Red Oak Independent School District

District Improvement Plan

2024-2025

Mission Statement

The Mission of Red Oak ISD:

4 Talons of the Hawk

Exhibits Academic Readiness: 1% Better Daily & Love Tough

Seeks Opportunities and Challenges of Learning: Growth, Resilience, Integrity, Tenacity (G.R.I.T.)

Demonstrates Fair, Respectful, and Well-Rounded Characteristics: Respect, Encourage, Appreciate, Communicate, Honor (R.E.A.C.H.)

Leaves a Legacy Through Service: "We Before Me"

Vision

The Vision of Red Oak ISD:

"Realizing Our Individual Students' Dreams"

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Comprehensive Needs Assessment

Demographics

Demographics Summary

The Ellis County Texas towns of Red Oak, Ovilla, Glenn Heights, Oak Leaf, and Pecan Hill combined in 1912 to found Red Oak ISD. There are seven campuses: One 5A high school, one middle school (grades 6-8), and 5 elementary schools (PK-5). Red Oak consists of both rural and neighborhood populations. The 5 elementary campuses receive Title I federal funds.

TOTAL STUDENT ENROLLMENT 2024-2025

6,696

STUDENT ENROLLMENT BY RACE/ETHNICITY 2024-2025

AFRICAN AMERICAN- 37.17%
ASIAN- .91%
HISPANIC- 40.44%
AMERICAN INDIAN- 0.28%
PACIFIC ISLANDER-0.12%
WHITE- 16.23%
TWO OR MORE RACES- 3.90%

STUDENT ENROLLMENT BY TYPE

Economically Disadvantaged- 57.11%
Emergent Bilingual- 14.02%
Students Receiving Special Education Services- 16.68%

Demographics Strengths

Red Oak ISD continues to become more diverse and provides our students with the opportunity develop an understanding for others on a local, state, national and global level.

Student Learning

Student Learning Summary

In 2022, Red Oak ISD received a B (84) rating.

- District Overall Score: 84
- District Student Achievement: 87
- District School Progress: 86
- District Closing the Gaps: 78

The Texas Education Agency has not released ratings for districts or campuses for the 2023-2024 School Year.

Student Learning Strengths

Red Oak Elementary has a scale score of 92 in Academic Growth in Reading and Math and a scale score of 86 for Closing the Gap.

Wooden Elementary has a scale score of 89 in Academic Growth in Reading and Math and a scale score of 92 for Closing the Gap.

Eastridge Elementary has a scale score of 80 in Academic Growth in Reading and Math and a scale score of 83 for Closing the Gap.

Problem Statements Identifying Student Learning Needs

Problem Statement 1: Red Oak Middle School is identified for Targeted Support and Improvement (2022 Federal Accountability). **Root Cause:** The following areas scored below the ESSA target scores: White Students: Academic Achievement in reading and Mathematics, and Student Success.

Problem Statement 2: Red Oak Middle School Reading, Math, 8th Science and Social Studies is under performing the state standard for student Academic Growth. **Root Cause:** There is a need to provide students with rigorous on grade level assignments to support growth.

Problem Statement 3: TEA Results Driven Accountability (RDA) intervention plans are required because of the Red Oak ISD Discipline Removal Rate. **Root Cause:** The following RDA Performance Levels (PL) require intervention plans: Special Education Total Disciplinary Removal Rate.

District Processes & Programs

District Processes & Programs Summary

Red Oak ISD addresses behavioral and social-emotional needs through a combination of campus, classroom and administrative support. Building relationships with students is a high priority. The greatest number of office referrals are for tardies and dress code violations.

Red Oak ISD students are enrolled in a variety of programs. Emergent Bilingual students represent 14% of the student body. 79.4% of students in grades 9-12 have taken a Career and Technical Education course. Students enrolled in the Gifted and Talented program represent 5.8% of all students across the district. 16.7% of students are in Special Education.

District Processes & Programs Strengths

ROISD strengths include a committed investment in the development of students' interpersonal skills from all stakeholders. Further, an increase in the number of students participating in the Emergent Bilingual indicates a more linguistical diverse student body and wider community.

Problem Statements Identifying District Processes & Programs Needs

Problem Statement 1 (Prioritized): Indicators show Tier 1 instruction is not meeting the rigorous standard of STAAR and the materials were not being vetted.   **Root Cause:** After COVID and changes in campus and curriculum leadership, lessons and instruction were not vetted due to multiple resources teachers received access to during COVID.

Perceptions

Perceptions Summary

Realizing Our Individual Students' Dreams is our highest priority. Therefore, our measure of success does not solely lie on how we grade on a standardized test, but on how we work to instill the 4 Talons of the Hawk in our students and who they become. Seeing evidence of how our students live out the 4 Talons is a great contributor to our community and society as a whole. We have high expectations for all our students and our commitment is to do all we can to help them reach their fullest potential. Ensuring our students realize their individual dreams is a community-wide effort. This effort can be seen in our volunteers. In the 2023-2024 school year, our community volunteered 11,888 hours. This is an increase from 10,084 hours the previous academic year.

Perceptions Strengths

Our community values the hard work that goes into educating and providing for our students. The community passed the bond to build the new middle school to improve the learning environment for the students. The community supports the growth of our district and has shown support of our students' academic growth by assisting and giving back their time to the campuses.

Priority Problem Statements

Problem Statement 1: Indicators show Tier 1 instruction is not meeting the rigorous standard of STAAR and the materials were not being vetted.

Root Cause 1: After COVID and changes in campus and curriculum leadership, lessons and instruction were not vetted due to multiple resources teachers received access to during COVID.

