaluated, and revised annually, in accordance with district policy, by the superintendent with the assistance of the district-level committee established under §11.251. The purpose of the district improvement plan is to guide district and campus staff in the improvement of student performance of all student groups in support of the state standards adopted under § 39.051.

Tonight we provide for the Board's information an overview of the 2020 - 2021 District Improvement Plan. As required by §11.251, the Board will be asked at a future meeting to take action and approve the Performance Objectives which guide the specific action steps in the District Improvement Plan. The 20-21 DIP includes a new Goal to address the actions and supports the district is taking to address COVID-19.

Richardson Independent School District
District Improvement Plan
2020-2021 Goals/Performance Objectives/Strategies



Mission Statement

The mission of Richardson Independent School District is to ensure that ALL connect, learn, grow and succeed through relevant and personalized learning experiences distinguished by

-a welcoming and accepting climate

-a safe, innovative, and adaptive environment

-a supportive, collaborative, and invested culture among students, staff, families, and community

Vision

RISD - Where all students learn, grow, and succeed

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Goal 4: We will ensure that ALL families, businesses, and community partners are fully engaged in the mission of our district. 57

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Goal 6: We will ensure that our facilities and infrastructure adapt to support our mission. 71



Goal 7: We will ensure the safety and wellness of students and staff while also achieving the mission of RISD for ALL to learn, grow and succeed during the time of the Coronavirus Pandemic. 75










Goals

Goal 1: We will ensure that we have diverse and engaging programs and learning opportunities to meet the unique needs of all our students.

Performance Objective 1: Ensure all students graduate college and/or career ready as measured by CCMR indicators (AP, College Ready Assessments, Dual-Credit)

Evaluation Data Sources: Increase students meeting the CCMR indicator from 65% to 70% (Board Goal)

<p>Strategy 1: Educate staff, students and community on College, Career, Military Ready (CCM-R) indicators as defined by accountability and HB3 funding formula</p> <p>Strategy's Expected Result/Impact: Communications Plan</p> <p># of students, staff and community aware of CCMR indicators (baseline)</p> <p>Staff Responsible for Monitoring: Deputy Superintendent</p> <p>Assistant Superintendents</p> <p>Executive Director College & Career Readiness</p> <p>Executive Director of CTE</p> <p>Director of Guidance and Counseling</p> <p>Funding Sources: - 199 - General Fund</p>	Reviews			
<p>Strategy 2: Continue to monitor National Clearinghouse data for college enrollment and completion.</p> <p>Strategy's Expected Result/Impact: Increase of students completing college or postsecondary program on time as defined by National Clearinghouse</p> <p>Staff Responsible for Monitoring: Executive Director College & Career Readiness</p> <p>Funding Sources: - 199 - General Fund</p>	Reviews			
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<p>Strategy 3: Assess students for college readiness at district expense as follows: Grade 10 TSI Grade 11 ACT Grade 12 ACT</p> <p>Strategy's Expected Result/Impact: Student results and analysis</p> <p>Increase in # of students meeting ACT/TSI benchmark for being college ready (4%)</p> <p>Performance Growth Goals</p> <p>Staff Responsible for Monitoring: Deputy Superintendent</p> <p>Assistant Superintendent Secondary</p> <p>Executive Director College & Career Readiness</p> <p>Funding Sources: - 199 - General Fund</p>	<table border="1"> <thead> <tr> <th colspan="4">Reviews</th> </tr> <tr> <th colspan="3">Formative</th> <th>Summative</th> </tr> <tr> <th>Nov</th> <th>Jan</th> <th>Mar</th> <th>June</th> </tr> </thead> <tbody> <tr> <td></td> <td></td> <td></td> <td></td> </tr> </tbody> </table>	Reviews				Formative			Summative	Nov	Jan	Mar	June				
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<p>Strategy 4: Create and implement summer bridge programs to support increasing access to more rigorous course offerings (PTECH/STEM, Superintendent Scholar program)</p> <p>Strategy's Expected Result/Impact: Completed Bridge Course Design</p> <p># of students enrolled in programs</p> <p>Increased performance as identified above</p> <p>Staff Responsible for Monitoring: Executive Director of CCR</p> <p>Assistant Superintendent of Teaching and Learning</p> <p>Director of Counseling</p> <p>Principals</p>	<table border="1"> <thead> <tr> <th colspan="4">Reviews</th> </tr> <tr> <th colspan="3">Formative</th> <th>Summative</th> </tr> <tr> <th>Nov</th> <th>Jan</th> <th>Mar</th> <th>June</th> </tr> </thead> <tbody> <tr> <td></td> <td></td> <td></td> <td></td> </tr> </tbody> </table>	Reviews				Formative			Summative	Nov	Jan	Mar	June				
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<p>Strategy 5: Educate ALL students on the benefits of committing to Dallas Promise. (LHHS, BHS and RHS)</p> <p>Strategy's Expected Result/Impact: 80% of 2021 Seniors will sign to Dallas Promise college program.</p> <p>Staff Responsible for Monitoring: Executive Director of CCR</p> <p>Assistant Superintendent of Teaching and Learning</p> <p>Director of Counseling</p> <p>Principals</p> <p>College and Career Counselors</p>	<table border="1"> <thead> <tr> <th colspan="4">Reviews</th> </tr> <tr> <th colspan="3">Formative</th> <th>Summative</th> </tr> <tr> <th>Nov</th> <th>Jan</th> <th>Mar</th> <th>June</th> </tr> </thead> <tbody> <tr> <td></td> <td></td> <td></td> <td></td> </tr> </tbody> </table>	Reviews				Formative			Summative	Nov	Jan	Mar	June				
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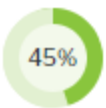
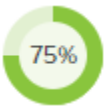
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Goal 1: We will ensure that we have diverse and engaging programs and learning opportunities to meet the unique needs of all our students.

Performance Objective 2: Enhance Career and Technical (CTE) opportunities for students

Evaluation Data Sources: Increase in students completing a coherent sequence of courses will increase from 11% to 15%

<p>Strategy 1: Create and/or revise district curriculum for all CTE courses to include performance based assessments</p> <p>Strategy's Expected Result/Impact: Completed Scope & Sequence</p> <p>Completed exemplar lessons for teachers</p> <p>Strategic Plan D3.5</p> <p>Staff Responsible for Monitoring: Assistant Superintendent of Teaching and Learning</p> <p>Executive Director of CTE</p>	<table border="1"> <thead> <tr> <th colspan="4">Reviews</th> </tr> <tr> <th colspan="3">Formative</th> <th>Summative</th> </tr> <tr> <th>Nov</th> <th>Jan</th> <th>Mar</th> <th>June</th> </tr> </thead> <tbody> <tr> <td></td> <td></td> <td></td> <td></td> </tr> </tbody> </table>	Reviews				Formative			Summative	Nov	Jan	Mar	June				
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<p>Strategy 2: Revise program of study to align with new CTE pathways leading to associates or license/certification (7-12)</p> <p>Strategy's Expected Result/Impact: Deletion of CTE courses that do not lead to an identified outcome</p> <p>Revised POS</p> <p>Staff Responsible for Monitoring: Executive Director of CTE</p> <p>Director of Counseling</p> <p>Assistant Superintendent of Teaching and Learning</p>	<table border="1"> <thead> <tr> <th colspan="4">Reviews</th> </tr> <tr> <th colspan="3">Formative</th> <th>Summative</th> </tr> <tr> <th>Nov</th> <th>Jan</th> <th>Mar</th> <th>June</th> </tr> </thead> <tbody> <tr> <td></td> <td></td> <td></td> <td></td> </tr> </tbody> </table>	Reviews				Formative			Summative	Nov	Jan	Mar	June				
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<p>Strategy 3: Develop and implement a communication and marketing effort to inform students, parents and community on the benefits of a career pathway and CTE licenses/certifications</p> <p>Strategy's Expected Result/Impact: Increase in # of students completing pathways</p> <p>Increase in positive student response on climate survey related to relevant courses</p> <p>Strategic Plan D3.1-3.9</p> <p>Staff Responsible for Monitoring: Assistant Superintendent of Teaching and Learning</p> <p>Executive Director of CTE</p> <p>Director of Guidance and Counseling</p> <p>Chief Communications Officer</p>	<table border="1"> <thead> <tr> <th colspan="4">Reviews</th> </tr> <tr> <th colspan="3">Formative</th> <th>Summative</th> </tr> <tr> <th>Nov</th> <th>Jan</th> <th>Mar</th> <th>June</th> </tr> </thead> <tbody> <tr> <td></td> <td></td> <td></td> <td></td> </tr> </tbody> </table>	Reviews				Formative			Summative	Nov	Jan	Mar	June				
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Strategy 4: Expand RISD & City of Richardson Summer Internship Program Strategy's Expected Result/Impact: # of students applied to program # of business partners committed to host an intern # of students placed in program Website and communication hub for program Staff Responsible for Monitoring: Superintendent Deputy Superintendent Assistant Superintendent of Teaching and Learning Executive Director of CTE	Reviews			
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Strategy 5: Expand student enrollment in PTECH programs and strengthen programs of support for PTECH campuses and students Strategy's Expected Result/Impact: # of students enrolled PTECH Supports (website, parent meeting) Strategic Plan D2.1 Staff Responsible for Monitoring: Deputy Superintendent Assistant Superintendent of Teaching and Learning Executive Director of CTE Executive Director of CCR	Reviews			
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Strategy 6: Utilize partnership with Tech Titans to strengthen district-wide STEM Program PK-12 Strategy's Expected Result/Impact: Increase of students identifying STEM as pathway Student Climate Survey Response Staff Responsible for Monitoring: Deputy Superintendent Assistant Superintendent of Teaching and Learning Executive Director of CTE Director of Guidance and Counseling	Reviews			
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Strategy 7: Implement Year 3 of BHS STEM Grant Strategy's Expected Result/Impact: BHS Learning Community logic model short and long-term goals as approved by Educate Texas and Texas Instruments Staff Responsible for Monitoring: Deputy Superintendent Assistant Superintendent Teaching and Learning Services Executive Director of STEM and Innovation Executive Director of CTE	Reviews			
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Strategy 8: Create and implement work-base field experiences for core and CTE teachers (PTECH, ICIA, STEM) Strategy's Expected Result/Impact: # of Teacher Externships # of Teachers involved in work-based field experiences Teacher survey/reflection responses Staff Responsible for Monitoring: Assistant Superintendent of Teaching and Learning Executive Director of CTE Executive Director of STEM and Innovation	Reviews			
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



Goal 1: We will ensure that we have diverse and engaging programs and learning opportunities to meet the unique needs of all our students.

Performance Objective 3: Enhance AP programming and increase opportunities for students to take more rigorous coursework

Evaluation Data Sources: Increase percentage of students for all AP Exams scoring a 3 or higher will increase from 30 to 33%.

<p>Strategy 1: Implement & Support College Board Exam Description (CED) Strategy's Expected Result/Impact: Implementation Plan and Results</p> <p>Performance Growth Goals Staff Responsible for Monitoring: Curriculum/Assessment Department</p> <p>Executive Directors Teaching and Learning</p> <p>Assistant Superintendent of Teaching and Learning</p> <p>Funding Sources: - 199 - General Fund</p>	Reviews			
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<p>Strategy 2: Utilize quarterly summative assessments to provide formative feedback to teachers, campus and district support personnel Strategy's Expected Result/Impact: Evidence of 4 PLC Questions</p> <p>Item analysis STAAR results TELPAS results</p> <p>Performance Growth Goals Staff Responsible for Monitoring: Deputy Superintendent</p> <p>Assistant Superintendent of Teaching and Learning</p> <p>Executive Directors Teaching and Learning</p> <p>Funding Sources: - 199 - General Fund</p>	Reviews			
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<p>Strategy 3: Utilize new calibrated walkthrough form to ensure implementation of the College Board Curriculum</p> <p>Strategy's Expected Result/Impact: Walk-through documents and data</p> <p>Performance Growth Goals</p> <p>Staff Responsible for Monitoring: Campus Administrators</p> <p>Executive Directors Teaching and Learning</p> <p>Funding Sources: - 199 - General Fund</p>	<table border="1"> <thead> <tr> <th colspan="4">Reviews</th> </tr> <tr> <th colspan="3">Formative</th> <th>Summative</th> </tr> <tr> <th>Nov</th> <th>Jan</th> <th>Mar</th> <th>June</th> </tr> </thead> <tbody> <tr> <td></td> <td></td> <td></td> <td></td> </tr> </tbody> </table>	Reviews				Formative			Summative	Nov	Jan	Mar	June				
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<p>Strategy 4: Analyze student AP data to drive curricular and instructional decisions (during district-wide PLC early release days)</p> <p>Strategy's Expected Result/Impact: Evidence of 4 PLC Questions</p> <p>Performance Growth Goals</p> <p>Staff Responsible for Monitoring: Campus Administrators/Teachers</p> <p>Executive Directors Teaching and Learning</p> <p>Assistant Superintendent of Teaching and Learning</p> <p>Funding Sources: - 199 - General Fund</p>	<table border="1"> <thead> <tr> <th colspan="4">Reviews</th> </tr> <tr> <th colspan="3">Formative</th> <th>Summative</th> </tr> <tr> <th>Nov</th> <th>Jan</th> <th>Mar</th> <th>June</th> </tr> </thead> <tbody> <tr> <td></td> <td></td> <td></td> <td></td> </tr> </tbody> </table>	Reviews				Formative			Summative	Nov	Jan	Mar	June				
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<p>Strategy 5: Require all AP and Pre-AP teachers to attend College Board Summer Training at least once every three years</p> <p>Strategy's Expected Result/Impact: Professional Development</p> <p>Evaluation Results</p> <p>Performance Growth Goals</p> <p>Staff Responsible for Monitoring: Executive Director College and Career Readiness Assistant Superintendent of Teaching and Learning Campus Administrators</p> <p>Funding Sources: - 199 - General Fund</p>	<table border="1"> <thead> <tr> <th colspan="4">Reviews</th> </tr> <tr> <th colspan="3">Formative</th> <th>Summative</th> </tr> <tr> <th>Nov</th> <th>Jan</th> <th>Mar</th> <th>June</th> </tr> </thead> <tbody> <tr> <td></td> <td></td> <td></td> <td></td> </tr> </tbody> </table>	Reviews				Formative			Summative	Nov	Jan	Mar	June				
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<p>Strategy 6: Require all new teachers to attend College Board Summer Training</p> <p>Strategy's Expected Result/Impact: Professional Development Evaluation Results</p> <p>Performance Growth Goals</p> <p>Staff Responsible for Monitoring: Campus Administrators</p> <p>Executive Director College and Career Readiness</p> <p>Assistant Superintendent of Teaching and Learning</p> <p>Funding Sources: - 199 - General Fund</p>	<table border="1"> <thead> <tr> <th colspan="4">Reviews</th> </tr> <tr> <th colspan="3">Formative</th> <th>Summative</th> </tr> <tr> <th>Nov</th> <th>Jan</th> <th>Mar</th> <th>June</th> </tr> </thead> <tbody> <tr> <td></td> <td></td> <td></td> <td></td> </tr> </tbody> </table>	Reviews				Formative			Summative	Nov	Jan	Mar	June				
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



<p>Strategy 7: Provide teachers, principals, counselors and parents with informational sessions regarding AP potential</p> <p>Strategy's Expected Result/Impact: Implementation plan and timeline</p> <p>Performance Growth Goals</p> <p>Staff Responsible for Monitoring: Executive Director College and Career Readiness</p> <p>Assistant Superintendent Teaching and Learning</p> <p>Executive Directors Teaching and Learning</p> <p>Funding Sources: - 199 - General Fund</p>	Reviews			
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Goal 1: We will ensure that we have diverse and engaging programs and learning opportunities to meet the unique needs of all our students.

Performance Objective 4: Provide students with a pathway of dual-credit or OnRamps courses to support their College and Career Readiness.

Evaluation Data Sources: Increase students meeting the 9 hour or Reading/Math dual-credit requirement as defined by state CCMR indicator will increase from 11% to 15%.