Problem Statement 1 Areas: District Processes & Programs

Comprehensive Needs Assessment Data Documentation

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

Improvement Planning Data

- District goals
- Covid-19 Factors and/or waivers for Assessment, Accountability, ESSA, Missed School Days, Educator Appraisals, etc.
- State and federal planning requirements

Accountability Data

- Texas Academic Performance Report (TAPR) data
- Student Achievement Domain
- Student Progress Domain
- Closing the Gaps Domain
- Comprehensive, Targeted, and/or Additional Targeted Support Identification data
- Accountability Distinction Designations
- Federal Report Card and accountability data
- RDA data

Student Data: Assessments

- State and federally required assessment information
- STAAR current and longitudinal results, including all versions
- STAAR End-of-Course current and longitudinal results, including all versions
- Texas English Language Proficiency Assessment System (TELPAS) and TELPAS Alternate results
- Texas Primary Reading Inventory (TPRI), Tejas LEE, or other alternate early reading assessment results
- Postsecondary college, career or military-ready graduates including enlisting in U. S. armed services, earning an industry based certification, earning an associate degree, graduating with completed IEP and workforce readiness
- Advanced Placement (AP) and/or International Baccalaureate (IB) assessment data
- SAT and/or ACT assessment data
- PSAT
- ASPIRE
- Local benchmark or common assessments data
- Texas approved Prekindergarten and Kindergarten assessment data

Student Data: Student Groups

- Race and ethnicity data, including number of students, academic achievement, discipline, attendance, and rates of progress between groups
- Special programs data, including number of students, academic achievement, discipline, attendance, and rates of progress for each student group
- Economically disadvantaged / Non-economically disadvantaged performance and participation data
- Special education/non-special education population including discipline, progress and participation data
- At-risk/non-at-risk population including performance, progress, discipline, attendance, and mobility data
- Section 504 data
- Homeless data

Student Data: Behavior and Other Indicators

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

Employee Data

- Staff surveys and/or other feedback
- Evaluation(s) of professional development implementation and impact
- T-TESS data

Parent/Community Data

- Parent surveys and/or other feedback
- Parent engagement rate

Goals

Goal 1: Academics: Develop critical thinkers that will transcend college and career goals by excelling in the 4 Talons.

Performance Objective 1: Develop students who are college, career, and military ready that possess the academic skills for post-secondary success [TEC 11.252(a)(3)(G)].

    Evaluation Data Sources: Pathways Offered, SAT Projected Proficiency (5th-8th), PSAT/SAT scores 8th/11th grade, Enrollment, Dual Credit passing rate

Strategy 1 Details				Reviews			
Strategy 1: Provide College Readiness Assessment Preparation Opportunities				**Formative**			**Summative**
Evidence that Demonstrates Success: Increase in the percentage of students passing dual credit courses				**Dec**	**Feb**	**Apr**	**June**
Staff Responsible for Monitoring: ROHS Principal ROHS Associate Principal ROHS Assistant Principals ROHS College and Career Coordinator ROHS Counselors Director of Curriculum and Instruction							

Strategy 2 Details				Reviews			
Strategy 2: Provide students, teachers, parents and counselors information about higher education admissions and financial aid opportunities (such as TEXAS and TEACH for TEXAS grant programs), the need for students to make informed curriculum choices through academic advisement, and sources of information on higher education admissions and financial aid [TEC 11.252(a)(4)(A-C)].				**Formative**			**Summative**
				Dec	**Feb**	**Apr**	**June**
Evidence that Demonstrates Success: College & Career Counselor program records							
Staff Responsible for Monitoring: Director of Counseling and Family Services ROHS College and Career Readiness Coordinator Counselors Student Support Specialist							

Strategy 3 Details				Reviews			
Strategy 3: Execute drop out reduction through the Hawks Success program [TEC 11.255(a)(3)(C)]				**Formative**			**Summative**
Evidence that Demonstrates Success: Drop out records, campus information related to graduation rates				**Dec**	**Feb**	**Apr**	**June**
Staff Responsible for Monitoring: ROHS Principal ROHS Associate Principal							

Strategy 4 Details	Reviews			
Strategy 4: Utilize Title III funds to supplement the available resources for advancing the academic achievement of EB students. Rosetta Stone, Soluciones Grades K-2, and ELLevation Strategies.	Formative			Summative
	Dec	Feb	Apr	June
Evidence that Demonstrates Success: TAPR Report ESSA Report Aware Reports TELPAS Results LPAC Reports **Staff Responsible for Monitoring:** Administrators Teachers Executive Director of Specialized Learning Assistant Director of Federal Programs **Funding Sources:** - 263 Title III				

Strategy 5 Details	Reviews			
Strategy 5: Provide students the opportunity to explore a variety of career opportunities to build interest and explore strengths through the use of the Naviance career software program.	Formative			Summative
	Dec	Feb	Apr	June
Evidence that Demonstrates Success: Course Enrollment, Course Selection Options, Career Cruising Student Organization Participation, High School Expo, parent information nights at ROHS and ROMS. Counselor informational sessions with students. **Staff Responsible for Monitoring:** Campus Administrators Curriculum and Instruction Department Staff Sponsors Counselors CTE Director Fine Arts Director Athletic Director Chief of Secondary Schools and Programs				

0% No Progress   100% Accomplished   ➡ Continue/Modify   ✖ Discontinue

Goal 1: Academics: Develop critical thinkers that will transcend college and career goals by excelling in the 4 Talons.

Performance Objective 2: Equip students to be well-rounded with interpersonal skills to manage day-to-day challenges through a comprehensive school counseling program [TEC 11.252(a)(3)(I)], [TEC 33.005].

    Evaluation Data Sources: Enrollment in Mentor's Care, Suite 360 Data, Training Records

Strategy 1 Details	Reviews			
Strategy 1: Offer Mentor's Care to students at the High School for student's identified as at-risk.	**Formative**			**Summative**
Evidence that Demonstrates Success: 100% of students identified as needing a mentor will be assigned a mentor.	Dec	Feb	Apr	June
Staff Responsible for Monitoring: ROHS Counselors				

Strategy 2 Details	Reviews			
Strategy 2: Provide lessons focused on interpersonal skills in grades PK-8 [TEC 11.252(a)(3)(E)], [TEC 11.252(a)(3)(B)(ii)].	**Formative**			**Summative**
Evidence that Demonstrates Success: Students will receive weekly lessons on interpersonal skills.	Dec	Feb	Apr	June
Staff Responsible for Monitoring: PK-8 Counselors Director of Counseling and Family Services Student Support Specialist **Funding Sources:** - 289 Title IV				

Strategy 3 Details	Reviews			
Strategy 3: Make Care Solace available to all students and staff as needed.	**Formative**			**Summative**
Evidence that Demonstrates Success: Referrals to Care Solace.	Dec	Feb	Apr	June
Staff Responsible for Monitoring: Campus administrators and counselors Director of Counseling and Family Services **Funding Sources:** - 282 ESSER III				

Strategy 4 Details	Reviews			
Strategy 4: Provide trauma-informed care training to district and campus staff in accordance with Board Policy [TEC 11.252(a)(10)], [TEC 11.252(a)(3)(E)].	**Formative**			**Summative**
	Dec	**Feb**	**Apr**	**June**
Evidence that Demonstrates Success: School Board Policy FFBA Legal and FFBA Local Sign in sheets **Staff Responsible for Monitoring:** Director of Counseling and Family Services Student Support Specialist Campus Counselors				

Strategy 5 Details	Reviews			
Strategy 5: Staff and students will receive training to prevent suicide and violence, unwanted physical and verbal aggression, sexual harassment, conflict resolution, dating violence, sexual abuse, sex trafficking, and other maltreatment of children [TEC 11.252(a)(3)(B)(i)], [TEC 11.252(a)(3)(B)(iii)], [TEC 11.252(a)(9)], [TEC 38.0041(a)].	**Formative**			**Summative**
	Dec	**Feb**	**Apr**	**June**
Evidence that Demonstrates Success: Compliance training records **Staff Responsible for Monitoring:** Chief Technology Officer Chief Communications Officer Executive Director of Instructional Leadership Director of Student Services Director of Counseling and Family Services Student Support Specialist				

0% No Progress   100% Accomplished   → Continue/Modify   ✕ Discontinue

Goal 1: Academics: Develop critical thinkers that will transcend college and career goals by excelling in the 4 Talons.

Performance Objective 3: Engage students in meaningful learning that includes a variety of instructional strategies.

    Evaluation Data Sources: Strive report of TTESS walkthroughs, Meeting agendas

Strategy 1 Details	Reviews			
Strategy 1:	**Formative**			**Summative**
Target performance objectives for all accountability groups using assessment instruments (STAAR, EOC, SAT/ACT, Map Growth, TELPAS, and local assessments), IEPs, IAPs, 504 plans, LPAC, and RtI [TEC 11.252(a)(3)(A)].	**Dec**	**Feb**	**Apr**	**June**
Evidence that Demonstrates Success: Lead4Ward Reports IEPs and IAPs 504 Plans **Staff Responsible for Monitoring:** C&I Department Campus Administrators Teachers				

Strategy 2 Details	Reviews			
Strategy 2: Provide accelerated instruction to students at risk of not reaching grade level targets [TEC 11.252(a)(3)(H)].	**Formative**			**Summative**
Evidence that Demonstrates Success: Lead4Ward Reports	**Dec**	**Feb**	**Apr**	**June**

iReady Growth Reports
Skyward: Student Grades
Eduphoria: Teacher, Campus, and District Assessments
Reading Support Teachers
    Staff Responsible for Monitoring: C&I Department
Campus Administrators
Teachers
Reading Support Teachers
 	
    Funding Sources: - 211 Title I				

Strategy 3 Details	Reviews			
Strategy 3: Ensure all staff are provided opportunities for high quality ongoing professional development including the use of instructional technology [TEC 11.252(a)(3)(D)]; [TEC 11.252(a)(3)(F)].	**Formative**			**Summative**
	Dec	**Feb**	**Apr**	**June**
Evidence that Demonstrates Success: Eduphoria Strive Reports Instructional Coaches' Logs **Staff Responsible for Monitoring:** C&I Department Technology Department Campus Administrators **Funding Sources:** - 211 Title I, - 255 Titile II				

Strategy 4 Details	Reviews			
Strategy 4: Conduct activities for timely identification of students with dyslexia and provide appropriate instruction [TEC 11.252(a)(3)(D)(iv)].	**Formative**			**Summative**
	Dec	**Feb**	**Apr**	**June**
Evidence that Demonstrates Success: Student growth between the beginning of the year and the end of the year through multiple measures. **Staff Responsible for Monitoring:** Executive Director of Specialized Learning Assistant Director of Federal Programs Dyslexia Specialists Campus Administrators				