<p>Strategy 1: Communicate with stakeholders the benefits of dual credit program</p> <p>a. Benefits of dual credit b. Qualifications for dual credit c. Process for enrollment into dual credit</p> <p>Strategy's Expected Result/Impact: Implementation Plan and Results</p> <p>Performance Growth Goals</p> <p>Staff Responsible for Monitoring: Campus Administrators/Staff</p> <p>Executive Director College and Career Readiness</p> <p>Assistant Superintendent of Teaching and Learning</p> <p>Executive Directors Teaching and Learning</p> <p>Funding Sources: - 199 - General Fund</p>	Reviews			
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<p>Strategy 2: Maintain and support professional development for educators facilitating OnRamps courses</p> <p>Strategy's Expected Result/Impact: Professional Development</p> <p>Evaluation Results</p> <p>% of students who graduate with 3 hours of AP, Dual-Credit, License or Certification (CCR Priority Goal)</p> <p>Staff Responsible for Monitoring: Executive Director College and Career Readiness</p> <p>Assistant Superintendent Teaching and Learning</p> <p>Executive Directors Teaching and Learning</p> <p>Campus Administrators</p> <p>Funding Sources: - 199 - General Fund</p>	Reviews			
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<p>Strategy 3: Ensure alignment and effective pathway completion with Higher Ed partners including DCCCD, UTD, and UT</p> <p>Strategy's Expected Result/Impact: Implementation Plan and Results</p> <p>Performance Growth Goals</p> <p>Staff Responsible for Monitoring: Executive Director Advanced Learning Services</p> <p>Executive Director of CTE</p> <p>Assistant Superintendent of Teaching and Learning</p> <p>Funding Sources: - 199 - General Fund</p>	<table border="1"> <thead> <tr> <th colspan="4">Reviews</th> </tr> <tr> <th colspan="3">Formative</th> <th>Summative</th> </tr> <tr> <th>Nov</th> <th>Jan</th> <th>Mar</th> <th>June</th> </tr> </thead> <tbody> <tr> <td></td> <td></td> <td></td> <td></td> </tr> </tbody> </table>	Reviews				Formative			Summative	Nov	Jan	Mar	June				
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<p>Strategy 4: Develop parent information and marketing resource center at each high school campus for all advanced academics offerings</p> <p>Strategy's Expected Result/Impact: Implementation Plan and Results</p> <p>Performance Growth Goal</p> <p>Staff Responsible for Monitoring: Executive Director College and Career Readiness</p> <p>Campus Administrators/Staff</p> <p>Assistant Superintendent Teaching and Learning</p> <p>Executive Directors Teaching and Learning</p> <p>Funding Sources: - 199 - General Fund</p>	<table border="1"> <thead> <tr> <th colspan="4">Reviews</th> </tr> <tr> <th colspan="3">Formative</th> <th>Summative</th> </tr> <tr> <th>Nov</th> <th>Jan</th> <th>Mar</th> <th>June</th> </tr> </thead> <tbody> <tr> <td></td> <td></td> <td></td> <td></td> </tr> </tbody> </table>	Reviews				Formative			Summative	Nov	Jan	Mar	June				
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<p>Strategy 5: Administer TSI to all 10th grade students</p> <p>Strategy's Expected Result/Impact: Implementation Plan and Results</p> <p>Performance Growth Goals</p> <p>Staff Responsible for Monitoring: Executive Director College and Career Readiness</p> <p>Assistant Superintendent of Teaching and Learning</p> <p>Campus Administrators</p> <p>Funding Sources: - 199 - General Fund</p>	<table border="1"> <thead> <tr> <th colspan="4">Reviews</th> </tr> <tr> <th colspan="3">Formative</th> <th>Summative</th> </tr> <tr> <th>Nov</th> <th>Jan</th> <th>Mar</th> <th>June</th> </tr> </thead> <tbody> <tr> <td></td> <td></td> <td></td> <td></td> </tr> </tbody> </table>	Reviews				Formative			Summative	Nov	Jan	Mar	June				
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<p>Strategy 6: Implement TSI Preparation Course (Summer Bridge and School embedded)</p> <p>Strategy's Expected Result/Impact: # of students taking course</p> <p>% increase in TSI scores</p> <p>Staff Responsible for Monitoring: Assistant Superintendent of Teaching and Learning</p> <p>Executive Director of Advanced Learning Services</p>	<table border="1"> <thead> <tr> <th colspan="4">Reviews</th> </tr> <tr> <th colspan="3">Formative</th> <th>Summative</th> </tr> <tr> <th>Nov</th> <th>Jan</th> <th>Mar</th> <th>June</th> </tr> </thead> <tbody> <tr> <td></td> <td></td> <td></td> <td></td> </tr> </tbody> </table>	Reviews				Formative			Summative	Nov	Jan	Mar	June				
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Goal 1: We will ensure that we have diverse and engaging programs and learning opportunities to meet the unique needs of all our students.

Performance Objective 5: Integrate digital content and tools into instruction in meaningful ways to encourage student use of available resources to enhance learning

Evaluation Data Sources: Move as a district from Proficient to Advanced in overall measurement in the area of classroom on the BrightBytes Survey. This includes teacher and student use of the 4C's (Communication, Collaboration, Critical Thinking & Creativity), teacher and student Digital Citizenship skills, and using digital methods for assessment within the classroom.

<p>Strategy 1: Increase number of technology rich exemplary lessons and PD sessions</p> <p>Strategy's Expected Result/Impact: # of lessons available in Schoology</p> <p># of teachers using exemplary lessons</p> <p>Feedback from teacher focus group</p> <p>Bright Bytes Survey Results (maintain Advanced score under Environment)</p> <p>Staff Responsible for Monitoring: Assistant Superintendent of Teaching and Learning Chief Technology Officer</p> <p>Funding Sources: - 199 - General Fund</p>	<table border="1"> <thead> <tr> <th colspan="4">Reviews</th> </tr> <tr> <th colspan="3">Formative</th> <th>Summative</th> </tr> <tr> <th>Nov</th> <th>Jan</th> <th>Mar</th> <th>June</th> </tr> </thead> <tbody> <tr> <td></td> <td></td> <td></td> <td></td> </tr> </tbody> </table>	Reviews				Formative			Summative	Nov	Jan	Mar	June				
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<p>Strategy 2: Provide purposeful innovative, and relevant professional development opportunities for all staff to ensure technology integration that impacts teaching and learning</p> <p>Strategy's Expected Result/Impact: Professional Development Catalog</p> <p>Professional Development Survey Feedback Results (5%increase positive result for technology professional development)</p> <p>Staff Responsible for Monitoring: Chief Technology Officer Executive Director of Professional Development</p>	<table border="1"> <thead> <tr> <th colspan="4">Reviews</th> </tr> <tr> <th colspan="3">Formative</th> <th>Summative</th> </tr> <tr> <th>Nov</th> <th>Jan</th> <th>Mar</th> <th>June</th> </tr> </thead> <tbody> <tr> <td></td> <td></td> <td></td> <td></td> </tr> </tbody> </table>	Reviews				Formative			Summative	Nov	Jan	Mar	June				
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<p>Strategy 3: Create customized learning plan based on campus needs assessment (Brightbytes)</p> <p>Strategy's Expected Result/Impact: Customized Plan</p> <p>Outcome identified in plan met</p> <p>Staff Responsible for Monitoring: Chief Technology Officer Executive Director of Learning Community</p>	<table border="1"> <thead> <tr> <th colspan="4">Reviews</th> </tr> <tr> <th colspan="3">Formative</th> <th>Summative</th> </tr> <tr> <th>Nov</th> <th>Jan</th> <th>Mar</th> <th>June</th> </tr> </thead> <tbody> <tr> <td></td> <td></td> <td></td> <td></td> </tr> </tbody> </table>	Reviews				Formative			Summative	Nov	Jan	Mar	June				
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



<p>Strategy 4: Showcase teacher exemplars using technology</p> <p>Strategy's Expected Result/Impact: # of teacher exemplars</p> <p># of views</p> <p>Staff Responsible for Monitoring: Assistant Superintendent of Teaching and Learning Chief Technology Officer</p>	<table border="1"> <thead> <tr> <th colspan="4">Reviews</th> </tr> <tr> <th colspan="3">Formative</th> <th>Summative</th> </tr> <tr> <th>Nov</th> <th>Jan</th> <th>Mar</th> <th>June</th> </tr> </thead> <tbody> <tr> <td></td> <td></td> <td></td> <td></td> </tr> </tbody> </table>	Reviews				Formative			Summative	Nov	Jan	Mar	June				
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<p>Strategy 5: Continue to seek input from a variety of stakeholders to provide needs assessment, research, and action items for Technology to implement in accordance with the Technology Plan</p> <p>Strategy's Expected Result/Impact: Research & Planning Documentation</p> <p>Bright Bytes Survey Results (Increase from Proficient to Advanced)</p> <p>Staff Responsible for Monitoring: Chief Technology Officer</p> <p>Funding Sources: - 199 - General Fund</p>	<table border="1"> <thead> <tr> <th colspan="4">Reviews</th> </tr> <tr> <th colspan="3">Formative</th> <th>Summative</th> </tr> <tr> <th>Nov</th> <th>Jan</th> <th>Mar</th> <th>June</th> </tr> </thead> <tbody> <tr> <td></td> <td></td> <td></td> <td></td> </tr> </tbody> </table>	Reviews				Formative			Summative	Nov	Jan	Mar	June				
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<p>Strategy 6: Create parent workshops to support We Grow 1:1 Technology Initiative. Topics include: Digital footprint; Managing digital environment; Cybersafety at home; Cyberbullying</p> <p>Strategy's Expected Result/Impact: Workshop Dates and Topics</p> <p>Session Attendance</p> <p>Session Feedback</p> <p>Staff Responsible for Monitoring: Chief Technology Officer</p>	<table border="1"> <thead> <tr> <th colspan="4">Reviews</th> </tr> <tr> <th colspan="3">Formative</th> <th>Summative</th> </tr> <tr> <th>Nov</th> <th>Jan</th> <th>Mar</th> <th>June</th> </tr> </thead> <tbody> <tr> <td></td> <td></td> <td></td> <td></td> </tr> </tbody> </table>	Reviews				Formative			Summative	Nov	Jan	Mar	June				
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<p>Strategy 7: Create a new student We Grow Hub while also enriching a dynamic parent information site to support We Grow 1:1</p> <p>Strategy's Expected Result/Impact: Website Hits</p> <p>Bright Bytes Survey Results (move to Exemplary in Beliefs)</p> <p>Staff Responsible for Monitoring: Chief Technology Officer Chief Communications Officer</p>	<table border="1"> <thead> <tr> <th colspan="4">Reviews</th> </tr> <tr> <th colspan="3">Formative</th> <th>Summative</th> </tr> <tr> <th>Nov</th> <th>Jan</th> <th>Mar</th> <th>June</th> </tr> </thead> <tbody> <tr> <td></td> <td></td> <td></td> <td></td> </tr> </tbody> </table>	Reviews				Formative			Summative	Nov	Jan	Mar	June				
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<p>Strategy 8: Ensure teachers and students demonstrate appropriate and safe digital behavior</p> <p>Strategy's Expected Result/Impact: Completion of Digital Citizenship Curriculum and lesson exemplars</p> <p>% decrease in number of student referrals/discipline incidences for inappropriate technology use</p> <p>Staff Responsible for Monitoring: Chief Technology Officer Principals</p> <p>Funding Sources: - 199 - General Fund</p>	<table border="1"> <thead> <tr> <th colspan="4">Reviews</th> </tr> <tr> <th colspan="3">Formative</th> <th>Summative</th> </tr> <tr> <th>Nov</th> <th>Jan</th> <th>Mar</th> <th>June</th> </tr> </thead> <tbody> <tr> <td></td> <td></td> <td></td> <td></td> </tr> </tbody> </table>	Reviews				Formative			Summative	Nov	Jan	Mar	June				
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Goal 1: We will ensure that we have diverse and engaging programs and learning opportunities to meet the unique needs of all our students.

Performance Objective 6: Implement activities into RISD campuses in order to support students' academic, social and emotional growth.

Evaluation Data Sources: % of students who engaged in SEL implementation from 50% to 70%.


<p>Strategy 1: Provide ongoing PBIS professional development and supports based on campus needs. Strategy's Expected Result/Impact: % positive response on climate survey (staff and students)</p> <p>Decrease in ISS/OSS referral</p> <p>PBIS walkthrough and feedback process</p> <p>Staff Responsible for Monitoring: Campus Administration</p> <p>Student Services Department</p>	Reviews			
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<p>Strategy 2: Monitor implementation and training on CHAMPS PK-12 to address classroom management, structure and routines in virtual and face to face learning models. Strategy's Expected Result/Impact: Walkthrough</p> <p>Reduced Referrals from classroom and common areas</p> <p>Staff Responsible for Monitoring: Assistant Superintendent of Teaching and Learning</p> <p>Chief Executive of Student Services</p> <p>Assistant Superintendent of Administrative Services</p> <p>Executive Directors of Learning Communities</p> <p>Equity Plan</p>	Reviews			
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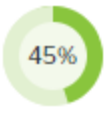




<p>Strategy 3: Monitor and support implementation of SEL programming at all RISD campuses, including formation of a HS SEL committee.</p> <p>Strategy's Expected Result/Impact: % positive response SEL survey results</p> <p>Walkthrough data</p> <p>Decrease in ISS/OSS referrals</p> <p>Strategic Plan: E6.1-E6.4</p> <p>Staff Responsible for Monitoring: Campus Administration</p> <p>Student Services Department</p> <p>Equity Plan</p>	Reviews			
	Formative			Summative
	Nov	Jan	Mar	June
<p>Strategy 4: Research, develop and implement Behavior Response to Intervention (RTI)</p> <p>Strategy's Expected Result/Impact: Completed behavior RTI framework</p> <p>Completed Communication Plan</p> <p>Designed Professional Development Plan</p> <p>Baseline year: # of students at each RTI tier</p> <p>Staff Responsible for Monitoring: -Student Services Department</p> <p>-Assistant Superintendent of Administrative Services</p>	Reviews			
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Goal 1: We will ensure that we have diverse and engaging programs and learning opportunities to meet the unique needs of all our students.

Performance Objective 7: Continue Pk-12 programing to support healthy life choices by students and staff

Evaluation Data Sources: 100% of students identify programs and levels of support available when in crisis (student survey)

<p>Strategy 1: Expand liveWiselive Healthy through a community engagement series.</p> <p>Strategy's Expected Result/Impact: % increase in positive response on student and staff survey</p> <p># attend at parent information workshops (baseline)</p> <p>feedback and evaluation from staff, students and community</p> <p>Staff Responsible for Monitoring: Assistant Superintendent of Administrative Services</p> <p>Chief Executive Director Student Services</p>	Reviews			
	Formative			Summative
<p>Strategy 2: Implement health and wellness plan as recommended by the SHAC Committee</p> <p>Strategy's Expected Result/Impact: Wellness Plan Results</p> <p>Student Climate Survey Results</p> <p>Staff Climate Survey Results</p> <p>Staff Responsible for Monitoring: Assistant Superintendent Teaching and Learning Assistant Superintendent Administrative Services Director of Health, PE & Wellness</p>	Nov	Jan	Mar	June
				
<p>Strategy 3: Strengthen program for drug/alcohol/vaping awareness and prevention though the Drug and Violence Committee</p> <p>Strategy's Expected Result/Impact: Committee Recommendation</p> <p>Student Climate Survey Results</p> <p>Staff Climate Survey Results</p> <p>Staff Responsible for Monitoring: Assistant Superintendent of Administration Services</p> <p>Executive Director of Student Services</p> <p>Director of Prevention Programs</p>	Reviews			
	Formative			Summative
<p>Strategy 4: Ensure 100% of students have a school/home connection (club, extra curricular, activity, an adult at school)</p> <p>Strategy's Expected Result/Impact: Student Involvement Report</p> <p>Staff Responsible for Monitoring: Assistant Superintendents of Administrative Services</p> <p>Executive Directors of Fine Arts & Athletics</p>	Nov	Jan	Mar	June

Strategy 5: Ensure systems of support are provided to students at-risk including: a. Refugee/Asylees b. Homeless c. Foster Care Strategy's Expected Result/Impact: Program Descriptions Service Reports Staff Responsible for Monitoring: Assistant Superintendent of Administrative Services Chief Executive Director of Student Services Director of Student Welfare	Reviews			
	Formative			Summative
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Strategy 6: Ensure Title IX policies and practices are utilized appropriately at all campuses. * Required training based on updated Title IX regulations *Defined roles and responsibilities *Addition of new central role: Executive Director Title IX, Compliance and Investigations Strategy's Expected Result/Impact: Campus Investigation Data Staff Responsible for Monitoring: Assistant Superintendent of Administrative Services Executive Director Title IX, Compliance and Investigations RISD Legal Counsel Chief Executive Director Student Services	Reviews			
	Formative			Summative
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Strategy 7: Monitor and train on Anonymous Alerts at high school level and research expansion to JH campuses Strategy's Expected Result/Impact: Anonymous Alert Data Review Staff Responsible for Monitoring: Assistant Superintendent of Administrative Services Chief Executive Director Student Services	Reviews			
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Goal 1: We will ensure that we have diverse and engaging programs and learning opportunities to meet the unique needs of all our students.

Performance Objective 8: Ensure a culture and environment that embraces equity, diversity and inclusion throughout RISD programs and systems of support

Evaluation Data Sources: Increase hiring and representation of staff and students in all areas of district function, including increased achievement of Hispanic, AA, Asian, ELL and SPED performance as measured by STAAR (43% to 50% hiring).