Strategy 5 Details	Reviews			
Strategy 5: Provide a comprehensive intervention and enrichment plan for identified students designed to close the achievement gap through a Multi-Tiered System of Supports (MTSS).	**Formative**			**Summative**
	Dec	**Feb**	**Apr**	**June**
Evidence that Demonstrates Success: Completed Intervention Plans, Student Data from Aware, etc. Summer Intervention Response To Intervention (RTI) Talon/Target Time, Tutoring Snap and Read access, Co-Writer access, **Staff Responsible for Monitoring:** Campus Administrators Director of Intervention and Grants				

Strategy 6 Details	Reviews			
Strategy 6: Elementary students will receive GT pullout instruction at the elementary campuses.	**Formative**			**Summative**
Evidence that Demonstrates Success: Campus schedule with pullout times denoted. **Staff Responsible for Monitoring:** Elementary Principals Assessment Coordinator GT Teacher	**Dec**	**Feb**	**Apr**	**June**

Strategy 7 Details	Reviews			
Strategy 7: ROMS GT students will be assigned to GT specific classes taught by a teacher who is certified GT and the subject area.	**Formative**			**Summative**
	Dec	**Feb**	**Apr**	**June**
Evidence that Demonstrates Success: GT student enrollment and schedules **Staff Responsible for Monitoring:** ROMS Principal Assessment Coordinator				

Strategy 8 Details	Reviews			
Strategy 8: Provide bilingual instruction at Wooden and Schupmann Elementary Schools in order to improve English language proficiency.	**Formative**			**Summative**
	Dec	**Feb**	**Apr**	**June**
Evidence that Demonstrates Success: Student enrollment TELPAS improvement STAAR improvement **Staff Responsible for Monitoring:** Campus Administrators Bilingual Instructional Coach Bilingual Specialists Bilingual Teachers				

0% No Progress   100% Accomplished   → Continue/Modify   ✗ Discontinue

Goal 1: Academics: Develop critical thinkers that will transcend college and career goals by excelling in the 4 Talons.

Performance Objective 4: Equip students with the knowledge and skills for high levels of academic achievement and success in their post-secondary life.

HB3 Goal

Evaluation Data Sources: State of Texas Assessment of Academic Readiness results, Advanced Placement results

Strategy 1 Details		Reviews			
Strategy 1: The percentage of 3rd grade students that score Meets on the STAAR Reading will increase according to targets established of 2 percent per year with the overall goal of a 10 percent increase over 5 years. Targets will be revised as appropriate. **Staff Responsible for Monitoring:** Chief Academic Officer Director of Curriculum and Instruction Elementary ELAR Program Coordinator Elementary Campus Principals Elementary ELAR Instructional Coaches		**Formative**			**Summative**
		Dec	**Feb**	**Apr**	**June**

Strategy 2 Details		Reviews			
Strategy 2: The percentage of 3rd grade students that score Meets on the STAAR Math will increase according to targets established of 2 percent per year with the overall goal of a 10 percent increase over 5 years. Targets will be revised as appropriate. **Staff Responsible for Monitoring:** Chief Academic Officer Director of Curriculum and Instruction Elementary Math Program Coordinator Elementary Campus Principals Elementary Math Instructional Coaches		**Formative**			**Summative**
		Dec	**Feb**	**Apr**	**June**

Strategy 3 Details		Reviews			
Strategy 3: The percent of graduates that take and pass AP Exams will increase according to targets established of 2 percent per year with the overall goal of a 10 percent increase over 5 years. Targets will be revised as appropriate. **Staff Responsible for Monitoring:** Chief of Secondary Secondary Schools and Programs Director of Curriculum and Instruction ROHS Principal ROHS Associate Principal ROHS College and Career Coordinator ROHS Counselors		**Formative**			**Summative**
		Dec	**Feb**	**Apr**	**June**

Strategy 4 Details	Reviews			
Strategy 4: The Curriculum Department will provide lesson plans in the core curriculum and establish primary resources that are provided to teachers that will offer a guaranteed and viable curriculum.	**Formative**			**Summative**
	Dec	**Feb**	**Apr**	**June**
Evidence that Demonstrates Success: Curriculum and Instruction Google Site Curriculum and Instruction training sign-in sheets **Staff Responsible for Monitoring:** Chief Academic Officer Director of Curriculum and Instruction Curriculum Coordinators				

Strategy 5 Details	Reviews			
Strategy 5: Title I funds will be utilized to provide additional academic support at the elementary campuses for increased student growth.	**Formative**			**Summative**
	Dec	**Feb**	**Apr**	**June**
Evidence that Demonstrates Success: Instructional Coach Logs Support Staff schedules **Staff Responsible for Monitoring:** Campus Administrators Instructional Coaches				

0% No Progress   100% Accomplished   → Continue/Modify   ✖ Discontinue

Goal 1: Academics: Develop critical thinkers that will transcend college and career goals by excelling in the 4 Talons.

Performance Objective 5: Design and implement professional learning opportunities that grow the professional capacities of staff members.
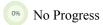
Strategy 1 Details	Reviews			
Strategy 1: Staff training will include strategies to reach diverse learners' needs, including Emergent Bilingual, Special Education, Dyslexia, and At-Risk students.	**Formative**			**Summative**
	Dec	**Feb**	**Apr**	**June**
Evidence that Demonstrates Success: Training Agendas Completion of federal- and state- required trainings Disaggregated student achievement data **Staff Responsible for Monitoring:** Campus Administration Chief Academic Officer Executive Director of Specialized Learning **Results Driven Accountability**				

Strategy 2 Details	Reviews			
Strategy 2: Provide Gifted and Talented teachers and leadership staff access to GT professional development to meet state requirements and enhance the delivery of GT services.	**Formative**			**Summative**
Evidence that Demonstrates Success: Training records	**Dec**	**Feb**	**Apr**	**June**
Staff Responsible for Monitoring: Assessment Coordinator				

0% No Progress   100% Accomplished   → Continue/Modify   ✕ Discontinue

Goal 2: Human Resources: Intentional progress to hire and retain high-quality staff to ensure best learning.