<p>Strategy 1: Expanding the focus of the Equity Council to evaluate, support, sustain and make recommendations to implement the Equity Policy</p> <p>Strategy's Expected Result/Impact: Equity Council meeting timeline and agendas</p> <p>Equity Council recommendations and report to Board of Trustees</p> <p>Formation of the Racial Equity Committee</p> <p>Completed Professional Development and implementation plan for CC</p> <p>Board Goals</p> <p>Board Recommendations</p> <p>% positive response increase in culture survey (staff and student)</p> <p>Strategic Plan: E7.1</p> <p>Staff Responsible for Monitoring: Director of Equity, Diversity and Inclusion</p> <p>Assistant Superintendent of Administrative Services</p> <p>Chief Executive Director of Student Services</p> <p>Deputy Superintendent</p> <p>Superintendent</p> <p>Equity Plan</p>	Reviews			
	Formative			Summative
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<p>Strategy 2: Communicate strategy to inform all stakeholders of the supports and strategies from the Division of Equity</p> <p>Strategy's Expected Result/Impact: Dynamic communication plan</p> <p># of hits on Equity website</p> <p>Strategic Plan: C1.3</p> <p>Staff Responsible for Monitoring: Assistant Superintendent of Administrative Services</p> <p>Chief Executive Director of Student Services</p> <p>Deputy Superintendent</p>	Reviews			
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<p>Strategy 3: Provide professional learning in the areas of Cultural Competence and Culturally Responsive Teaching Pk-12</p> <p>Strategy's Expected Result/Impact: All staff completed 2 hours of training</p> <p>8 choice sessions fall 2020: Six live; two ongoing virtual options</p> <p>Culturally and Linguistically Responsive Teaching: Skyview and Audelia Creek</p> <p>Walkthrough data and evaluation</p> <p>Staff Responsible for Monitoring: Assistant Superintendent of Teaching and Learning</p> <p>Assistant Superintendent of Administrative Services</p> <p>Director of Equity, Diversity and Inclusion</p> <p>Executive Director of Professional Learning</p> <p>Chief Executive Director of Student Services</p>	Reviews			
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<p>Strategy 4: Support COPE training and funding at identified campuses</p> <p>Strategy's Expected Result/Impact: COPE survey results and reflections</p> <p># of participants</p> <p>Staff Responsible for Monitoring: Assistant Superintendent of Administrative Services</p> <p>Director of Diversity, Equity and Inclusion</p> <p>Chief Executive Director of Student Services</p>	Reviews			
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Strategy 5: Support Campus Racial Literacy Implementation Strategy's Expected Result/Impact: Completed Plan Staff Responsible for Monitoring: Assistant Superintendent of Administrative Services Chief Executive Director of Student Services Director of Diversity, Equity and Inclusion	Reviews			
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Strategy 6: Expand and support Compelling Why Strategy's Expected Result/Impact: # of students increase participating in the program Staff Responsible for Monitoring: Assistant Superintendent of Administrative Services Director of Diversity, Equity and Inclusion Chief Executive Director of Student Services	Reviews			
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Strategy 7: Develop actionable steps for implementing the Equity Policy in the work for students with disabilities. Strategy's Expected Result/Impact: Task Force recommendations in 5 areas - evaluation, programming, staffing, related services, campus support Representation in restricted environments aligns with proportionate representation in the general population Hiring practices reflect the population served Equitable services for all students with disabilities Staff Responsible for Monitoring: Special Student Services Executive Director Assistant Superintendent of Administrative Services Equity Plan	Reviews			
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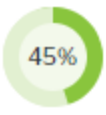






Goal 2: We will guarantee that all students will perform at or above grade level.

Performance Objective 1: Improve student performance and ensure 100% of campuses are rated "Met Standard"

HB3 Goal

Evaluation Data Sources: 100% of campuses meet standard; meet or exceed identified Board Goals for 2020-2021



Strategy 1: Monitor ACE Implementation Strategy's Expected Result/Impact: # and %of students on grade level as measured by reading and math assessments Performance Growth Goals Strategic Plan: E1.1-E1.20 Staff Responsible for Monitoring: Deputy Superintendent Executive Director of School Improvement Funding Sources: - 199 - General Fund	Reviews			
	Formative			Summative
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Strategy 2: Utilize district-wide professional development days and early release days to support and train teachers on effective Tier I Instruction (Balanced Literacy implementation (Pk-12), TRS Implementation , Culturally Relevant Strategies, and SEL components) Strategy's Expected Result/Impact: Professional Development Evaluation Results Inclusion of strategies in Campus Plan based on data Walkthrough analysis Performance Growth Goals Staff Responsible for Monitoring: Assistant Superintendent of Teaching and Learning Deputy Superintendent Principals Executive Director of Professional Development Funding Sources: - 199 - General Fund	Reviews			
	Formative			Summative
	Nov	Jan	Mar	June
				







<p>Strategy 3: Evaluate and monitor all student groups measured for accountability</p> <p>Strategy's Expected Result/Impact: Improved Student Performance on state required assessments (STAAR, TELPAS)</p> <p>Review of student performance data by student groups each 9 weeks</p> <p>Review of student performance data by student groups by teacher each 9 weeks</p> <p>Data Meetings as called by Central Office Staff</p> <p>Performance Growth Goals</p> <p>Staff Responsible for Monitoring: Deputy Superintendent</p> <p>District and Campus Staff</p> <p>Funding Sources: - 199 - General Fund</p>	Reviews			
	Formative			Summative
	Nov 	Jan	Mar	June
<p>Strategy 4: All campuses with an accountability rating of a D will create and submit a Targeted Improvement Plan (TIP)</p> <p>Strategy's Expected Result/Impact: Student Growth</p> <p>Accountability Rating Improvement</p> <p>Staff Responsible for Monitoring: Deputy Superintendent</p> <p>Executive Directors of Learning Community</p>	Reviews			
	Formative			Summative
	Nov 	Jan	Mar	June
<p>Strategy 5: All campuses will create and submit a campus growth plan to address Domain II and Domain III</p> <p>Strategy's Expected Result/Impact: Growth for Domain II and Domain III</p> <p>Staff Responsible for Monitoring: Deputy Superintendent</p> <p>Executive Director of Learning Community</p>	Reviews			
	Formative			Summative
	Nov 	Jan	Mar	June
 No Progress  Accomplished  Continue/Modify  Discontinue				

Goal 2: We will guarantee that all students will perform at or above grade level.

Performance Objective 2: Align and maintain written, taught, and assessed curriculum at all grade levels and in all subject areas (TRS, Lead4Ward and PLC)

Evaluation Data Sources: 100% of campuses meet standard; meet or exceed identified Board Goals for 2020-2021

<p>Strategy 1: Refine TEKS Resource System based on feedback by teachers and principals</p> <p>Strategy's Expected Result/Impact: Revised Curriculum</p> <p>% increase positive response on climate survey</p> <p>Performance Growth Goals</p> <p>Staff Responsible for Monitoring: Deputy Superintendent</p> <p>Assistant Superintendent of Teaching and Learning</p> <p>Executive Director of Teaching and Learning</p>	Reviews			
	Formative			Summative
	Nov	Jan	Mar	June
				
<p>Strategy 2: Monitor TRS Implementation through RISD aligned walkthrough form</p> <p>Strategy's Expected Result/Impact: Walkthrough Analysis</p> <p>Student Performance Goals</p> <p>Performance Growth Goals</p> <p>Staff Responsible for Monitoring: Deputy Superintendent</p> <p>Assistant Superintendent of Teaching and Learning</p> <p>Executive Directors</p> <p>Curriculum Directors</p> <p>Principals</p>	Reviews			
	Formative			Summative
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Strategy 3: Embed Lead4ward supports, tools and resources into curriculum documents Strategy's Expected Result/Impact: Walkthrough Analysis Curriculum Document Performance Growth Goals Staff Responsible for Monitoring: Deputy Superintendent Teaching and Learning Campus Principals	Reviews			
	Formative			Summative
	Nov 	Jan	Mar	June
Strategy 4: Use Performance Assessments and Quarterly Summative Assessments to monitor and evaluate student progress towards mastery of grade level standards Strategy's Expected Result/Impact: Performance Growth Goals Quarterly heat map report by campus Staff Responsible for Monitoring: Deputy Superintendent Assistant Superintendent Teaching and Learning Principals	Reviews			
	Formative			Summative
	Nov 	Jan	Mar	June
 No Progress  Accomplished  Continue/Modify  Discontinue				




Goal 2: We will guarantee that all students will perform at or above grade level.









Performance Objective 3: Ensure a strong vertically aligned math curriculum K-8 to support 3rd through Junior High math achievement and increase in Algebra I Junior High enrollment.

Evaluation Data Sources: The percent of students who score at the meets level in 3rd grade math will grow from 52% to 54% AND Percent of students completing Algebra I and meeting standard on Algebra I EOC before entering high school will increase from 38% to 39%

Percent of African American students who score at the meets level in 3rd grade math will grow from 35% to 38% and Algebra I will increase 12% to 14%

Percent of Hispanic students who score at the meets level in 3rd grade math will grow from 42% to 45% and Algebra I will increase from 24% to 30%

<p>Strategy 1: Focused PD on understanding and using visual cues, anchor charts and fact fluency K-8 (5-7th grade teacher pull out and monthly PLCs to ensure vertical alignment strategies)</p> <p>Strategy's Expected Result/Impact: % increase of student performance (Board Goal)</p> <p>teacher survey</p> <p>Staff Responsible for Monitoring: Assistant Superintendent of Teaching and Learning</p> <p>Executive Director of Teaching and Learning</p> <p>Director of PK-12 Math</p>	Reviews			
	Formative			Summative
	Nov	Jan	Mar	June
				
<p>Strategy 2: Innovative unit preview videos for every unit in TRS that is housed in Schoology K-8 to ensure effective planning and Tier 1 instruction</p> <p>Strategy's Expected Result/Impact: % increase of student performance (Board Goal)</p> <p>teacher survey</p> <p>Staff Responsible for Monitoring: Assistant Superintendent of Teaching and Learning</p> <p>Executive Director of Teaching and Learning</p> <p>Director of PK-12 Math</p>	Reviews			
	Formative			Summative
	Nov	Jan	Mar	June
				
<p>Strategy 3: Focused PD on level of TEKS and use of hands on manipulatives to help students reach master level of standard</p> <p>Strategy's Expected Result/Impact: % increase of student performance (Board Goal)</p> <p>teacher survey</p> <p>Staff Responsible for Monitoring: Assistant Superintendent of Teaching and Learning</p> <p>Director of PK-12 Math</p>	Reviews			
	Formative			Summative
	Nov	Jan	Mar	June
				

Strategy 4: Develop math cadre to focus on vertical alignment and essential standards PK-8 Strategy's Expected Result/Impact: % increase of student performance (Board Goal) Staff Responsible for Monitoring: Assistant Superintendent of Teaching and Learning Executive Director of Teaching and Learning Director of PK-12 Math	Reviews			
	Formative			Summative
	Nov 	Jan	Mar	June
Strategy 5: Summer bridge to support students that have an existing achievement gap as seen on STAAR Strategy's Expected Result/Impact: % increase of student performance summer bridge attendance Staff Responsible for Monitoring: Executive Director of Teaching and Learning Director Math Pk-12 Assistant Superintendent Teaching and Learning	Reviews			
	Formative			Summative
	Nov 	Jan	Mar	June
Strategy 6: Utilize intervention tools to diagnose student learning needs to differentiate instruction (IXL, GPS, Motivation math) Strategy's Expected Result/Impact: Student growth goals CBAs, MAP data Staff Responsible for Monitoring: Director Math PK-12 Assistant Superintendent Teaching and Learning Executive Director Teaching and Learning	Reviews			
	Formative			Summative
	Nov 	Jan	Mar	June
Strategy 7: Research best practices to address math acceleration beginning in elementary Strategy's Expected Result/Impact: Program recommendation and action plan Staff Responsible for Monitoring: Assistant Superintendent of Teaching and Learning Executive Director of Teaching and Learning Director of PK-12 Math	Reviews			
	Formative			Summative
	Nov 	Jan	Mar	June
 No Progress  Accomplished  Continue/Modify  Discontinue				



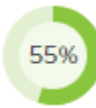
Goal 2: We will guarantee that all students will perform at or above grade level.

Performance Objective 4: Improve graduation rates to ensure students are college and/or career ready



Evaluation Data Sources: Graduation rate for all RISD students will increase from 91% to 94%







African American students graduating in RISD will increase to 90%

Hispanic students graduating in RISD will increase to 90%

<p>Strategy 1: Implement Graduation Teams at 4 High Schools (Design program for JH implementation) Strategy's Expected Result/Impact: # of successful graduation plans implemented Staff Responsible for Monitoring: Deputy Superintendent Assistant Superintendent of Administrative Services</p>	Reviews			
	Formative			Summative
	Nov 	Jan	Mar	June
<p>Strategy 2: Develop drop-out prevention and credit-recovery protocol and system of supports Strategy's Expected Result/Impact: Implement Leaver Protocols Reduce # of dropouts Increase # of students graduating on time as measured by state and federal graduation rate (accountability subset) Staff Responsible for Monitoring: Deputy Superintendent Assistant Superintendent of Administrative Services Equity Plan</p>	Reviews			
	Formative			Summative
	Nov 	Jan	Mar	June
<p>Strategy 3: Implement Grade Repair Program Strategy's Expected Result/Impact: # of courses completed for grade repair Staff Responsible for Monitoring: Deputy Superintendent Assistant Superintendent of Administrative Services Equity Plan</p>	Reviews			
	Formative			Summative
	Nov 	Jan	Mar	June

Strategy 4: Provide comprehensive training in the area of Cultural Awareness/Proficiency Strategy's Expected Result/Impact: Implementation Plan and Timeline Dropout Rate All staff completion of 2 hours of Cultural Competence training Graduation Rate Student Survey Results Performance Growth Goals Staff Responsible for Monitoring: Deputy Superintendent Chief Executive Director of Student Services Director of Equity, Diversity and Inclusion Funding Sources: - 199 - General Fund	Reviews			
	Formative			Summative
	Nov	Jan	Mar	June
Strategy 5: Provide PD on Tier I and Tier II Behavior Management Techniques and Strategies Strategy's Expected Result/Impact: Professional Development Evaluation Results # of discipline referrals; % decrease of student discipline referrals Staff Responsible for Monitoring: Chief Executive Director of Student Services District and Campus Staff Funding Sources: - 199 - General Fund	Reviews			
	Formative			Summative
	Nov	Jan	Mar	June
Strategy 6: Provide teachers with professional development on positive behavior intervention supports (PBIS) Strategy's Expected Result/Impact: # of discipline referrals; % decrease of student discipline referrals Implementation Plan and Timeline Focus data analysis (Triggers & Interventions) Staff Responsible for Monitoring: Chief Executive Director of Student Services District and Campus Staff Funding Sources: - 199 - General Fund	Reviews			
	Formative			Summative
	Nov	Jan	Mar	June





Strategy 7: Continue to strengthen and expand Edgenuity on all campuses for credit recovery Strategy's Expected Result/Impact: End of Course results # credits recovered Performance Growth Goals Staff Responsible for Monitoring: Deputy Superintendent Assistant Superintendent of Teaching and Learning Executive Directors Director of Guidance and Counseling Campus Administrators Funding Sources: - 199 - General Fund	Reviews			
	Formative			Summative
	Nov 	Jan	Mar	June
Strategy 8: Ensure monitoring of students at risk of losing credits Strategy's Expected Result/Impact: End of Course Results Meeting to discuss status of students # of students behind on credit attainment; % of students behind on credit attainment Staff Responsible for Monitoring: Campus Administrators/Staff Executive Directors Assistant Superintendent of Teaching and Learning Funding Sources: - 199 - General Fund	Reviews			
	Formative			Summative
	Nov 	Jan	Mar	June
Strategy 9: Create a system to ensure every student has at least 1 adult connection Strategy's Expected Result/Impact: % positive increase on student survey Staff Responsible for Monitoring: Deputy Superintendent Executive Directors Principals	Reviews			
	Formative			Summative
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Strategy 10: Ensure resources and supports available to expand AVID programming and meet the needs of ALL students Strategy's Expected Result/Impact: % increase of students enrolled/supported by AVID Staff Responsible for Monitoring: Assistant Superintendent of Teaching and Learning Executive Director of CCR	Reviews			
	Formative			Summative
	Nov 	Jan	Mar	June
Strategy 11: Redesign summer school EOC and EOC intervention programming during the school year based on results of EOC program evaluation Strategy's Expected Result/Impact: Performance Growth Goals Staff Responsible for Monitoring: Assistant Superintendent of Teaching and Learning Executive Directors of Learning Communities	Reviews			
	Formative			Summative
	Nov 	Jan	Mar	June
 No Progress  Accomplished  Continue/Modify  Discontinue				

Goal 2: We will guarantee that all students will perform at or above grade level.

Performance Objective 5: Create a Pk-12 System to educate stakeholders on the importance of student attendance.

Evaluation Data Sources: Increase RISD attendance rate from 95.5% to 96.5%

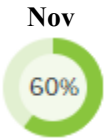
Strategy 1: Implement A2A System of Attendance Strategy's Expected Result/Impact: % Increase in Student Attendance Staff Responsible for Monitoring: Assistant Superintendent of Administrative Services Campus Principals	Reviews			
	Formative			Summative
	Nov	Jan	Mar	June
Strategy 2: Create a district and campus recognition program to celebrate campuses with %increase growth in student attendance Strategy's Expected Result/Impact: Recognition Program Staff Responsible for Monitoring: Assistant Superintendent of Administrative Services Campus Principals	Reviews			
	Formative			Summative
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 No Progress  Accomplished  Continue/Modify  Discontinue				

Goal 2: We will guarantee that all students will perform at or above grade level.

Performance Objective 6: Implement a systematic approach to develop new and existing programming for special student services to ensure quality instruction and service supports for ALL students.

Evaluation Data Sources: Student performance meets or exceeds expected increase as defined by Board Goals

<p>Strategy 1: Equip campus staff with training on disability awareness, evidence based best practices and classroom design and behavior management strategies</p> <p>Strategy's Expected Result/Impact: Implementation Plan</p> <p>Training Timeline</p> <p>% positive response increase on climate survey (staff)</p> <p>Feedback from staff</p> <p>Staff Responsible for Monitoring: Assistant Superintendent of Administrative Services</p> <p>Executive Director of Special Student Services</p> <p>Executive Director of Teaching and Learning</p> <p>Principals</p>	Reviews			
	Formative			Summative
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<p>Strategy 2: Provide support to campus staff through campus facilitators and behavior specialists to implement best practices strategies that support quality programming and instruction.</p> <p>Strategy's Expected Result/Impact: Implementation Plan</p> <p>Training Dates</p> <p>% positive response increase on climate survey (staff)</p> <p>Feedback from staff</p> <p>Walkthrough performance</p> <p>SSS program evaluation (PASS, Structured Learning, Development Program)</p> <p>Staff Responsible for Monitoring: Assistant Superintendent of Administrative Services</p> <p>Executive Director of Special Student Services</p> <p>Executive Director of Teaching and Learning</p>	Reviews			
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Strategy 3: Expand the parent education program targeted to support parents through awareness and understanding of special student services and centralized programming Strategy's Expected Result/Impact: Implementation Plan Training Dates Parent Participation rate Increases Parent Feedback Feedback through parent organizations Staff Responsible for Monitoring: Assistant Superintendent of Administrative Services Executive Director of Special Student Services	Reviews			
	Formative			Summative
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Strategy 4: Embed tools and resources to staff to support students with disabilities and learning needs in district curriculum Strategy's Expected Result/Impact: % increase student performance on STAAR and other national assessments (5% target increase) % increase positive response on climate survey (staff) Staff Responsible for Monitoring: Assistant Superintendent of Administrative Services Executive Director of Special Student Services Assistant Superintendent of Teaching and Learning	Reviews			
	Formative			Summative
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Strategy 5: Continue to benchmark special education staffing and make recommendations accordingly Strategy's Expected Result/Impact: Staffing Recommendations Staff Responsible for Monitoring: Assistant Superintendent of Administrative Services Assistant Superintendent of Human Resources	Reviews			
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<p>Strategy 6: Develop and implement a pilot for a coteaching/inclusion model to increase performance in academics and behavior for students with disabilities.</p> <p>Strategy's Expected Result/Impact: Implementation Plan</p> <p>Training for special educators and general educators</p> <p>Feedback from teachers who participate in pilot</p> <p>Staff Responsible for Monitoring: Special Student Services Executive Director</p> <p>Assistant Superintendent for Administrative Services</p> <p>Teaching and Learning</p> <p>Results Driven Accountability - Equity Plan</p>	Reviews			
	Formative			Summative
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<p>Strategy 7: Expand Take Flight programming for students with dyslexia to provide choices in interventions that improve efficiency and effectiveness by training another cadre of dyslexia teachers.</p> <p>Strategy's Expected Result/Impact: Improved reading achievement for students with dyslexia</p> <p>Completion of interventions in less time</p> <p>Staff Responsible for Monitoring: Special Student Services Executive Director</p> <p>Director of Dyslexia Programs</p> <p>Assistant Superintendent for Administrative Services</p> <p>Results Driven Accountability</p>	Reviews			
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<p>Strategy 8: Build training programming for Certified Academic Language Therapists to insure effective interventions for students with dyslexia and other reading disabilities.</p> <p>Strategy's Expected Result/Impact: increased capacity in trained staff</p> <p>improved reading achievement for students with dyslexia and other reading disabilities</p> <p>Staff Responsible for Monitoring: Special Student Services Executive Director</p> <p>Director of Dyslexia Programs</p> <p>Assistant Superintendent of Administrative Services</p> <p>Results Driven Accountability</p>	Reviews			
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Goal 2: We will guarantee that all students will perform at or above grade level.

Performance Objective 7: Ensure 100% of English Language Learners (ELL) students will make progress towards an advanced level in proficiency in Reading, Writing, Listening and Speaking. ELL students will meet all passing standards for all district and state assessments.

Strategic Plan: D1.1-D1.5

Evaluation Data Sources: Student performance meets or exceeds expected increase as defined by Board Goals





































<p>Strategy 1: Implement new bilingual and dual language program of services</p> <p>Strategy's Expected Result/Impact: Increase in data scores for students in bilingual program and dual language program</p> <p>Staff Responsible for Monitoring: Assistant Superintendent of Teaching and Learning</p> <p>Deputy Superintendent</p> <p>Executive Director of Teaching and Learning</p>	Reviews			
	Formative			Summative
	Nov	Jan	Mar	June
				
<p>Strategy 2: Implement SEIDLITZ training for all teachers supporting students identified as ELL/ESL learners</p> <p>Strategy's Expected Result/Impact: # of teachers trained</p> <p>% increase of students meeting TELPAS and STAAR Progress Measure Goals</p> <p>Staff Responsible for Monitoring: Assistant Superintendent of Teaching and Learning</p> <p>Executive Director of Teaching and Learning</p> <p>Director of ESL</p>	Reviews			
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<p>Strategy 3: Ensure ESL teachers have professional development in working with ESL students including Sheltered Instruction training, strategies, English Language, proficiency Standards (ELPS), and/or RtI for ELLs.</p> <p>Strategy's Expected Result/Impact: 100% of teachers receive professional development</p> <p>Walkthrough analysis (strategies in action)</p> <p>TELPAS progress</p> <p>Staff Responsible for Monitoring: Assistant Superintendent of Teaching and Learning</p> <p>Executive Director of Teaching and Learning</p>	Reviews			
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



<p>Strategy 4: Ensure all content teachers will be ESL certified by 2022.</p> <p>Strategy's Expected Result/Impact: 100% of teachers are ESL certified</p> <p>Staff Responsible for Monitoring: Assistant Superintendent of Human Resources</p> <p>Assistant Superintendent of Teaching and Learning</p> <p>Principals</p>	<table border="1"> <thead> <tr> <th colspan="4">Reviews</th> </tr> <tr> <th colspan="3">Formative</th> <th>Summative</th> </tr> <tr> <th>Nov</th> <th>Jan</th> <th>Mar</th> <th>June</th> </tr> </thead> <tbody> <tr> <td></td> <td></td> <td></td> <td></td> </tr> </tbody> </table>	Reviews				Formative			Summative	Nov	Jan	Mar	June				
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<p>Strategy 5: Expand and enrich programs to support parent engagement</p> <p>Strategy's Expected Result/Impact: % positive increase in parent climate survey</p> <p>Staff Responsible for Monitoring: Assistant Superintendent of Teaching and Learning</p> <p>Chief Communications Officer</p>	<table border="1"> <thead> <tr> <th colspan="4">Reviews</th> </tr> <tr> <th colspan="3">Formative</th> <th>Summative</th> </tr> <tr> <th>Nov</th> <th>Jan</th> <th>Mar</th> <th>June</th> </tr> </thead> <tbody> <tr> <td></td> <td></td> <td></td> <td></td> </tr> </tbody> </table>	Reviews				Formative			Summative	Nov	Jan	Mar	June				
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<p>Strategy 6: Implement ELlevation and ensure all ESL and content teachers progress monitor and adjust to meet needs of students (and actively utilize intervention resources to address student needs)</p> <p>Strategy's Expected Result/Impact: ELlevation usage reports</p> <p>Performance Growth Goals</p> <p>Staff Responsible for Monitoring: Assistant Superintendent of Teaching and Learning</p> <p>Principals</p>	<table border="1"> <thead> <tr> <th colspan="4">Reviews</th> </tr> <tr> <th colspan="3">Formative</th> <th>Summative</th> </tr> <tr> <th>Nov</th> <th>Jan</th> <th>Mar</th> <th>June</th> </tr> </thead> <tbody> <tr> <td></td> <td></td> <td></td> <td></td> </tr> </tbody> </table>	Reviews				Formative			Summative	Nov	Jan	Mar	June				
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<p>Strategy 7: Develop RtI system to scaffold language acquisition, concept development and skill mastery Pk-12.</p> <p>Strategy's Expected Result/Impact: TELPAS, STAAR data, CBAs</p> <p>Staff Responsible for Monitoring: Director of ESL Services</p> <p>Executive Director of Teaching and Learning Services</p> <p>Assistant Superintendent of Teaching and Learning Services</p> <p>Deputy Superintendent</p>	<table border="1"> <thead> <tr> <th colspan="4">Reviews</th> </tr> <tr> <th colspan="3">Formative</th> <th>Summative</th> </tr> <tr> <th>Nov</th> <th>Jan</th> <th>Mar</th> <th>June</th> </tr> </thead> <tbody> <tr> <td></td> <td></td> <td></td> <td></td> </tr> </tbody> </table>	Reviews				Formative			Summative	Nov	Jan	Mar	June				
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Goal 2: We will guarantee that all students will perform at or above grade level.

Performance Objective 8: Implement the MTSS Framework (Multi Tiered Systems of Support) and its components district wide.

Evaluation Data Sources: MAP and Branching Minds




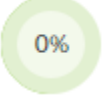


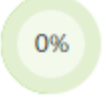






<p>Strategy 1: Create a professional learning plan for the implementation of NWEA MAP at all campuses that serve students in KG-10.</p> <p>Strategy's Expected Result/Impact: All campuses will have a core team that will serve as Trainer of Trainers for their staff.</p> <p>Staff Responsible for Monitoring: Director of MTSS, Director of Intervention and Enrichment</p> <p>Title I Schoolwide Elements: 2.4, 2.5, 2.6</p>	<table border="1"> <thead> <tr> <th colspan="4">Reviews</th> </tr> <tr> <th colspan="3">Formative</th> <th>Summative</th> </tr> <tr> <th>Nov</th> <th>Jan</th> <th>Mar</th> <th>June</th> </tr> </thead> <tbody> <tr> <td></td> <td></td> <td></td> <td></td> </tr> </tbody> </table>	Reviews				Formative			Summative	Nov	Jan	Mar	June				
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<p>Strategy 2: Create a professional learning plan for the implementation of Branching Minds at all campuses that serve students in KG-12.</p> <p>Strategy's Expected Result/Impact: All campuses will have a core team that will serve as Trainer of Trainers for their staff.</p> <p>Staff Responsible for Monitoring: Director of MTSS</p> <p>Title I Schoolwide Elements: 2.4, 2.5, 2.6</p>	<table border="1"> <thead> <tr> <th colspan="4">Reviews</th> </tr> <tr> <th colspan="3">Formative</th> <th>Summative</th> </tr> <tr> <th>Nov</th> <th>Jan</th> <th>Mar</th> <th>June</th> </tr> </thead> <tbody> <tr> <td></td> <td></td> <td></td> <td></td> </tr> </tbody> </table>	Reviews				Formative			Summative	Nov	Jan	Mar	June				
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<p>Strategy 3: Implement MAP Growth Assessments three times a year at all campuses serving students in KG-10.</p> <p>Strategy's Expected Result/Impact: All campuses K-10 will have academic universal screener data paired with specific learning targets for every student in the areas of reading and math.</p> <p>Staff Responsible for Monitoring: Director of Intervention and Enrichment, Director of MTSS, Executive Director of ACI, Director of Data Analysis</p> <p>Title I Schoolwide Elements: 2.4, 2.5, 2.6</p>	<table border="1"> <thead> <tr> <th colspan="4">Reviews</th> </tr> <tr> <th colspan="3">Formative</th> <th>Summative</th> </tr> <tr> <th>Nov</th> <th>Jan</th> <th>Mar</th> <th>June</th> </tr> </thead> <tbody> <tr> <td></td> <td></td> <td></td> <td></td> </tr> </tbody> </table>	Reviews				Formative			Summative	Nov	Jan	Mar	June				
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<p>Strategy 4: Pilot MAP Growth Assessments in the area of science.</p> <p>Strategy's Expected Result/Impact: Pilot campuses will implement the MAP Science Growth Assessment.</p> <p>Staff Responsible for Monitoring: Director of Intervention and Enrichment, Director of MTSS, Executive Director of ACI, Director of Data Analysis</p> <p>Title I Schoolwide Elements: 2.4, 2.5, 2.6</p>	<table border="1"> <thead> <tr> <th colspan="4">Reviews</th> </tr> <tr> <th colspan="3">Formative</th> <th>Summative</th> </tr> <tr> <th>Nov</th> <th>Jan</th> <th>Mar</th> <th>June</th> </tr> </thead> <tbody> <tr> <td></td> <td></td> <td></td> <td></td> </tr> </tbody> </table>	Reviews				Formative			Summative	Nov	Jan	Mar	June				
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Strategy 5: Pilot a universal screener for behavior (SRSS). Strategy's Expected Result/Impact: Proactively screening for and supporting behavioral needs will positively impact student growth and development Staff Responsible for Monitoring: Director of MTSS, Chief Executive Officer of Student Services, PBIS Specialist, Director of Application Development Title I Schoolwide Elements: 2.4, 2.5, 2.6	Reviews			
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Goal 2: We will guarantee that all students will perform at or above grade level.

Performance Objective 9: Increase literacy implementation, enrichment and intervention, in grades PreK-12.

Evaluation Data Sources: Met 3rd grade reading board goal








Strategy 1: Implement PreK-2 balanced literacy intervention strategies and specific PD for literacy intervention. Strategy's Expected Result/Impact: Increase in MAP scores Increase in DRA reading levels Staff Responsible for Monitoring: Deputy Superintendent Assistant Superintendent Teaching and Learning Services Chief Intervention Officer	Reviews			
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Strategy 2: Ensure that every teacher in RISD is a teacher of literacy PreK-12 Strategy's Expected Result/Impact: Professional development on best practice literacy strategies for teachers PreK-12. Staff Responsible for Monitoring: Chief Intervention Officer	Reviews			
	Formative			Summative
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Strategy 3: Ensure that every teacher that serves PK-2 students in RISD attend Foundations of Literacy Training Strategy's Expected Result/Impact: Increase in reading levels, MAP reading scores Staff Responsible for Monitoring: Chief Intervention Officer	Reviews			
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 No Progress  Accomplished  Continue/Modify  Discontinue				

Goal 2: We will guarantee that all students will perform at or above grade level.

Performance Objective 10: Create a culture of literacy for ALL in grades PK-2.

HB3 Goal

Evaluation Data Sources: MAP/DRA Scores













Strategy 1: Create a Cadre of Literacy Leaders Strategy's Expected Result/Impact: Collaborate on Balanced Literacy Guide, create literacy leaders on each campus to build literacy capacity Staff Responsible for Monitoring: Chief Intervention Officer	Reviews			
	Formative			Summative
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




Goal 2: We will guarantee that all students will perform at or above grade level.

Performance Objective 11: Implement PK for ALL.

HB3 Goal

Evaluation Data Sources: Circle Data/Enrollment

<p>Strategy 1: Provide training for all new Pre-K administrators. Strategy's Expected Result/Impact: Administrators will be knowledgeable of the Texas Pre-K Guidelines, TEA High-Quality Pre-K expectations, our RISD Connected Coaching model, and CLI Engage Progress Monitoring. Staff Responsible for Monitoring: Katy Phinney</p>	Reviews			
	Formative			Summative
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<p>Strategy 2: Provide Pre-K teachers, paraprofessionals and administrators training and support for implementing a full-day Pre-K program. This includes live zoom trainings(recorded) focused on program expectations, scheduling and best practices; and in-person support as needed. Strategy's Expected Result/Impact: All RISD Pre-K campuses will now offer a full-day Pre-K program. Staff Responsible for Monitoring: Katy Phinney</p>	Reviews			
	Formative			Summative
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<p>Strategy 3: All new to Pre-K teachers will participate in the Region10 Texas Pre-K Guidelines and CIRCLE Foundations trainings. Strategy's Expected Result/Impact: All new to Pre-K teachers will have a deep knowledge of the 10 domains of the Texas Pre-K Guidelines; including outcomes, child behaviors and instructional strategies. Teachers will develop a solid foundation for best practices in Pre-K; including instructional methods and classroom environment. Staff Responsible for Monitoring: Katy Phinney</p>	Reviews			
	Formative			Summative
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<p>Strategy 4: Implement a Connected Coaching Model for Pre-K campus administrators, campus instructional supports, and the Pre-K department to collaboratively coach all Pre-K teachers utilizing Schoology. All Pre-K teachers are required to receive 15 hours of direct coaching as described by TEA. Strategy's Expected Result/Impact: Pre-K teachers will gain new knowledge and implement teaching strategies which strengthens their foundation of Pre-K instruction. Strengthen campus level capacity surrounding Pre-K instruction and best practices. Staff Responsible for Monitoring: Katy Phinney</p>	Reviews			
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<p>Strategy 5: Equip all new Pre-K classrooms with high-quality curriculum, materials, furniture etc.</p> <p>Strategy's Expected Result/Impact: Students will have access to a high-quality environment with developmentally appropriate materials and a robust curriculum that is aligned to the Texas Pre-K Guidelines.</p> <p>Staff Responsible for Monitoring: Katy Phinney</p>	Reviews			
	Formative			Summative
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<p>Strategy 6: Implement engagement opportunities for Pre-K families including two required parent conferences, connecting families to CLI Engage CIRCLE activities directly aligned to meet individual student needs and providing the RISD take-home backpack program.</p> <p>Strategy's Expected Result/Impact: Creates a foundation for parent involvement at the campus, builds a strong relationship of support between the parents and the teacher, and students further develop necessary skills for kindergarten readiness.</p> <p>Staff Responsible for Monitoring: Katy Phinney</p>	Reviews			
	Formative			Summative
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Goal 3: We will recruit, retain, and reward quality personnel.

Performance Objective 1: Employ recruiting and hiring practices that ensure the hiring of diverse staff that reflect the RISD student population
Strategic Action Plans: P3.1-P3.9

Evaluation Data Sources: Increase in diverse demographic representation in RISD hiring from 43% to 50%

<p>Strategy 1: Implement Year 3 of Salary Study Recommendations to support RISD becoming an "employer of choice"</p> <p>Strategy's Expected Result/Impact: Decrease in turnover; Increase in Retention rates; Increase in years of teaching experience; Increase in diversity of staff hired</p> <p>Staff Responsible for Monitoring: Deputy Superintendent</p> <p>Assistant Superintendent Human Resources</p> <p>Superintendent's Advisory Council</p> <p>Funding Sources: - 199 - General Fund</p>	Reviews			
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<p>Strategy 2: Enrich RISD Recruiting Program to continue to increase diversity and depth of RISD applicants.</p> <p>Strategy's Expected Result/Impact: Completed Action Plan</p> <p>Increase in number of applicants</p> <p>Increase in experience of applicants hired</p> <p>Reduced turnover by 3%</p> <p>Staff Responsible for Monitoring: Deputy Superintendent</p> <p>Assistant Superintendent of Human Resources</p>	Reviews			
	Formative			Summative
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<p>Strategy 3: Expand the Early Teaching Internship Program (Grow your Own model) and expand university partnerships</p> <p>Strategy's Expected Result/Impact: # of students in Teaching Internship Program</p> <p># of students returning to RISD to teach after college</p> <p># of students enrolling in educator preparation as college freshmen and partner universities</p> <p>Staff Responsible for Monitoring: Assistant Superintendent of Human Resources</p> <p>Executive Director of Recruiting, Mentoring, Development and Retention</p>	Reviews			
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Strategy 4: Analyze and utilize marketing strategy to attract, recruit and hire diverse highly-qualified teaching and support staff Strategy's Expected Result/Impact: Increased diversity in new hires (7%) Staff Responsible for Monitoring: Deputy Superintendent Assistant Superintendent of Human Resources Executive Director of Recruiting, Mentoring, Development and Retention Chief of Strategy and Engagement	Reviews			
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Strategy 5: Increase number of teachers credentialed by DCCCD to increase number of dual-credit offerings Strategy's Expected Result/Impact: Increase number of credentialed teachers from ____ to ____. Staff Responsible for Monitoring: Assistant Superintendent of Human Resources	Reviews			
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 No Progress  Accomplished  Continue/Modify  Discontinue				

Goal 3: We will recruit, retain, and reward quality personnel.