Performance Objective 1: Attract, engage, and retain top talent through competitive compensation packages.

    Evaluation Data Sources: Review salaries with comparison groups, List of Employer-paid Benefits

Strategy 1 Details	Reviews			
Strategy 1: Offer at least one additional employer-paid benefit per school year.	**Formative**			**Summative**
Evidence that Demonstrates Success: List of Employer-paid Benefits	**Dec**	**Feb**	**Apr**	**June**
Staff Responsible for Monitoring: Benefits and Leave Administrator Chief Financial Officer				

Strategy 2 Details	Reviews			
Strategy 2: Maintain a competitive salary structure.	**Formative**			**Summative**
Evidence that Demonstrates Success: By 2026, ROISD salary/wage for teachers will rank in the top 10% of our comparison group.	**Dec**	**Feb**	**Apr**	**June**
Staff Responsible for Monitoring: Chief Financial Officer Deputy Superintendent				

Strategy 3 Details	Reviews			
Strategy 3: Provide stipends to eligible employees for advanced degrees (Master's and Doctorate).	**Formative**			**Summative**
Evidence that Demonstrates Success: Staff retention Number of staff with Masters Degrees	**Dec**	**Feb**	**Apr**	**June**
Staff Responsible for Monitoring: Executive Director of Human Resources Director of Interventions and Grants **Funding Sources:** - 255 Titile II				

Strategy 4 Details	Reviews			
Strategy 4: Develop new teachers through strategic and intentional mentoring and professional development.	**Formative**			**Summative**
Evidence that Demonstrates Success: New Teacher Mentor Program: Staff (Mentee) Surveys Mentor Logs	**Dec**	**Feb**	**Apr**	**June**
Staff Responsible for Monitoring: Chief Academic Officer Director of Intervention and Grants				

0% No Progress   100% Accomplished   → Continue/Modify   ✗ Discontinue

Goal 2: Human Resources: Intentional progress to hire and retain high-quality staff to ensure best learning.

Performance Objective 2: Foster a supportive and inclusive work environment through differentiated strategies that promotes employee retention.

Evaluation Data Sources: Team-Building Strategy Ideas, Training Sign-in Sheets, EAC Sign-in Sheets, EAC Recommendation Feedback, Staff Surveys

Strategy 1 Details			Reviews			
Strategy 1: Develop team-building strategy ideas that will promote staff retention within the district.			**Formative**			**Summative**
Evidence that Demonstrates Success: Team-Building Strategy Ideas Training Sign-in Sheets			**Dec**	**Feb**	**Apr**	**June**
Staff Responsible for Monitoring: Deputy Superintendent Chief Communications Officer						

Strategy 2 Details			Reviews			
Strategy 2: Conduct teacher and paraprofessional focus groups/surveys to gain insight into staff retention.			**Formative**			**Summative**
Evidence that Demonstrates Success: EAC Sign-in Sheets, EAC Recommendation Feedback Staff Surveys			**Dec**	**Feb**	**Apr**	**June**
Staff Responsible for Monitoring: Benefits and Leave Administrator Superintendent Cabinet						

0% No Progress	100% Accomplished	→ Continue/Modify	✖ Discontinue	

Goal 2: Human Resources: Intentional progress to hire and retain high-quality staff to ensure best learning.

Performance Objective 3: Develop innovative and targeted recruitment practices that meet the diverse District needs of all employees.

Evaluation Data Sources: Provide documentation of staff participating in Grow-Your-Own Programs, Provide documentation of recruitment strategies

Strategy 1 Details	Reviews			
Strategy 1: Develop a grow-your-own program at all levels of the organization.	**Formative**			**Summative**
Evidence that Demonstrates Success: Provide documentation of staff participating in Grow-Your-Own Programs	**Dec**	**Feb**	**Apr**	**June**
Staff Responsible for Monitoring: Director of Human Resources Deputy Superintendent				

Strategy 2 Details	Reviews			
Strategy 2: Expand recruitment strategies.	**Formative**			**Summative**
Evidence that Demonstrates Success: ROISD will increase recruiting visits by 15% annually of baseline 2022-23 data.	**Dec**	**Feb**	**Apr**	**June**
Staff Responsible for Monitoring: Director of Human Resources Deputy Superintendent				

0% No Progress   100% Accomplished   ➡ Continue/Modify   ✖ Discontinue

Goal 3: Finance: Maintain fiscal stewardship and accountability to ensure financial stability and transparency.

Performance Objective 1: Ensure fiscal accountability and responsibility of resources to support the District's mission.

Evaluation Data Sources: The Annual Financial Report provided by the Auditor, the annual Schools FIRST Report, and the receipt of additional grant opportunities each year.