Performance Objective 2: Seek employee input and feedback from RISD staff to inform decision making


Strategic Action Plans: P4.1-P4.7


Evaluation Data Sources: Increase in positive response rate of staff in focus group response and/or staff survey responses from 77% to 90% (Overall, the district is heading in the right direction)

Increase teacher response rate from 69% to 85%

<p>Strategy 1: Conduct Stay Interviews at all Campuses and Departments across RISD.</p> <p>Strategy's Expected Result/Impact: Stay Interview Patterns & Trends</p> <p>Identified recommendations for improvement and action steps identified</p> <p>Climate and Culture Survey Response Increase from ___ to ___% positive response.</p> <p>Staff Responsible for Monitoring: Assistant Superintendent of Human Resources</p>	Reviews			
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<p>Strategy 2: Activate strategic plan action team to address teacher retention and make recommendations for continuous improvement.</p> <p>Strategy's Expected Result/Impact: Action Team Recommendations</p> <p>Staff Responsible for Monitoring: Assistant Superintendent of Human Resources</p>	Reviews			
	Formative			Summative
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<p>Strategy 3: Implement Ticket System across RISD Central Systems of Support and evaluate system for completion time and quality of service response.</p> <p>Strategy's Expected Result/Impact: None</p> <p>Staff Responsible for Monitoring: Deputy Superintendent</p> <p>Assistant Superintendent of Operations</p> <p>All Department Leads</p>	Reviews			
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<p>Strategy 4: Continue to seek employee input via Staff Climate Survey and maintain greater than or equal to 85% participation rate</p> <p>Strategy's Expected Result/Impact: Staff Climate Survey Results</p> <p>Greater than or equal to 85% Participation Rate</p> <p>Staff Responsible for Monitoring: Deputy Superintendent</p> <p>Assistant Superintendent Human Resources</p> <p>Executive Director Accountability & Continuous Improvement</p> <p>Funding Sources: - 199 - General Fund</p>	Reviews			
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 No Progress

 Accomplished





 Continue/Modify

 Discontinue

Goal 3: We will recruit, retain, and reward quality personnel.

Performance Objective 3: Create a system of support for Auxiliary Staff.

Evaluation Data Sources: Decrease turnover for auxiliary staff by 5%.

<p>Strategy 1: Create and hire position to support Auxiliary staff. (Auxiliary Outreach-Relationship Expert) Strategy's Expected Result/Impact: Training Program Defined and Branded</p> <p># of Auxiliary Staff Training Staff Responsible for Monitoring: Assistant Superintendent of Human Resource and Operations</p> <p>Executive Director of Support Services</p>	<table border="1"> <thead> <tr> <th colspan="4">Reviews</th> </tr> <tr> <th colspan="3">Formative</th> <th>Summative</th> </tr> <tr> <th>Nov</th> <th>Jan</th> <th>Mar</th> <th>June</th> </tr> </thead> <tbody> <tr> <td></td> <td></td> <td></td> <td></td> </tr> </tbody> </table>	Reviews				Formative			Summative	Nov	Jan	Mar	June				
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<p>Strategy 2: Implement Auxiliary Training Program to include transportation, custodial and child nutrition Strategy's Expected Result/Impact: Turnover Decrease</p> <p>Employee Satisfaction Response Staff Responsible for Monitoring: Assistant Superintendent of Human Resources and Operations</p> <p>Executive Director of Support Services</p> <p>Program Specialist Auxiliary Outreach and Training</p>	<table border="1"> <thead> <tr> <th colspan="4">Reviews</th> </tr> <tr> <th colspan="3">Formative</th> <th>Summative</th> </tr> <tr> <th>Nov</th> <th>Jan</th> <th>Mar</th> <th>June</th> </tr> </thead> <tbody> <tr> <td></td> <td></td> <td></td> <td></td> </tr> </tbody> </table>	Reviews				Formative			Summative	Nov	Jan	Mar	June				
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Nov	Jan	Mar	June														
<p>Strategy 3: Design Bloom Conference for Auxiliary Staff Strategy's Expected Result/Impact: Participant Survey Response above 90% Satisfaction Staff Responsible for Monitoring: Deputy Superintendent</p> <p>Assistant Superintendent of HR and Operations Executive Director of Professional Learning Executive Director of Support Services</p>	<table border="1"> <thead> <tr> <th colspan="4">Reviews</th> </tr> <tr> <th colspan="3">Formative</th> <th>Summative</th> </tr> <tr> <th>Nov</th> <th>Jan</th> <th>Mar</th> <th>June</th> </tr> </thead> <tbody> <tr> <td></td> <td></td> <td></td> <td></td> </tr> </tbody> </table>	Reviews				Formative			Summative	Nov	Jan	Mar	June				
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<p>Strategy 4: Resource and implement Auxiliary Staff as a Campus or District System of Support (monitor, drivers when available will support campus and district needs) Strategy's Expected Result/Impact: Campus Satisfaction</p> <p>Employee Satisfaction Survey Staff Responsible for Monitoring: Assistant Superintendent of Operations and Human Resources</p> <p>Executive Director of Support Services</p>	<table border="1"> <thead> <tr> <th colspan="4">Reviews</th> </tr> <tr> <th colspan="3">Formative</th> <th>Summative</th> </tr> <tr> <th>Nov</th> <th>Jan</th> <th>Mar</th> <th>June</th> </tr> </thead> <tbody> <tr> <td></td> <td></td> <td></td> <td></td> </tr> </tbody> </table>	Reviews				Formative			Summative	Nov	Jan	Mar	June				
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Goal 3: We will recruit, retain, and reward quality personnel.





Performance Objective 4: Provide necessary professional development to successfully implement meet the Vision, Mission, Goals and Objectives of the district

Strategic Action Plans: P1.1-P1.4

Evaluation Data Sources: Increase in positive response rate by staff on professional development session evaluation responses (True North Logic Evaluation) from 95 % to 100% and Increase positive response rate by staff on professional developed offered at campus from 72% to 85%

<p>Strategy 1: Continue to provide professional development in all curricular areas to enhance instructional strategies with a focus on supporting TRS, PLC and Lead4Ward</p> <p>Strategy's Expected Result/Impact: Number of Sessions & Participants feedback</p> <p>Performance Growth Goals</p> <p>Staff Responsible for Monitoring: Deputy Superintendent</p> <p>Teaching and Learning</p> <p>Executive Director of Professional Learning</p>	Reviews			
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<p>Strategy 2: Continue to provide professional development for instructional staff to support students with disabilities</p> <p>Strategy's Expected Result/Impact: Number of Sessions & Participants</p> <p>Performance Growth Goals</p> <p>Staff Responsible for Monitoring: Executive Director Special Student Services</p> <p>Executive Director of Professional Development</p> <p>Funding Sources: - 199 - General Fund</p>	Reviews			
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<p>Strategy 3: Ensure all G/T teachers complete required G/T training</p> <p>Strategy's Expected Result/Impact: G/T Training Documentation</p> <p>Staff Responsible for Monitoring: Executive Director College & Career Readiness</p> <p>Executive Director of Professional Development</p> <p>Director Advanced Academic Studies</p>	Reviews			
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<p>Strategy 4: Continue to provide professional development to support the following district focus areas:</p> <p>a. TRS b. Professional Learning Communities (4 Questions) c. Lead4Ward Strategies for planning instruction and data analysis d. Technology Integration e. PBIS/Equity</p> <p>Strategy's Expected Result/Impact: Number of Sessions & Participants</p> <p>Walkthrough data analysis</p> <p>Performance Growth Goals</p> <p>Staff Responsible for Monitoring: Deputy Superintendent</p> <p>Executive Director of Professional Development</p> <p>Teaching and Learning</p> <p>Campus Administrators</p> <p>Executive Director of Instructional Technology</p> <p>Funding Sources: - 199 - General Fund, - 211 - Title I, Part A</p>	Reviews			
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<p>Strategy 5: Assess effectiveness of individual professional development sessions to ensure that sessions meet the needs of at least 90% of participants</p> <p>Strategy's Expected Result/Impact: Professional Development Evaluation</p> <p>Increase teacher positive response on professional development survey and on district climate survey</p> <p>Staff Responsible for Monitoring: Executive Director of Professional Development</p> <p>Funding Sources: - 199 - General Fund</p>	Reviews			
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<p>Strategy 6: Implement PLC Bootcamp annually to ensure PLC leads have the training and support necessary to lead effective PLCs</p> <p>Strategy's Expected Result/Impact: # of teachers attending PLC Bootcamp</p> <p>% increase of PLCs meeting the proficient or higher self-evaluation for Quality PLC</p> <p>Staff Responsible for Monitoring: Deputy Superintendent</p> <p>Executive Director of Professional Learning</p>	Reviews			
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Strategy 7: Provide an on-going system of support for new teachers (Tips in Two, choice after school sessions, schoology course) Strategy's Expected Result/Impact: % increase in retention of new teachers in RISD Staff Responsible for Monitoring: Deputy Superintendent Executive Director of Professional Learning Executive Director of Recruitment and Retention	Reviews			
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Strategy 8: Provide annual professional development to all substitutes to include safety and security, classroom management and other areas of identified need Strategy's Expected Result/Impact: 100% of subs identify professional learning supported them in increase performance as a substitute Staff Responsible for Monitoring: Deputy Superintendent Assistant Superintendent of HR Executive Director of Professional Learning Executive Director of Auxiliary Services	Reviews			
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 No Progress  Accomplished  Continue/Modify  Discontinue				





Goal 3: We will recruit, retain, and reward quality personnel.

Performance Objective 5: Strengthen the leadership capacity of central and campus administrators.

Evaluation Data Sources: Increase in positive response rate on staff surveys regarding campus leadership from 81% to 90%. ("Overall, the campus is headed in the right direction.")

<p>Strategy 1: Continue to strengthen REV meetings to strengthen instructional capacity of campus/central administrators in the areas of:</p> <p>a. PLC (4 Questions) b. Lead4Ward Strategies c. TRS</p> <p>Strategy's Expected Result/Impact: Principal Feedback</p> <p>Meeting Agendas</p> <p>Performance Growth Goals</p> <p>Increase positive response on climate survey</p> <p>Staff Responsible for Monitoring: Superintendent</p> <p>Deputy Superintendent</p>	Reviews			
	Formative			Summative
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<p>Strategy 2: Implement just-in time, job embedded professional development to support campus leadership:</p> <p>a. School safety b. Campus discipline & Drop-Out Rates c. ALL District operations</p> <p>Strategy's Expected Result/Impact: Principal Feedback</p> <p>Increased positive response on climate survey by principals (feeling supported by supervisor; I have the necessary materials/supports to successfully do my job)</p> <p>Staff Responsible for Monitoring: Deputy Superintendent</p> <p>Assistant Superintendents of Teaching and Learning, Administrative Services, Secondary, Operations, Finance and Communications</p> <p>Executive Director of Professional Development</p>	Reviews			
	Formative			Summative
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<p>Strategy 3: Create choice professional development options for principals to address TPESS goals</p> <p>Strategy's Expected Result/Impact: TPESS Goals Attained</p> <p>Principal Feedback</p> <p>Increased positive response on climate survey by principals (feeling supported by supervisor; have the necessary materials/supports to successfully do my job)</p> <p>Staff Responsible for Monitoring: Deputy Superintendent</p> <p>Executive Director of Professional Development</p>	Reviews			
	Formative			Summative
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<p>Strategy 4: Central administrators will visit campuses weekly and provide quality, timely feedback to campus administrator</p> <p>Strategy's Expected Result/Impact: Campus Visit Logs</p> <p>Increased positive response on climate survey by staff (feeling supported by supervisor)</p> <p>Staff Responsible for Monitoring: Superintendent</p> <p>Deputy Superintendent</p> <p>Assistant Superintendents and Chief Officers</p>	Reviews			
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<p>Strategy 5: Continue to support the TTESS implementation through professional development and support resources to teachers and administrators</p> <p>Strategy's Expected Result/Impact: Walkthrough data analysis</p> <p>Staff Survey/Formative Feedback</p> <p>TTESS Final Evaluations</p> <p>Goal Attainment</p> <p>Increase teacher feedback on Climate Survey to positive response of 90%</p> <p>Staff Responsible for Monitoring: Assistant Superintendents of Elementary, Secondary and Human Resource</p> <p>Executive Directors Human Resources, Elementary, Secondary and Professional Development</p>	Reviews			
	Formative			Summative
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Strategy 6: Continue to support the development of Effective Leadership through TPESS Strategy's Expected Result/Impact: TPESS Final Evaluations Goal Attainment Increase positive principal feedback on Climate Survey to 90% (supervisor provides meaningful feedback) Staff Responsible for Monitoring: Assistant Superintendents of Elementary, Secondary and Human Resource Executive Directors of Human Resources, Elementary, Secondary and Professional Development	Reviews			
	Formative			Summative
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Strategy 7: Utilize STAY interview results and surveys to drive decision making and professional development planning Strategy's Expected Result/Impact: Performance Growth Goals 7% reduction in teacher turnover Increased positive response on climate survey (staff) Staff Responsible for Monitoring: Superintendent Deputy Superintendent	Reviews			
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Goal 3: We will recruit, retain, and reward quality personnel.



Performance Objective 6: Title IX








Goal 4: We will ensure that ALL families, businesses, and community partners are fully engaged in the mission of our district.

Performance Objective 1: Increase links between home and school by providing systemic opportunities for parent engagement
Strategic Plan Action Plans: C2.1-C2.3

Evaluation Data Sources: Increase in positive response rate by parent/community in focus groups meetings and/or survey results at or above 85%

<p>Strategy 1: Promote positive parent relations and maintain parent engagement at or greater than 85%</p> <p>Strategy's Expected Result/Impact: Parent Survey Results Greater than or equal to 85% Responses (Strongly Agree/Agree)</p> <p>Staff Responsible for Monitoring: Superintendent's Advisory Council</p> <p>Campus Administrators</p> <p>Funding Sources: - 199 - General Fund</p>	Reviews			
	Formative			Summative
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<p>Strategy 2: Continue partnership with Council of PTAs to support parent engagement through the PTA membership drive</p> <p>Strategy's Expected Result/Impact: End of Year Membership Report (Goal 25000 members)</p> <p>Staff Responsible for Monitoring: Deputy Superintendent</p> <p>Chief, Strategy & Engagement</p> <p>Funding Sources: - 199 - General Fund</p>	Reviews			
	Formative			Summative
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<p>Strategy 3: Enrich the district-wide translator/interpreter program to provide support to non-English speaking parents.</p> <p>Establish Spanish as a written translation to be included on all all district-produced take-home information materials.</p> <p>Embed translation feature throughout RISD web presence.</p> <p>Strategy's Expected Result/Impact: Expanded parent engagement and involvement</p> <p>Staff Responsible for Monitoring: Chief, Strategy & Engagement</p> <p>Equity Plan</p> <p>Funding Sources: - 199 - General Fund</p>	Reviews			
	Formative			Summative
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Strategy 4: Increase business and community partners to support learning objectives including Richardson Mayor's Fellow Internship Program Strategy's Expected Result/Impact: # of partners for RealSpace and Mayor's Program Staff Responsible for Monitoring: Superintendent Deputy Superintendent Assistant Superintendent of Secondary Executive Director of CTE Chief Strategy & Engagement	Reviews			
	Formative			Summative
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Strategy 5: Provide parent information in the area of social/emotional learning through a public facing website Strategy's Expected Result/Impact: Parent Feedback Increase positive response on climate survey % of parents attending at least one parent workshop Staff Responsible for Monitoring: Chief Executive Director of Student Services PTA Chief, Strategy Engagement	Reviews			
	Formative			Summative
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Strategy 6: Develop and implement an awareness and engagement campaign to support Future Ready: STEM for ALL Host STEM Family Nights RAMS 101 Strategy's Expected Result/Impact: Students and families have positive perception of STEM Students and families have greater understanding of college and career options Staff Responsible for Monitoring: Deputy Superintendent Chief, Strategy & Engagement Executive Director of STEM and Innovation K-12 Executive Director (BSLC)	Reviews			
	Formative			Summative
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Strategy 7: Design and implement Parent University with monthly learning opportunities for parents and community. Strategy's Expected Result/Impact: Increase parent engagement and support. Staff Responsible for Monitoring: Chief, Strategy & Engagement Director, Family and Parent Engagement Equity Plan	Reviews			
	Formative			Summative
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 No Progress	 Accomplished	 Continue/Modify	 Discontinue	





Goal 4: We will ensure that ALL families, businesses, and community partners are fully engaged in the mission of our district.

Performance Objective 2: Enhance communication processes to provide stakeholders with timely, effective and reliable communication via a dynamic communication system

Evaluation Data Sources: Increase of positive response rate from internal and external stakeholders in focus group and/or survey responses at or above 85%

<p>Strategy 1: Develop a district and campus School Performance Framework (SPF) to report and showcase district and campus performance beyond accountability information</p> <p>Strategy's Expected Result/Impact: Completion of SPF</p> <p>% parent positive response on climate survey</p> <p>Staff Responsible for Monitoring: Superintendent</p> <p>Deputy Superintendent</p>	Reviews			
	Formative			Summative
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<p>Strategy 2: Bolder approach within campus communication outreach to parents and community</p> <p>a. Continue training opportunities provided by Strategy & Engagement Department</p> <p>b. Develop campus website recognition program based upon competitive promotion among schools of strategic district initiatives</p> <p>c. Complete migration to new Intranet site</p> <p>Strategy's Expected Result/Impact: Improved news/event promotion for campuses with their families and communities. This will refresh communication outreach to these target audiences, complimenting the newly redesigned campus websites</p> <p>Staff Responsible for Monitoring: Chief, Strategy & Engagement</p> <p>Funding Sources: - 199 - General Fund</p>	Reviews			
	Formative			Summative
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<p>Strategy 3: Continue redesign www.risd.org to incorporate responsive design, improved navigation, modern look, content update, district branding</p> <p>Strategy's Expected Result/Impact: Redesigned website in key facets, including: visual appeal, updated content, improved navigation, expanded information sharing</p> <p>Customized accessibility across a platform of devices, including a mobile presence which has increased almost 300 percent since last redesign</p> <p>Filtered content and dynamic content will increase push-out capabilities of message delivery</p> <p>Increased Parent/community positive result for communications on climate survey</p> <p>Staff Responsible for Monitoring: Chief, Strategy & Engagement</p>	Reviews			
	Formative			Summative
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<p>Strategy 4: Create two new video series, including a superintendent spotlight, to visually showcase district offerings</p> <p>Strategy's Expected Result/Impact: Increased traffic to internal social media outlets, which expands district's ability to utilize public in pushing out messaging</p> <p>Increased number of RISD YouTube channel subscribers</p> <p>Increased positive response rate by parents/community on climate survey for communications</p> <p>Staff Responsible for Monitoring: Chief, Strategy & Engagement</p>	Reviews			
	Formative			Summative
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<p>Strategy 5: Engage community to answer questions regarding RISD and provide accurate information on timely/relevant topics</p> <p>Strategy's Expected Result/Impact: Increased effectiveness with Inside RISD participation</p> <p>Continued facilitation of Let's Talk web response tool</p> <p>Timely updates to frequently asked questions and better utilization of timely issues</p> <p>Increased positive response rate by parents/community on climate survey for communications</p> <p>Staff Responsible for Monitoring: Chief, Strategy & Engagement</p> <p>Funding Sources: - 199 - General Fund</p>	Reviews			
	Formative			Summative
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<p>Strategy 6: Enhance positive and proactive communication with English and Spanish media outlets</p> <p>Strategy's Expected Result/Impact: Media Highlights for 2018-19</p> <p>Staff Responsible for Monitoring: Chief, Strategy and Engagement Exec. Dir., Communications</p> <p>Funding Sources: - 199 - General Fund</p>	Reviews			
	Formative			Summative
	Nov	Jan	Mar	June
<p>Strategy 7: Develop and launch redesigned Parent Corner on RISD website to support increased parent communication and engagement</p> <p>Strategy's Expected Result/Impact: # of hits Parent Corner</p> <p>Parent Feedback on Climate Survey</p> <p>Parent Focus Group Feedback</p> <p>Staff Responsible for Monitoring: Chief, Strategy & Engagement Family and Parent Engagement Director</p>	Reviews			
	Formative			Summative
	Nov	Jan	Mar	June

Strategy 8: Create comprehensive College and Career Readiness student and parent information program K-12 Strategy's Expected Result/Impact: Live new CCR website # of hits on new website Parent Focus Group Feedback Staff Responsible for Monitoring: Assistant Superintendent of Teaching and Learning Executive Director of CCR Director of Guidance and Counseling Chief, Strategy & Engagement	Reviews			
	Formative			Summative
	Nov	Jan	Mar	June
Strategy 9: Introduce web presence for Dallas County Promise post-secondary academic partnership to support CCR communications with parents and community Strategy's Expected Result/Impact: Link to Dallas County Promise website from CCR department site Produce video to use for program promotion Expanded parent communication outreach Staff Responsible for Monitoring: Executive Director of CCR Chief Strategy & Engagement	Reviews			
	Formative			Summative
	Nov	Jan	Mar	June
 No Progress  Accomplished  Continue/Modify  Discontinue				

Goal 4: We will ensure that ALL families, businesses, and community partners are fully engaged in the mission of our district.

Performance Objective 3: Continue community involvement in the district strategic planning process.

Evaluation Data Sources: Completed 3-5 year Long-Range Strategic Plan representative of staff, students, parents and community.

<p>Strategy 1: Communicate strategic planning process and outcomes dynamically throughout the process using a variety of mediums</p> <p>Strategy's Expected Result/Impact: Strategic Planning Website traffic data, including number of visits, number of unique visits</p> <p>Number of pushes to community via social media, electronic newsletters</p> <p>Update parent community through school take-home materials</p> <p>Update business community through material shared at civic meetings and partnering with their distribution resources</p> <p>Staff Responsible for Monitoring: Deputy Superintendent</p> <p>Chief Strategy and Engagement</p>	Reviews			
	Formative			Summative
	Nov	Jan	Mar	June
<p>Strategy 2: Quarterly reports and district updates to Strategic Plan Design Team and Action Teams</p> <p>Strategy's Expected Result/Impact: Distribution lists for emails, newsletters, social media pushes to members of each group</p> <p>Staff Responsible for Monitoring: Deputy Superintendent</p> <p>Chief Strategy & Engagement</p>	Reviews			
	Formative			Summative
	Nov	Jan	Mar	June
<p>Strategy 3: Annually report progress towards strategic plan strategies and objectives.</p> <p>Strategy's Expected Result/Impact: Annual Report</p> <p>Staff Responsible for Monitoring: Deputy Superintendent</p> <p>Chief Strategy & Engagement</p>	Reviews			
	Formative			Summative
	Nov	Jan	Mar	June
<p>Strategy 4: Expand the Partners for All program to double the number of identified district business partners that have identified meaningful engagement activities with the district.</p> <p>Strategy's Expected Result/Impact: None</p> <p>Staff Responsible for Monitoring: Chief of Strategy and Engagement Community Engagement Coordinator Exec. Dir. of CTE</p>	Reviews			
	Formative			Summative
	Nov	Jan	Mar	June
<p>Strategy 5: Expand Faith Based Partners Program to provide equitable and neighborhood support to all campuses.</p> <p>Strategy's Expected Result/Impact: Increase in number of active Faith Based partners supporting campuses in meaningful engagement activities.</p> <p>Staff Responsible for Monitoring: Chief Strategy and Engagement</p>	Reviews			
	Formative			Summative
	Nov	Jan	Mar	June

0% No Progress

100% Accomplished





→ Continue/Modify

✗ Discontinue

Goal 4: We will ensure that ALL families, businesses, and community partners are fully engaged in the mission of our district.

Performance Objective 4: Expand volunteer opportunities for existing partners and create opportunities for community groups and corporations
Strategic Plan Action Plan: C2.1

Evaluation Data Sources: Catalog of volunteer hours, names, hours, organizations, locations. Data collected this year is baseline.





Strategy 1: Develop database of volunteer groups to explore volunteer opportunities Strategy's Expected Result/Impact: Catalog of of volunteers by interest can be used to match individuals with listing of volunteer opportunities; relaunch Voly software system to generate renewed interest and commitment as district database tracking tool. Staff Responsible for Monitoring: Chief Strategy & Engagement	Reviews			
	Formative			Summative
	Nov	Jan	Mar	June
Strategy 2: Develop and implement virtual volunteer program to support our Return to School Blueprint and COVID-19 response. Strategy's Expected Result/Impact: Develop a database of virtual volunteers by interest, location and number of hours worked Staff Responsible for Monitoring: Chief Strategy & Engagement	Reviews			
	Formative			Summative
	Nov	Jan	Mar	June
Strategy 3: Coordinate and communicate volunteer opportunities (campus-based, district-based, education foundation-based) Strategy's Expected Result/Impact: Bolster involvement by community. Attract more involvement from PTA and companies seeking ways to designate their volunteer initiatives. Increased engagement activities with business community. Staff Responsible for Monitoring: Chief Strategy & Engagement	Reviews			
	Formative			Summative
	Nov	Jan	Mar	June
 No Progress  Accomplished  Continue/Modify  Discontinue				

Goal 4: We will ensure that ALL families, businesses, and community partners are fully engaged in the mission of our district.

Performance Objective 5: Evaluate and develop tools to advertise and market RISD brand

Strategic Action Plans: C3.1-3.4





Evaluation Data Sources: Enlarge centrally delivered RISD presence throughout all four learning communities. New app and marketing materials will serve as baseline data collected this year.

Strategy 1: Saturate market with messaging via RISD magazine, mailers, student recognition signs Strategy's Expected Result/Impact: Awareness of RISD delivered to homes of each household in RISD Staff Responsible for Monitoring: Chief Strategy and Engagement	Reviews			
	Formative			Summative
	Nov	Jan	Mar	June
Strategy 2: Build the RISD brand with strategic intent to promote district Strategy's Expected Result/Impact: Developed marketing strategies, branding guidelines and branding campaigns visible at each campus and through district communication initiatives Staff Responsible for Monitoring: Chief Strategy & Engagement	Reviews			
	Formative			Summative
	Nov	Jan	Mar	June
Strategy 3: Implement RISD app, social media manager for consistent delivery to fast-growing generation of parents engaged electronically. Strategy's Expected Result/Impact: Consistencies within delivery methods and design ensure consistent message is delivered across all platforms. Additional options of message receipt are introduced to reach more people in areas of preference. Staff Responsible for Monitoring: Chief Strategy & Engagement	Reviews			
	Formative			Summative
	Nov	Jan	Mar	June
Strategy 4: Develop district website redesign and launch Strategy's Expected Result/Impact: New website designed and rolled out in Fall 2020 Staff Responsible for Monitoring: Chief Strategy and Engagement District Webmaster Title I Schoolwide Elements: 3.1	Reviews			
	Formative			Summative
	Nov	Jan	Mar	June
Strategy 5: Evaluate and expand on current parent communication outreach efforts, including research and developing expanded translation services and support of district communications. Strategy's Expected Result/Impact: None Staff Responsible for Monitoring: Chief of Strategy and Engagement Exec. Dir. Communications	Reviews			
	Formative			Summative
	Nov	Jan	Mar	June
 No Progress  Accomplished  Continue/Modify  Discontinue				

Goal 5: We will actively pursue creative funding sources and responsibly manage current resources to support our mission.

Performance Objective 1: Operate in a fiscally responsible, effective, and efficient manner in all financial matters to ensure adequate resources to support continuous improvement in student achievement

Evaluation Data Sources: Maintain district FIRST rating; maintain district bond rating








Strategy 1: Benchmark cost per pupil by function with select districts to compare efficiency of current allocation of resources (staffing ratios) Strategy's Expected Result/Impact: Analysis of Benchmark Data Staff Responsible for Monitoring: Chief Financial Officer Funding Sources: - 199 - General Fund	Reviews			
	Formative			Summative
	Nov	Jan	Mar	June
Strategy 2: Maintain Multi-Year Financial Plan to project future needs Strategy's Expected Result/Impact: Maintenance of Multi-Year Financial Plan Staff Responsible for Monitoring: Chief Financial Officer Funding Sources: - 199 - General Fund	Reviews			
	Formative			Summative
	Nov	Jan	Mar	June
Strategy 3: Seek stakeholder input regarding budget recommendations at least once per year Strategy's Expected Result/Impact: Budget Review Team (BRT) Meeting & Recommendations Staff Responsible for Monitoring: Chief Financial Officer Funding Sources: - 199 - General Fund	Reviews			
	Formative			Summative
	Nov	Jan	Mar	June
Strategy 4: Communicate the 2021-22 budget planning timeline Strategy's Expected Result/Impact: Timeline, communications Staff Responsible for Monitoring: Chief Financial Officer Funding Sources: - 199 - General Fund	Reviews			
	Formative			Summative
	Nov	Jan	Mar	June
Strategy 5: Recommend district operating budget for approval in June Strategy's Expected Result/Impact: Approval of Budget Staff Responsible for Monitoring: Chief Financial Officer Funding Sources: - 199 - General Fund	Reviews			
	Formative			Summative
	Nov	Jan	Mar	June
Strategy 6: Manage Bond 2016 expenditures & Create and communicate calendar for bond expenditures Strategy's Expected Result/Impact: Completion of Scheduled Bond Projects Staff Responsible for Monitoring: Chief Financial Officer Funding Sources: - 199 - General Fund	Reviews			
	Formative			Summative
	Nov	Jan	Mar	June
 No Progress  Accomplished  Continue/Modify  Discontinue				

Goal 5: We will actively pursue creative funding sources and responsibly manage current resources to support our mission.

Performance Objective 2: Actively seek alternative revenue sources to meet the needs of RISD services

Strategic Action Plans: F1.1-F1.5& F2.1-F2.4 & F3.1-F 3.2



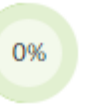


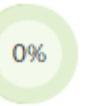


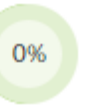


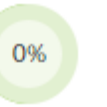
Evaluation Data Sources: Revenue generated from federal, state and competitive grant programs

Strategy 1: Identify grant search engines and other sources for grant identification Strategy's Expected Result/Impact: # of grant matches identified for RISD (Baseline) Staff Responsible for Monitoring: Deputy Superintendent Executive Director of Federal Programs and grants	Reviews			
	Formative			Summative
	Nov	Jan	Mar	June
Strategy 2: Apply for all federal, state, local and competitive grants that meet the unique needs of RISD and help contribute to RISD Mission Vision Strategy's Expected Result/Impact: # of grants applied (Baseline) # of grants received (Baseline) Impact of grants (as measured by grant agreements) Staff Responsible for Monitoring: Deputy Superintendent Executive Director of Federal Programs and grants	Reviews			
	Formative			Summative
	Nov	Jan	Mar	June
Strategy 3: Maximize CARES ACT funding at local, state and federal level. Strategy's Expected Result/Impact: Total dollars reimbursed to RISD Staff Responsible for Monitoring: Chief Financial Officer	Reviews			
	Formative			Summative
	Nov 	Jan 	Mar 	June
 No Progress  Accomplished  Continue/Modify  Discontinue				

Goal 5: We will actively pursue creative funding sources and responsibly manage current resources to support our mission.

Performance Objective 3: Develop and pass Bond 2021.

Evaluation Data Sources: Election Results

<p>Strategy 1: Create the Citizens Bond Planning Committee Strategy's Expected Result/Impact: Committee Formed Committee Calendar Committee Recommends Bond 2021 Package for Board of Trustee's Consideration Staff Responsible for Monitoring: Chief Financial Officer Assistant Superintendent of Operations Deputy Superintendent Superintendent</p>	Reviews			
	Formative			Summative
	Nov 	Jan 	Mar 	June
<p>Strategy 2: Conduct departmental bond needs assessment for Bond 2021 recommendations to the Bond Planning Committee. Strategy's Expected Result/Impact: Bond 2021 Recommendation Staff Responsible for Monitoring: Chief Financial Officer Assistant Superintendent of Operations Deputy Superintendent Superintendent</p>	Reviews			
	Formative			Summative
	Nov 	Jan 	Mar 	June
<p>Strategy 3: Determine Bond 2021 Capacity Strategy's Expected Result/Impact: Identified Bond Capacity Staff Responsible for Monitoring: Chief Financial Officer</p>	Reviews			
	Formative			Summative
	Nov 	Jan 	Mar 	June
<p>Strategy 4: Utilize facility audit, security audit, capacity study, strategic plan, Board Goals, demographer's report and other needs assessment to identify Bond 2021 priorities. Strategy's Expected Result/Impact: Final Bond Package recommended to Board of Trustees Staff Responsible for Monitoring: Chief Financial Officer Assistant Superintendent of Operations Deputy Superintendent Superintendent</p>	Reviews			
	Formative			Summative
	Nov 	Jan 	Mar 	June

Strategy 5: Conduct a community survey to gather feedback regarding Bond 2021 proposed projects and authorization amount. Strategy's Expected Result/Impact: Survey Results Staff Responsible for Monitoring: Chief Financial Officer Chief of Strategy and Engagement Assistant Superintendent of Operations	Reviews			
	Formative			Summative
	Nov 	Jan 	Mar 	June
Strategy 6: Board of Trustees calls for May 2021 Bond Election Strategy's Expected Result/Impact: Called Bond 2021 by February 2021 Staff Responsible for Monitoring: Chief Financial Officer Assistant Superintendent of Operations Deputy Superintendent Superintendent	Reviews			
	Formative			Summative
	Nov 	Jan 	Mar 	June
Strategy 7: Prepare and Disseminate Bond 2021 Informational Materials to ALL stakeholders. Strategy's Expected Result/Impact: Community and Campus Information Schedule Bond Election Results Staff Responsible for Monitoring: Chief Financial Officer Assistant Superintendent of Operations Chief of Strategy and Engagement Deputy Superintendent Superintendent	Reviews			
	Formative			Summative
	Nov 	Jan 	Mar 	June
 No Progress  Accomplished  Continue/Modify  Discontinue				





Goal 6: We will ensure that our facilities and infrastructure adapt to support our mission.