Strategy 1 Details		Reviews			
Strategy 1: Continue to receive an unmodified (clean) annual financial audit and passing scores on state financial accountability reports.		**Formative**			**Summative**
		Dec	Feb	Apr	June
Evidence that Demonstrates Success: The District's Annual Financial Report has an unmodified opinion. Each fall receive an A rating on the Schools FIRST report. **Staff Responsible for Monitoring:** Chief Financial Officer					

Strategy 2 Details		Reviews			
Strategy 2: Explore new revenue streams through grants and donations.		**Formative**			**Summative**
Evidence that Demonstrates Success: To support the District's applying for and effectively implement Federal, State and other grants to address the District's educational objectives.; allocation of funds to campuses/departments		Dec	Feb	Apr	June
Staff Responsible for Monitoring: Chief Financial Officer Director of Accounting Director of Purchasing Financial Coordinator Director of Interventions and Grants					

Strategy 3 Details		Reviews			
Strategy 3: Ensure fiscal compliance with federal awards though a district wide Financial Coordinator		**Formative**			**Summative**
Evidence that Demonstrates Success: Effective use of federal funding		Dec	Feb	Apr	June
Staff Responsible for Monitoring: Assistant Superintendent of Finance/Chief Financial Officer Finance Coordinator Director of Interventions and Grants **Funding Sources:** - 211 Title I					

0% No Progress   100% Accomplished   → Continue/Modify   ✕ Discontinue

Goal 3: Finance: Maintain fiscal stewardship and accountability to ensure financial stability and transparency.

Performance Objective 2: Ensure fiscal integrity by creating and maintaining a sufficient operating budget for the everyday operations of the District.

Evaluation Data Sources: Maintain a balanced budget each year that meets the goals and needs for that fiscal year and compare year-end Fund Balance to the year-end total General Fund Expenditures. Communication with stakeholders on the budget development process and the development of a comprehensive budget book. Receive communications from TASBO, GFOA and ASBO sharing that the award has been granted, Review campus/department's weekly budget report and provide monthly financial reports to the Board. Reports on the conclusion of the cash flow audit are provided to the appropriate administration each year. Review each campus/department's procurement items to ensure that they follow the Procurement Guidelines. Establish quarterly meetings during the development phase and then each year review the comprehensive Capital Needs report during the budget development process.

Strategy 1 Details		Reviews			
Strategy 1: An Annual Budget developed that supports district priorities, objectives, and goals while maintaining fiscal responsibility, aligning with our District mission, and maintaining a healthy fund balance.		**Formative**			**Summative**
		Dec	**Feb**	**Apr**	**June**
Evidence that Demonstrates Success: Adopt a balanced annual budget by date established by TEA and maintain an annual General Fund balance of greater than 25% at the end of the fiscal year. **Staff Responsible for Monitoring:** Chief Financial Officer					

Strategy 2 Details		Reviews			
Strategy 2: The Budget Development process will demonstrate the District's transparency, integrity and honesty in all financial reporting while submitting financial documents in line with fiscal and transparency awards.		**Formative**			**Summative**
		Dec	**Feb**	**Apr**	**June**
Evidence that Demonstrates Success: To provide the financial resources needed to sufficiently support salaries, instructional programs and materials. Receive the fiscal and transparency State and National awards each year. **Staff Responsible for Monitoring:** Chief Financial Officer					

Strategy 3 Details		Reviews			
Strategy 3: Monthly individual Budget reviews to ensure meeting budget guidelines and student focus as well as quarterly cash audits for all campuses/departments that manage cash.		**Formative**			**Summative**
		Dec	**Feb**	**Apr**	**June**
Evidence that Demonstrates Success: Ensure appropriate current-year spending, District's procurement processes are followed, and Budget Manager monitors budgets. Ensure all campuses follow the District's Financial Procedures related to cash flow. **Staff Responsible for Monitoring:** Chief Financial Officer Director of Accounting Director of Purchasing Financial Coordinator					

Strategy 4 Details	Reviews			
Strategy 4: Annual review and update of Financial Procedures to ensure purposefulness and support federal and state requirements, as well as, the District's priorities and mission.	**Formative**			**Summative**
	Dec	**Feb**	**Apr**	**June**
Evidence that Demonstrates Success: Provide an annually updated comprehensive and understandable Financial Procedures Manual and State and Federal Grants Manual for all District staff that provides the guidance for the financial process. **Staff Responsible for Monitoring:** Director of Accounting Director of Purchasing Financial Coordinator Director of Interventions and Grants				

Strategy 5 Details	Reviews			
Strategy 5: Work with key administrators to strengthen and further define multi-year capital needs plans to see if the projects can be budgeted and are fiscally sustainable.	**Formative**			**Summative**
	Dec	**Feb**	**Apr**	**June**
Evidence that Demonstrates Success: The development and annual update of a comprehensive capital needs plan for appropriate departments to ensure that the capital needs can be funded each year. **Staff Responsible for Monitoring:** Chief Financial Officer Chief Operations Officer				

0% No Progress   100% Accomplished   → Continue/Modify   ✕ Discontinue

Goal 3: Finance: Maintain fiscal stewardship and accountability to ensure financial stability and transparency.

Performance Objective 3: Educate stakeholders about the public education financial system and the funding of Red Oak ISD through regular and transparent communication.

Evaluation Data Sources: Periodic updates to the Board as issues come forward that impact the District and funding, Continue to provide updates to the District's website regarding the changes to the financial position of the District. Successfully sharing of information and trainings to community groups throughout the year.