Performance Objective 1: Provide a safe, comfortable, and well-maintained environment at all campuses

Strategic Action Plans: I3.1-I3.4

Evaluation Data Sources: Expect a positive response rate of 95% or higher from internal and external stakeholders in focus group and/or survey responses;








<p>Strategy 1: Monitor effectiveness of security systems and processes on all campuses on a continual basis throughout year (announced and unannounced walkthroughs/observations)</p> <p>Strategy's Expected Result/Impact: Completion of Yearly Review</p> <p>Staff Responsible for Monitoring: Assistant Superintendent of Operations</p> <p>Director of Safety and Security</p> <p>Campus Administrators</p> <p>Facilities Services</p> <p>Funding Sources: - 211 - Title I, Part A</p>	Reviews			
	Formative			Summative
	Nov	Jan	Mar	June
<p>Strategy 2: Perform safety audits include RPD on campuses on three-year-cycle (or as necessary based on changing circumstances); Develop, implement, and report recommendations for improvement based on audit results</p> <p>Strategy's Expected Result/Impact: Annual Audits & Recommendations</p> <p>Staff Responsible for Monitoring: Assistant Superintendent of Operations</p> <p>Director of Safety and Security</p> <p>Campus Administrators</p> <p>Elementary & Secondary Executive Directors</p> <p>Funding Sources: - 199 - General Fund</p>	Reviews			
	Formative			Summative
	Nov	Jan	Mar	June
<p>Strategy 3: Maintain a high level of facilities managements and consistency in facilities learning environment</p> <p>Strategy's Expected Result/Impact: Increase of positive response on staff and student climate survey regarding quality of learning environment</p> <p>Staff Responsible for Monitoring: Assistant Superintendent of Operations</p> <p>Executive Director of Facilities Management</p> <p>Funding Sources: - 199 - General Fund</p>	Reviews			
	Formative			Summative
	Nov	Jan	Mar	June

<p>Strategy 4: Maintain a high level of management and consistency in transportation</p> <p>Strategy's Expected Result/Impact: Increase positive result of climate survey for transportation (5%)</p> <p>Decrease # of open positions for drivers; Increase % of routes running on-time (Baseline year)</p> <p>Staff Responsible for Monitoring: Assistant Superintendent of Operations</p> <p>Director of Transportation</p>	Reviews			
	Formative			Summative
	Nov	Jan	Mar	June
<p>Strategy 5: Continue to reinforce "I Know What to Do Day" (LiveWiseLiveHealthy)</p> <p>Strategy's Expected Result/Impact: Feedback from staff, students and parents</p> <p>% positive increase on staff, student and parent survey (5%)</p> <p>Staff Responsible for Monitoring: Assistant Superintendent of Operations</p> <p>Assistant Superintendent of Administrative Services</p>	Reviews			
	Formative			Summative
	Nov	Jan	Mar	June
 No Progress  Accomplished  Continue/Modify  Discontinue				

Goal 6: We will ensure that our facilities and infrastructure adapt to support our mission.

Performance Objective 2: Ensure all business, human resources and student information systems meet the needs of students, staff and parents.





Evaluation Data Sources: Expect a 95% positive response on district climate survey

Strategy 1: Implement new system upgrades including design/configuration plan, communication plan and training plan Strategy's Expected Result/Impact: Project Plan roadmap completion reports Staff Responsible for Monitoring: Assistant Superintendents for Human Resources and Operations Chief Financial Officer	Reviews			
	Formative			Summative
	Nov	Jan	Mar	June
Strategy 2: Review existing policies based on best practices and industry standards resulting from Munis implementation. Strategy's Expected Result/Impact: Recommendations for system implementation Munis Project Plan Staff Responsible for Monitoring: Assistant Superintendents for Human Resources and Operations Chief Financial Officer	Reviews			
	Formative			Summative
	Nov	Jan	Mar	June
Strategy 3: Provide training and system of support for new system end users Strategy's Expected Result/Impact: Support Plan Training Documentation Training and Support Satisfaction Rates Staff Responsible for Monitoring: Assistant Superintendents for Human Resources and Operations Chief Financial Officer	Reviews			
	Formative			Summative
	Nov	Jan	Mar	June
Strategy 4: Complete configuration, testing and implementation of payroll Human Resources Munis implementation. Strategy's Expected Result/Impact: Payroll and HR system launch Staff Responsible for Monitoring: Chief Financial Officer Assistant Superintendent of HR	Reviews			
	Formative			Summative
	Nov 	Jan 	Mar 	June
 No Progress  Accomplished  Continue/Modify  Discontinue				

Goal 6: We will ensure that our facilities and infrastructure adapt to support our mission.

Performance Objective 3: Provide a secure and visible environment for data











Evaluation Data Sources: Expect a 95% or better positive response on Brightbytes survey (Belief-Advanced)

<p>Strategy 1: Update the district's data security posture to ensure all staff and student data remain private (Implement Contentkeeper)</p> <p>Strategy's Expected Result/Impact: reduce # of data breaches recorded through year (baseline year)</p> <p>Staff Responsible for Monitoring: Chief Technology Officer</p> <p>Executive Director of Network Services</p>	Reviews			
	Formative			Summative
	Nov	Jan	Mar	June
<p>Strategy 2: Regularly communicate to all stakeholders the security measures in place to ensure all staff and student data remain private</p> <p>Strategy's Expected Result/Impact: Communication Plan</p> <p># of hits on website; # of parents attending parent information/awareness events</p> <p>Staff Responsible for Monitoring: Chief Technology Officer</p> <p>Executive Director of Network Services</p>	Reviews			
	Formative			Summative
	Nov	Jan	Mar	June
 No Progress  Accomplished  Continue/Modify  Discontinue				

Goal 7: We will ensure the safety and wellness of students and staff while also achieving the mission of RISD for ALL to learn, grow and succeed during the time of the Coronavirus Pandemic.

Performance Objective 1: Develop and implement health guidelines and protocols and publish in The Blueprint.

Evaluation Data Sources: RISD COVID 19 Portal

Strategy 1: Develop and Implement Risk Mitigation Protocols Strategy's Expected Result/Impact: RISD Blueprint Staff Responsible for Monitoring: Director of Health Services Assistant Superintendent of Administrative Services	Reviews			
	Formative			Summative
	Nov	Jan	Mar	June
Strategy 2: Create, communicate and train staff on contact tracing protocol. Strategy's Expected Result/Impact: RISD Blueprint Staff Responsible for Monitoring: Director of Health Services Assistant Superintendent of Administrative Services	Reviews			
	Formative			Summative
	Nov	Jan	Mar	June
Strategy 3: Design and train staff on Health Screener and Tracking tool Strategy's Expected Result/Impact: RISD Blueprint Staff Responsible for Monitoring: Director of Health Services Assistant Superintendent of Administrative Services	Reviews			
	Formative			Summative
	Nov	Jan	Mar	June
Strategy 4: Mental Health Outreach for RISD Employees Strategy's Expected Result/Impact: Increase awareness of Mental Health Resources provided by outside agencies and Counseling Services Staff Responsible for Monitoring: Assistant Superintendent Administrative Services Chief Executive Director Student Services Director Counseling Services	Reviews			
	Formative			Summative
	Nov 	Jan 	Mar 	June
Strategy 5: Student and family outreach through home visits to ensure quality school connections are established and maintained Strategy's Expected Result/Impact: Increased or maintained attendance % for all campuses Staff Responsible for Monitoring: Assistant Superintendent Administrative Services Chief Executive Director Student Services	Reviews			
	Formative			Summative
	Nov 	Jan 	Mar 	June
 No Progress  Accomplished  Continue/Modify  Discontinue				

Goal 7: We will ensure the safety and wellness of students and staff while also achieving the mission of RISD for ALL to learn, grow and succeed during the time of the Coronavirus Pandemic.

Performance Objective 2: Develop systems of support for ALL staff to address needs due to COVID 19.

Evaluation Data Sources: Climate Survey and Program participation.

Strategy 1: Develop and implement a strategic recruiting and compensation plan for substitutes Strategy's Expected Result/Impact: RISD Staff Blueprint Staff Responsible for Monitoring: Executive Director for Human Resources Assistant Superintendent of Human Resources	Reviews			
	Formative			Summative
	Nov	Jan	Mar	June
Strategy 2: Create and Implement Covid-19 Sick Bank Strategy's Expected Result/Impact: RISD Staff Blueprint Staff Responsible for Monitoring: Executive Director for Human Resources Assistant Superintendent of Human Resources	Reviews			
	Formative			Summative
	Nov	Jan	Mar	June
Strategy 3: Create and communicate RISD Furlough Program Strategy's Expected Result/Impact: RISD Staff Blueprint Staff Responsible for Monitoring: Executive Director for Human Resources Assistant Superintendent of Human Resources	Reviews			
	Formative			Summative
	Nov	Jan	Mar	June
Strategy 4: Identify and implement employee expectations including social distancing, communication protocols, employee travel, etc. Strategy's Expected Result/Impact: RISD Staff Blueprint Staff Responsible for Monitoring: Executive Director for Human Resources Assistant Superintendent for Human Resources	Reviews			
	Formative			Summative
	Nov	Jan	Mar	June
Strategy 5: Develop and communicate employee assistance programs including FFCRA. Strategy's Expected Result/Impact: RISD Staff Blueprint Staff Responsible for Monitoring: Assistant Superintendent of Human Resources	Reviews			
	Formative			Summative
	Nov	Jan	Mar	June
Strategy 6: Ensure substitutes receive robust professional development for Face-to-Face and Virtual instruction. Strategy's Expected Result/Impact: 100% of substitutes receive training Staff Responsible for Monitoring: Executive Director for Human Resources Assistant Superintendent of Human Resources Chief Technology Officer	Reviews			
	Formative			Summative
	Nov	Jan	Mar	June

Strategy 7: Implement employee support program for employees who are required to quarantine (RISD provide classroom facilitator) Strategy's Expected Result/Impact: RISD Staff Blueprint Staff Responsible for Monitoring: Executive Director for Human Resources Assistant Superintendent of Human Resources Chief Financial Officer	Reviews			
	Formative			Summative
	Nov	Jan	Mar	June



No Progress



Accomplished



Continue/Modify



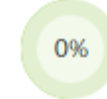


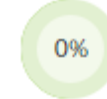






Discontinue

Goal 7: We will ensure the safety and wellness of students and staff while also achieving the mission of RISD for ALL to learn, grow and succeed during the time of the Coronavirus Pandemic.

Performance Objective 3: Design and Implement intervention and enrichment supports to address COVID 19 projected slide.

Evaluation Data Sources: Goal Progress Measures

<p>Strategy 1: Continue to provide enrichment opportunities to ALL RISD students regardless of model of instruction.</p> <p>Strategy's Expected Result/Impact: Advanced learning teachers will work in PLCs to support planning for enrichment with face to face and virtual teachers during effective Tier 1 instruction, and pull out opportunities.</p> <p>Staff Responsible for Monitoring: Assistant Superintendent Teaching and Learning Services Executive Director Advanced Learning Services</p>	Reviews			
	Formative			Summative
	Nov 	Jan 	Mar 	June
<p>Strategy 2: Implement RISE (Raising Individual Student Expectations) Saturday Experiences.</p> <p>Strategy's Expected Result/Impact: Reduce Tier 3 students from 20% to 10%</p> <p>Staff Responsible for Monitoring: Deputy Superintendent Chief Executive Director for Literacy and Intervention</p>	Reviews			
	Formative			Summative
	Nov 	Jan 	Mar 	June
 No Progress  Accomplished  Continue/Modify  Discontinue				

Goal 7: We will ensure the safety and wellness of students and staff while also achieving the mission of RISD for ALL to learn, grow and succeed during the time of the Coronavirus Pandemic.

Performance Objective 4: Implement teaching and learning supports to address COVID 19 projected slide and student and teacher needs.









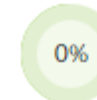




Evaluation Data Sources: Student Data (STAAR, MAP, ACT, TSI)
 Student Survey
 Student license or certification earned

<p>Strategy 1: Ensure quality Tier 1 Instruction during the time of COVID-19 regardless of mode of instruction.</p> <p>Strategy's Expected Result/Impact: Increase instructional tools on curriculum pacing guides and differentiated professional development, that supports quality face to face and quality virtual instruction.</p> <p>Staff Responsible for Monitoring: Assistant Superintendent of Teaching and Learning Executive Director of Teaching and Learning</p>	Reviews			
	Formative			Summative
	Nov 	Jan 	Mar 	June
<p>Strategy 2: Develop professional learning strand to support virtual teachers and co-seat/hybrid teachers.</p> <p>Strategy's Expected Result/Impact: Climate Survey</p> <p>Staff Responsible for Monitoring: Chief Technology Officer Executive Director for Professional Learning Deputy Superintendent</p>	Reviews			
	Formative			Summative
	Nov 	Jan 	Mar 	June
<p>Strategy 3: Ensure all teachers are aware of power standards and changes in pacing tools to allow for reteach/scaffold of skills from Spring 2020.</p> <p>Strategy's Expected Result/Impact: TRS Standards/Climate Survey Results</p> <p>Staff Responsible for Monitoring: Assistant Superintendent of Teaching and Learning Deputy Superintendent</p>	Reviews			
	Formative			Summative
	Nov 	Jan 	Mar 	June
<p>Strategy 4: Ensure all staff implementing hybrid/co-seating have the tools and resources necessary to successfully implement the instructional model.</p> <p>Strategy's Expected Result/Impact: Teacher feedback</p> <p>Staff Responsible for Monitoring: Chief Technology Officer Deputy Superintendent</p>	Reviews			
	Formative			Summative
	Nov 	Jan 	Mar 	June
No Progress Accomplished Continue/Modify Discontinue				

Goal 7: We will ensure the safety and wellness of students and staff while also achieving the mission of RISD for ALL to learn, grow and succeed during the time of the Coronavirus Pandemic.

Performance Objective 5: Ensure that all facilities have the necessary supplies and protocols in place to ensure a well disinfected and safe environment for all.

Evaluation Data Sources: Expect a 95% positive response on district climate survey








Strategy 1: Monitor purchasing orders for PPE associated with all campuses and ensure timely distribution.	Reviews			
	Formative			Summative
	Nov 	Jan 	Mar 	June
Strategy 2: Monitor new cleaning protocols for all facilities, play grounds, and buses utilizing the electrostatic sprayers. Strategy's Expected Result/Impact: Risk mitigation Staff Responsible for Monitoring: Director of Custodial Services, Executive Director of Facility Services	Reviews			
	Formative			Summative
	Nov 	Jan 	Mar 	June
Strategy 3: Assist with delivering district Covid messaging throughout all facilities by posting approved district signage. Strategy's Expected Result/Impact: Clear communication of district expectations for mitigating Covid risks for all stakeholders. Staff Responsible for Monitoring: Transportation staff, Campus Principals,	Reviews			
	Formative			Summative
	Nov 	Jan 	Mar 	June
 No Progress  Accomplished  Continue/Modify  Discontinue				

Goal 7: We will ensure the safety and wellness of students and staff while also achieving the mission of RISD for ALL to learn, grow and succeed during the time of the Coronavirus Pandemic.

Performance Objective 6: Ensure quality, timely COVID 19 communication and engagement to support all stakeholders.

Evaluation Data Sources: Website visits, Parent University attendance, Social Media data

<p>Strategy 1: Back To School External Website to anchor BTS information and resources developed by task force. Format translatable into multiple languages.</p> <p>Strategy's Expected Result/Impact: Support Return to School Blueprint communication efforts with staff and community</p> <p>Staff Responsible for Monitoring: Chief, Strategy & Engagement, Exec. Dir. Communications</p>	Reviews			
	Formative			Summative
	Nov	Jan	Mar	June
<p>Strategy 2: Regular Superintendent Video Updates - primary method of updating stakeholders on progress of back to school and ongoing blueprint implementation plans.</p> <p>Strategy's Expected Result/Impact: Support Return to School Blueprint communication with staff and community.</p> <p>Staff Responsible for Monitoring: Chief, Strategy & Engagement, Exec. Dir., Communication, Videographer</p>	Reviews			
	Formative			Summative
	Nov	Jan	Mar	June
<p>Strategy 3: Develop district collateral, including one-pagers, graphics and infographics, to support campus and district implementation of the Blueprint and communication efforts.</p> <p>Strategy's Expected Result/Impact: Enhanced and increased engagement with district communications regarding Blueprint.</p> <p>Staff Responsible for Monitoring: Chief, Strategy & Engagement, Exec. Dir., Communications, Graphic Designer</p>	Reviews			
	Formative			Summative
	Nov	Jan	Mar	June
<p>Strategy 4: Design and implement Parent Corner micro site to support back to school and blueprint communications.</p> <p>Strategy's Expected Result/Impact: Enhanced and increased engagement with district stakeholders regarding implementation of Blueprint.</p> <p>Staff Responsible for Monitoring: Chief, Strategy & Engagement,; Dir. of Family Engagement; District Webmaster</p>	Reviews			
	Formative			Summative
	Nov	Jan	Mar	June








Strategy 5: Develop and implement Parent University to support back to school blueprint implementation and communication efforts. Strategy's Expected Result/Impact: Increased parent engagement and communication. Staff Responsible for Monitoring: Chief, Strategy & Engagement; Dir., Family Engagement	Reviews			
	Formative			Summative
	Nov 	Jan 	Mar 	June
 No Progress	 Accomplished	 Continue/Modify	 Discontinue	

Goal 7: We will ensure the safety and wellness of students and staff while also achieving the mission of RISD for ALL to learn, grow and succeed during the time of the Coronavirus Pandemic.

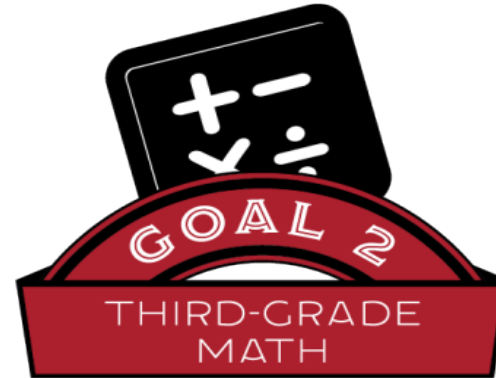
Performance Objective 7: Implement new student attendance and tracking system per TEA guidelines and requirements.

HB3 Goal

Evaluation Data Sources: PEIMS submissions to State, Class counts, Learning Model counts, District Funding and Accurate Attendance Reporting using new attendance codes

<p>Strategy 1: Implement new crisis code reporting and additional PEIMS submissions for student attendance and accounting. Strategy's Expected Result/Impact: Accurately report district data which impacts district funding and COVID reporting. Staff Responsible for Monitoring: Executive Director of Student Information and Reporting, PEIMS Coordinator, Director of Student Information and Reporting</p>	Reviews			
	Formative			Summative
	Nov 	Jan 	Mar 	June
<p>Strategy 2: Support learning model tracking and scheduling for Pre-K through 12th grade district wide. Strategy's Expected Result/Impact: Provided accurate learning model counts and student placements in classrooms. Staff Responsible for Monitoring: Executive Director and Director of Student Information and Reporting</p>	Reviews			
	Formative			Summative
	Nov	Jan	Mar	June
 No Progress  Accomplished  Continue/Modify  Discontinue				

2020-2021 RISD District Improvement Plan



RISD Vision Statement

All students will connect,
learn, grow, and succeed

Success for All Students.

All Means All





District Improvement Plan Process

- **Results 2019-2020 District Improvement Plan**
- **RISD Academic Performance (No accountability data 19-20)**
- **Climate Survey Results (Staff, Students and Community)**
- **Strategic Action Plan**
- **Human and Fiscal Resources**
- **Board Student Performance Goals**

Performance Goals

Goal 1: We will ensure that we have diverse and engaging programs and learning opportunities to meet the unique needs of all of our students.

- Ensure all students graduate college and/or career ready as measured by CCMR indicators (AP, College Ready Assessments, Dual-Credit)
- Enhance AP programming and increase opportunities for students to take more rigorous coursework
- Provide students with of dual-credit or OnRamps courses to support College and Career Readiness
- Integrate digital content and tools into instruction in meaningful ways to encourage student use of available resources to enhance learning
- Implement activities into RISD campuses in order to support student's academic, social and emotional growth
- Continue PK-12 programming to support healthy life choices by students and staff
- Ensure a culture and environment that embraces equity, diversity and inclusion throughout RISD programs and systems of support

Goal 2: We will guarantee that all students will perform at or above grade level.

- Improve student performance and ensure 100% of campuses are rated “Met Standard”
- Align and maintain written, taught, and assessed curriculum at all grade levels and in all subject areas (TRS, Lead4Ward and PLC)
- Ensure a strong vertically aligned math curriculum K-8 to support 3rd through junior high math achievement and increase in Algebra I JH enrollment
- Improve graduation rates to ensure students are college and/or career ready
- Create a Pk-12 system to educate stakeholders on the importance of student attendance
- Implement a systematic approach to develop new and existing programming for special student services to ensure quality instruction and service supports for ALL students

Goal 2: We will guarantee that all students will perform at or above grade level.

- Ensure 100% of English Language Learners (ELL) students will make progress towards and advanced level in proficiency in Reading, Writing, Listening and Speaking
- Implement the MTSS Framework (Multi-Tiered systems of Support) and its components district wide
- Increase literacy implementation, enrichment and intervention (Grades Pk-12)
- Create a culture of Literacy for ALL in grades Pk-2
- Implement Pre-K for ALL

Goal 3: We will recruit, retain, and reward quality personnel.

- Employ recruiting and hiring practices that ensure the hiring of diverse staff that reflect the RISD student population
- Seek employee input and feedback from RISD to inform decision making
- Create a system of support for Auxiliary Staff
- Provide necessary professional development to successfully implement the Vision, Mission, Goals and Objectives of the district
- Strengthen the leadership capacity of the central and campus administrators

Goal 4: We will ensure that ALL families, businesses, and community partners are fully engaged in the mission of our district.

- Increase links between home and school by providing systemic opportunities for parent engagement
- Enhance communication processes to provide stakeholders with timely, effective and reliable communication via a dynamic communication system
- Continue community involvement in the district strategic planning process
- Expand volunteer opportunities for existing partners and create opportunities for community groups and corporations
- Evaluate and develop tools to advertise and market RISD brand

Goal 5: We will actively pursue creative funding sources and responsibly manage current resources to support our mission.

- Operate in a fiscally responsible, effective, and efficient manner in all financial matters to ensure adequate resources to support continuous improvement in student achievement
- Actively seek alternative revenue sources to meet the needs of RISD services
- Develop and pass Bond 2021

Goal 6: We will ensure that our facilities and infrastructure adapt to support our mission.

- Provide a safe, comfortable, and well-maintained environment at all campuses
- Ensure all business, human resources and student information systems meet the needs of students, staff and parents
- Provide a secure and visible environment for data

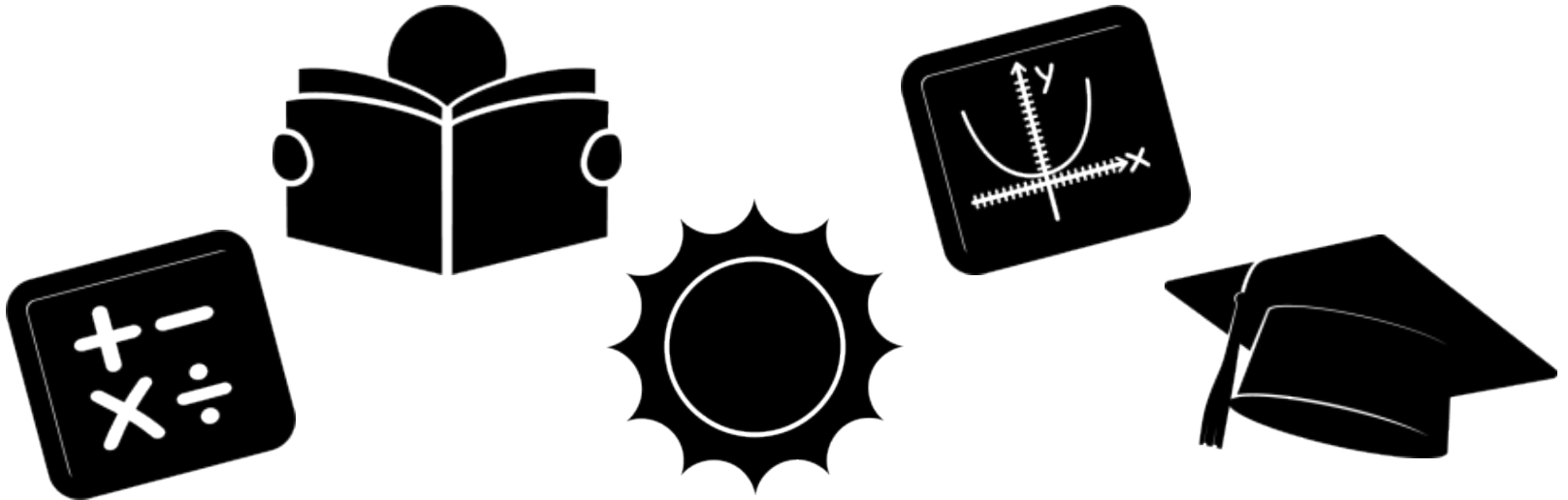
Goal 7: WE will ensure the safety and wellness of staff while also achieving the mission of RISD for ALL to connect, learn, grow and succeed during the time of the Coronavirus Pandemic.

- Develop and implement health guidelines and protocols and publish in The Blueprint
- Develop systems of support for ALL staff to address needs due to COVID 19.
- Design and implement intervention and enrichment supports to address COVID 19 projected slide
- Implement teaching and learning supports to address COVID 19 projected slide , student and teacher needs.
- Ensure that all facilities have the necessary supplies and protocols in place to ensure a well disinfected and safe environment for ALL.
- Ensure quality, timeline COVID 19 communication and engagement
- Implement new student attendance and tracking system per TEA guidelines and requirements.

Next Steps



- **Board of Trustees Approve District Improvement Plan**
- **Board of Trustees Review and Approve Campus Improvement Plans**
- **Post District and Campus Improvement Plans**
- **Quarterly Progress Monitor Results District Improvement Plan**



**BOARD OF TRUSTEES Richardson
Independent School District
Richardson, Texas**

Date: November 16, 2020

Department: District Operations

Submitted by: Sandra Hayes, Assistant Superintendent

INFORMATION ITEM

TOPIC: Bond Planning 2021

INFORMATION:

The 2021 Bond Planning Committee is continuing its work to bring forward to the Board of Trustees recommendations of items to include in the Bond 2021 referendum. As a part of the Bond Planning Committee's inputs, tonight, the RISD leadership team will review the identified items presented to the Committee for their consideration. These recommendations are a result of a year-long needs assessment and review process to determine what materials, resources, equipment, etcetera, would be needed to continue to support the classroom learning environments that support the Board's Student Performance Goals. Teaching and Learning, Special Student Services, Health Services, Accountability, Fine Arts, Athletics, Technology and Facilities will all share their recommendations with you tonight as previously shared with the Committee.

Board of Trustees
November 16, 2020

Bond Workshop

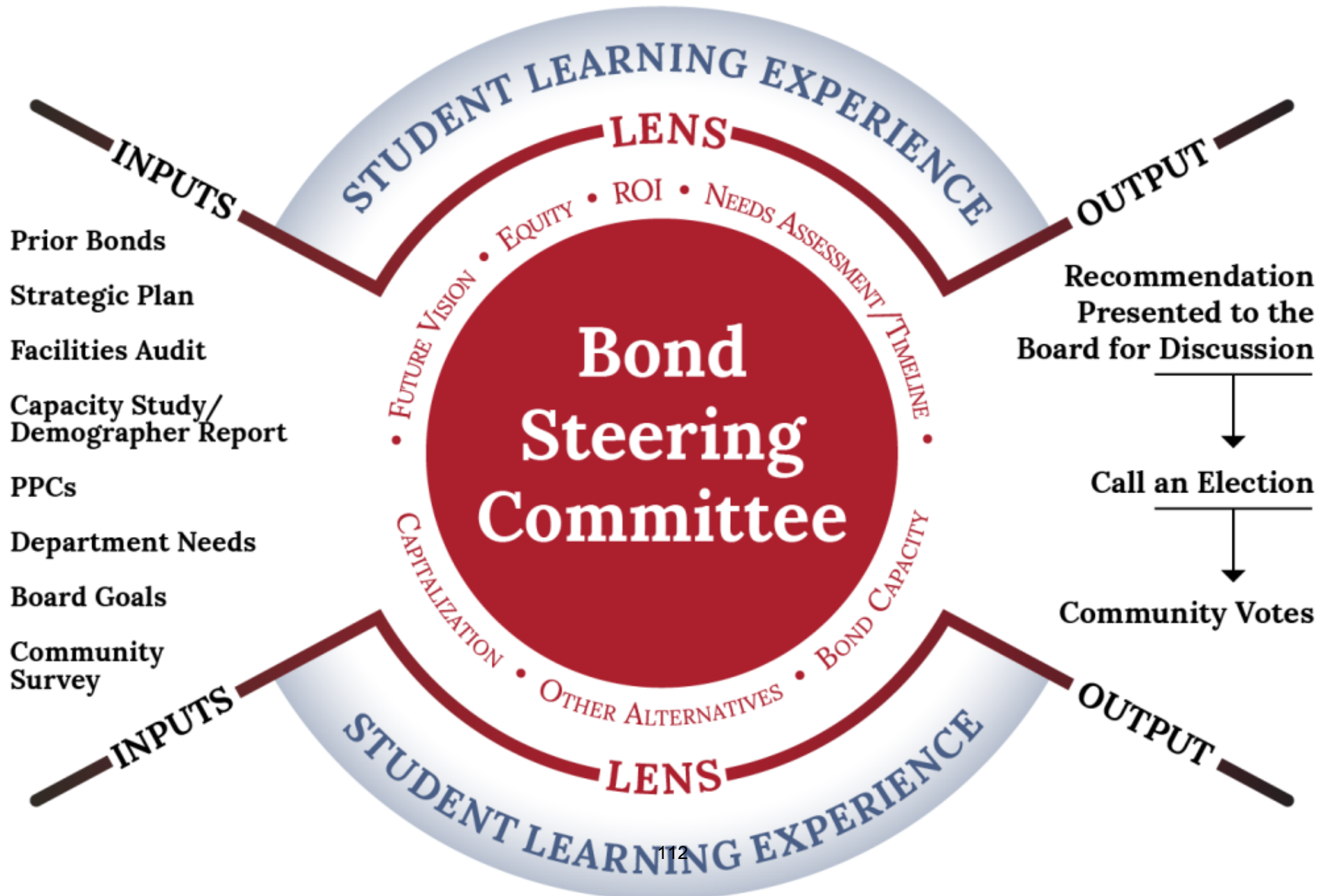


Where all students connect, learn, grow and succeed.

Meeting Objectives

- To continue to review the inputs that the Bond Steering Committee will review and process in order to arrive at their recommendation to the board (output).
- To inform the board regarding legislative requirements associated with a bond referendum.





A group of people, including men and women of various ethnicities, are gathered around a table. They are looking at a laptop screen, which is the central focus of their attention. The scene is dimly lit, and the entire image is overlaid with a semi-transparent blue filter. The text 'District Needs' is centered in white on the blue background.

District Needs

Presentations

1. **Teaching & Learning + CTE** (Kristin Byno /Denise Beutel / Sari McCoy)
2. **Special Education + Health Services + Student Performance**
(Brenda Payne / Jacob Cortez / Cindy Lawrence)
3. **Technology** (Henry Hall)
4. **Fine Arts** (Jeff Bradford)
5. **Athletics** (Leslie Slovak)
6. **Facilities + Safety & Security + Transportation** (James Watson)





New Laws Regarding Bond Elections

New Laws Regarding Bond Elections

The 86th Legislative Session resulted in several bills that impact bond elections.

- **SB 30** – Separate Propositions
- **HB 3** – Ballot Language
- **HB 477** – Election Order, Voter Information Document, Published Disclosures
- **HB 440** – Notice of Election, Sample Ballots
- **HB 933** – Election notice on county websites
- **HB 1048** – Early voting locations



SB 30 – Propositions

Requires a separate ballot proposition for the following:

- Stadium with a capacity of more than 1,000
- Natatorium
- Recreational facility other than a gymnasium, playground or play area
- Performing arts facility
- Teacher Housing
- Technology equipment, other than equipment used for school security purposes or technology infrastructure integral to the construction of a facility.

Because of this, some projects may need to be separated into different propositions on the ballot.

[Texas Education Code, Section [45.003](#)]



HB 3 – “Tax Increase”

In compliance with a new state law passed in the last legislative session, all bond propositions must include the following statement on the ballot:

“THIS IS A PROPERTY TAX INCREASE.”

Due to this requirement, voters will see this statement in the official ballot language on all bond propositions, even when there is no tax rate increase as a result of a bond.

[[HB 3](#); Texas Education Code, Section [45.003](#)]



HB 477

Ballot must specifically state:

- General description of the purposes of the bonds
- Total principal amount of the bonds
- Taxes sufficient to pay the principal and interest will be imposed

District required to publish voter information document that includes:

- Estimated interest on the bonds that are being voted on
- Principal and interest on all remaining debt
- Maximum annual increase that would be imposed on a residence homestead with an appraised value of \$100,000
- Assumed interest rates used
- Estimated changes in appraised value



2016 Ballot Language

THE ISSUANCE OF \$X00,000,000 OF SCHOOL BUILDING BONDS FOR THE PURPOSE OF CONSTRUCTION, IMPROVEMENT, RENOVATION AND EQUIPMENT OF SCHOOL BUILDINGS IN THE DISTRICT AND ACQUIRING REAL PROPERTY THEREFOR, AND THE **LEVYING OF A TAX IN PAYMENT THEREOF** AND TO PAY THE COSTS OF ANY CREDIT AGREEMENTS EXECUTED IN CONNECTION WITH THE BONDS



Sample 2021 Ballot Language

THE ISSUANCE OF \$X00,000,000 OF BONDS FOR THE CONSTRUCTION, ACQUISITION, AND EQUIPMENT OF SCHOOL BUILDINGS IN THE DISTRICT, THE PURCHASE OF NEW SCHOOL BUSES, AND THE PURCHASE OF NECESSARY SITES FOR SCHOOL BUILDINGS; AND THE **LEVYING OF A TAX SUFFICIENT, WITHOUT LIMIT AS TO RATE OR AMOUNT, TO PAY THE PRINCIPAL OF AND INTEREST ON THE BONDS** AND TO PAY THE COSTS OF ANY CREDIT AGREEMENTS EXECUTED OR AUTHORIZED IN ANTICIPATION OF, IN RELATION TO OR IN CONNECTION WITH THE BONDS. **THIS IS A PROPERTY TAX INCREASE.**



HB 440

Prohibits a political subdivision from issuing general obligation bonds if the weighted average maturity of the issue of the bonds exceeds 120 percent of the reasonably expected weighted average economic life of the project

Limits a district's use of the unspent proceeds of issued general obligation bonds to:

- Specific purposes for which the bonds were authorized
- Retiring bonds
- Another purpose if the original purposes are accomplished and the board votes to approve the use at a public meeting.