Strategy 1 Details	Reviews			
Strategy 1: Continuously monitor local, state and federal legislation that may impact our financial planning and communicate any financial impacts to the stakeholders.	**Formative**			**Summative**
	Dec	**Feb**	**Apr**	**June**
Evidence that Demonstrates Success: Monitor any current legislation to ensure that all stakeholder's are aware of any financial changes that will impact the District. **Staff Responsible for Monitoring:** Chief Financial Officer				

Strategy 2 Details	Reviews			
Strategy 2: Engage all stakeholders through different methods to communicate the District's ongoing financial position and educate stakeholders regarding school finance.	**Formative**			**Summative**
	Dec	**Feb**	**Apr**	**June**
Evidence that Demonstrates Success: Assist all stakeholders in better understanding the State funding method and the District's current financial situation. **Staff Responsible for Monitoring:** Chief Financial Officer Chief Communications Officer				

Strategy 3 Details	Reviews			
Strategy 3: Offer school finance trainings to District and community groups on a regular basis.	**Formative**			**Summative**
	Dec	**Feb**	**Apr**	**June**
Evidence that Demonstrates Success: Provide community groups School Funding 101 sessions as requested or needed. **Staff Responsible for Monitoring:** Chief Financial Officer				

0% No Progress   100% Accomplished   ➡ Continue/Modify   ✖ Discontinue

Goal 4: Growth, Facilities, Security: Prioritize and allocate resources to ensure safety and security and appropriate facilities.

Performance Objective 1: Provide facilities to accommodate current and future growth across the District.

    Evaluation Data Sources: Annual Demographic Projection Reports; documentation of completed projects, Construction Schedule

Strategy 1 Details		Reviews			
Strategy 1: Review student enrollment projections and continue to review the current ROISD facility plan for opportunities to address documented needs.		**Formative**			**Summative**
Evidence that Demonstrates Success: adequate space on each campus for students; facility upgrades that can be accomplished through local district funds **Staff Responsible for Monitoring:** Chief Operations Officer Chief Financial Officer Deputy Superintendent		**Dec**	**Feb**	**Apr**	**June**

Strategy 2 Details		Reviews			
Strategy 2: Complete construction of second middle school.		**Formative**			**Summative**
Evidence that Demonstrates Success: additional space for grades 6-8 with a 1,200 student capacity and 188,000 square feet **Staff Responsible for Monitoring:** Chief Operations Officer Chief Financial Officer Superintendent		**Dec**	**Feb**	**Apr**	**June**

Strategy 3 Details		Reviews			
Strategy 3: Continue to review the current ROISD facility plan for opportunities to address documented needs		**Formative**			**Summative**
Evidence that Demonstrates Success: Documentation of completed projects **Staff Responsible for Monitoring:** Chief Operations Officer		**Dec**	**Feb**	**Apr**	**June**

0% No Progress   100% Accomplished   ➡ Continue/Modify   ✕ Discontinue

Goal 4: Growth, Facilities, Security: Prioritize and allocate resources to ensure safety and security and appropriate facilities.

Performance Objective 2: Ensure District facilities meet or exceed safety and security standards for physical requirements, technology systems, and implementation of procedures and protocols.

> **Evaluation Data Sources:** Purchase orders and timelines and completion of mandates, Complete the Cybersecurity Rubric for Education and create a plan for continuous improvement, Employee sign in sheets, Documentation through Raptor, Approved submission by the Texas School Safety Center

Strategy 1 Details	Reviews			
Strategy 1: Continue implementation/monitor new safety and security mandates from TEA through Spring 2025.	**Formative**			**Summative**
Evidence that Demonstrates Success: Student and Staff Safety	**Dec**	**Feb**	**Apr**	**June**
Staff Responsible for Monitoring: Chief Operations Officer ROISD Chief of Police Campus Administration				

Strategy 2 Details	Reviews			
Strategy 2: Evaluate and update district technology infrastructure, equipment and protocols to ensure implementation of legislative requirements and best practices.	**Formative**			**Summative**
Evidence that Demonstrates Success: District Technology prepared for possible cyber attack	**Dec**	**Feb**	**Apr**	**June**
Staff Responsible for Monitoring: Chief Technology Officer				

Strategy 3 Details	Reviews			
Strategy 3: Provide District Wide safety training before each new school year to all staff members, training should include utilization of the Raptor ALERT an Accountability/Reunification system and the Standard Response Protocols (SRP).	**Formative**			**Summative**
Evidence that Demonstrates Success: Student and Staff Safety	**Dec**	**Feb**	**Apr**	**June**
Staff Responsible for Monitoring: ROISD Chief of Police Campus Administration				

Strategy 4 Details	Reviews			
Strategy 4: Conduct two Safety Weeks, one in the Fall and one in the Spring, and conduct other drills throughout the school year, testing the campus responses to all the different parts of the SRP.	**Formative**			**Summative**
Evidence that Demonstrates Success: Student and Staff Safety	**Dec**	**Feb**	**Apr**	**June**
Staff Responsible for Monitoring: ROISD Chief of Police Campus Administration				

Strategy 5 Details	Reviews			
Strategy 5: Continually Update the District's Emergency Operations Plan by the timelines provided by State Law.	Formative			Summative
Evidence that Demonstrates Success: Student and Staff Safety, updated Plan **Staff Responsible for Monitoring:** ROISD Chief of Police	Dec	Feb	Apr	June

0% No Progress   100% Accomplished   → Continue/Modify   ✕ Discontinue

Goal 4: Growth, Facilities, Security: Prioritize and allocate resources to ensure safety and security and appropriate facilities.

Performance Objective 3: Attempt to have facilities meet or exceed minimum standards for all programs to provide opportunities for student participation.

Evaluation Data Sources: Annual Enrollment for Campuses/Grade Levels/Programs, Student program participation reports with facility needs

Strategy 1 Details			Reviews			
Strategy 1: Review and analyze the student populations within ROISD.			**Formative**			**Summative**
Evidence that Demonstrates Success: adequate space on each campus for students to participate in programs			**Dec**	**Feb**	**Apr**	**June**
Staff Responsible for Monitoring: Chief Operations Officer Chief Academics Officer Campus Principals						

Strategy 2 Details			Reviews			
Strategy 2: Monitor student programs within the district in terms of student participation and facility needs.			**Formative**			**Summative**
Evidence that Demonstrates Success: adequate space on each campus for students to participate in programs			**Dec**	**Feb**	**Apr**	**June**
Staff Responsible for Monitoring: Chief Operations Officer Chief Academics Officer Campus Principals Director of Athletics Director of Career and Technical Education Executive Director of Specialized Learning Director of Fine Arts						

0% No Progress   100% Accomplished   → Continue/Modify   ✖ Discontinue

Goal 5: Communications: Ensure District is connected to the community in partnerships to further student success while communicating transparently and effectively.

Performance Objective 1: Prioritize and enhance parent communications.

Evaluation Data Sources: Baseline of tools, then re-measure of usage; review parent contact information each semester to reduce bounces

Strategy 1 Details		Reviews			
Strategy 1: Provide resources for the campus newsletters and utilize the weekly District Newsletter for information, repost online for access.		**Formative**			**Summative**
Evidence that Demonstrates Success: Create graphics files and easy-to-use content each month. Master plan for social media, reels, and video production.		**Dec**	**Feb**	**Apr**	**June**
Staff Responsible for Monitoring: Chief Communication Officer					

Strategy 2 Details		Reviews			
Strategy 2: Enhance web presence.		**Formative**			**Summative**
Evidence that Demonstrates Success: Update web presence and dedicated staff member for the new site launch. Enhance training of campus webmasters and administrators.		**Dec**	**Feb**	**Apr**	**June**
Staff Responsible for Monitoring: Chief Communication Officer					

0% No Progress   100% Accomplished   ➡ Continue/Modify   ❌ Discontinue

Goal 5: Communications: Ensure District is connected to the community in partnerships to further student success while communicating transparently and effectively.

Performance Objective 2: Provide opportunities to foster positive relationships between students, parents, schools, staff, and the community.

    Evaluation Data Sources: Parent/community surveys, number of events held, external communication methods

Strategy 1 Details				Reviews			
Strategy 1: Develop with the Principals and communicate an annual engagement plan.				**Formative**			**Summative**
Evidence that Demonstrates Success: Outline the calendar of events and engagement opportunities each month. Encourage all to participate in one group, club, event, or activity per semester. **Staff Responsible for Monitoring:** Chief Communication Officer				Dec	Feb	Apr	June

Strategy 2 Details				Reviews			
Strategy 2: Develop with the Principals an annual volunteer recruitment plan.				**Formative**			**Summative**
Evidence that Demonstrates Success: Create a roadmap for campus volunteer opportunities. Encourage parents to volunteer once a semester at their school. **Staff Responsible for Monitoring:** Volunteer Coordinator				Dec	Feb	Apr	June

0% No Progress	100% Accomplished	→ Continue/Modify	✕ Discontinue

Title I Personnel

Name	Position	Program	FTE
Saundra King	Financial Coordinator	Title I	.2

District Funding Summary

199 25 Bi Lingual

Goal	Objective	Strategy	Resources Needed	Account Code	Amount
					$0.00
				Sub-Total	$0.00
				Budgeted Fund Source Amount	$74,639.00
				+/- Difference	$74,639.00

211 Title I

Goal	Objective	Strategy	Resources Needed	Account Code	Amount
1	3	2			$0.00
1	3	3			$0.00
3	1	3			$0.00
				Sub-Total	$0.00
				Budgeted Fund Source Amount	$664,735.00
				+/- Difference	$664,735.00

244 Career and Tech

Goal	Objective	Strategy	Resources Needed	Account Code	Amount
					$0.00
				Sub-Total	$0.00
				Budgeted Fund Source Amount	$50,855.00
				+/- Difference	$50,855.00

255 Titile II

Goal	Objective	Strategy	Resources Needed	Account Code	Amount
1	3	3			$0.00
2	1	3			$0.00
				Sub-Total	$0.00
				Budgeted Fund Source Amount	$164,958.00
				+/- Difference	$164,958.00

263 Title III					
Goal	**Objective**	**Strategy**	**Resources Needed**	**Account Code**	**Amount**
1	1	4			$0.00
				Sub-Total	$0.00
				Budgeted Fund Source Amount	$83,011.00
				+/- Difference	$83,011.00

289 Title IV					
Goal	**Objective**	**Strategy**	**Resources Needed**	**Account Code**	**Amount**
1	2	2			$0.00
				Sub-Total	$0.00
				Budgeted Fund Source Amount	$50,236.00
				+/- Difference	$50,236.00

282 ESSER III					
Goal	**Objective**	**Strategy**	**Resources Needed**	**Account Code**	**Amount**
1	2	3			$0.00
				Sub-Total	$0.00
				Budgeted Fund Source Amount	$1,419,567.00
				+/- Difference	$1,419,567.00

429 Strong Foundations					
Goal	**Objective**	**Strategy**	**Resources Needed**	**Account Code**	**Amount**
					$0.00
				Sub-Total	$0.00
				Budgeted Fund Source Amount	$200,000.00
				+/- Difference	$200,000.00
				Grand Total Budgeted	$2,708,001.00
				Grand Total Spent	$0.00
				+/- Difference	$2,708,001.00