

# Red Oak Independent School District

## District Improvement Plan

2023-2024



# 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

Red Oak ISD, founded in 1912, serves the communities of Red Oak, Ovilla, Glenn Heights, Oak Leaf, and Pecan Hill in Ellis county. Red Oak ISD educates approximately 6,300 students across seven campuses. These campuses include, one 5A high school (grades 9-12), one middle school (grades 6-8), and five elementary schools (PK-5). The student body is 30.5% African American, 40.1% Hispanic, 24.5% White, 0.3% American Indian, 1% Asian, 0.1% Pacific Islander, and 3.6% two or more races. 51.8% of Red Oak ISD students are identified as economically disadvantaged.

### Demographics Strengths

Red Oak ISD continues to become more diverse and provides our students with the opportunity to develop an understanding for others on a local, state, national and global level. The overall 2022 accountability rating was a "B", indicating there are academic strengths exhibited by our students as a whole.

# Student Learning

## Student Learning Summary

In 2022, Red Oak ISD received a B (84) rating. Two elementary campuses received an A, Red Oak High School and three elementary campuses received a B, and 1 campus received a C.

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

## Student Learning Strengths

Campuses in Red Oak ISD received a total of 10 distinctions on the TEA Accountability Summary for 2022.

- Red Oak High School: Science, Comparative Academic Growth
- Red Oak Elementary: Comparative Academic Growth, Comparative Closing the Gaps
- Eastridge Elementary: Science, Postsecondary Readiness
- Shields Elementary: Comparative Academic Growth
- Wooden Elementary: Science, Comparative Academic Growth, Postsecondary Readiness

## Problem Statements Identifying Student Learning Needs

**Problem Statement 1 (Prioritized):** 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, Academic Growth in Mathematics, and Student Success.

**Problem Statement 2 (Prioritized):** Russell P. Shupmann Elementary 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.

# 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. This priority can be seen through the use of Capturing Kids Hearts and Restorative Discipline in the secondary campuses. 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 12.2% 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 6.9% of all students across the district. 12.7% 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.

# Perceptions

## Perceptions Summary

Realizing our students' individual 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 2022-2023 school year, our community volunteered 10,084 hours. This is an increase from 4,776 hours the previous academic year.

## Perceptions Strengths

Our strength is our community-wide commitment to realizing our individual students' dreams.

# Priority Problem Statements

**Problem Statement 1:** Red Oak Middle School is identified for Targeted Support and Improvement (2022 Federal Accountability).

**Root Cause 1:** The following areas scored below the ESSA target scores: White Students: Academic Achievement in Reading, Academic Growth in Mathematics, and Student Success.

**Problem Statement 1 Areas:** Student Learning

**Problem Statement 2:** Russell P. Shupmann Elementary is identified for Targeted Support and Improvement (2022 Federal Accountability).

**Root Cause 2:** The following areas scored below the ESSA target scores: White Students: Academic Achievement in Reading and Mathematics, and Student Success.

**Problem Statement 2 Areas:** Student Learning



# Comprehensive Needs Assessment Data Documentation

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

## Improvement Planning Data

- District goals
- HB3 Reading and math goals for PreK-3
- HB3 CCMR goals
- Planning and decision making committee(s) meeting data
- 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

## 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

## 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
- Emergent Bilingual (EB) /non-EB data, including academic achievement, progress, support and accommodation needs, race, ethnicity, gender etc.
- Section 504 data
- Gifted and talented data
- Dyslexia data

## Student Data: Behavior and Other Indicators

- Completion rates and/or graduation rates data
- Attendance data
- Mobility rate, including longitudinal data
- Discipline records

**Employee Data**

- Staff surveys and/or other feedback

**Parent/Community Data**

- Parent surveys and/or other feedback

**Support Systems and Other Data**










- Communications data
- Other additional data














# 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, MAP/SAT Projected Proficiency (5th-8th), PSAT/SAT scores 8th/11th grade, Enrollment, Dual Credit passing rate










Strategy 1 Details	Reviews			
<p><b>Strategy 1:</b> Increase the number of pathways in CCMR for our students.</p> <p><b>Evidence that Demonstrates Success:</b> Each year we will offer 1 additional opportunity</p> <p><b>Staff Responsible for Monitoring:</b> Director of Career and Technical Education</p>	Formative			Summative
	Dec	Feb	Apr	June
				
Strategy 2 Details	Reviews			
<p><b>Strategy 2:</b> Provide staff with Grades 6-12 Texas state standards that align to the Scholastic Assessment Test (SAT).</p> <p><b>Evidence that Demonstrates Success:</b> We will increase college readiness as projected by MAP scores We will increase PSAT/SAT scores</p> <p><b>Staff Responsible for Monitoring:</b> Executive Director of Instructional Leadership Director of Curriculum and Instruction Program Coordinators</p>	Formative			Summative
	Dec	Feb	Apr	June
				
Strategy 3 Details	Reviews			
<p><b>Strategy 3:</b> Increase our student enrollment in practicums that lead to an Industry Based Certification (IBC) and increase IBC passing rates.</p> <p><b>Evidence that Demonstrates Success:</b> Enrollment in practicums will increase Passing rates to IBC will increase</p> <p><b>Staff Responsible for Monitoring:</b> Director of Career and Technical Education ROHS Principal ROHS Associate Principal ROHS Assistant Principals ROHS College and Career Coordinator ROHS Counselors</p>	Formative			Summative
	Dec	Feb	Apr	June
				














Strategy 4 Details	Reviews			
<b>Strategy 4:</b> Provide College Readiness Assessment Preparation Opportunities <b>Evidence that Demonstrates Success:</b> Increase in the percentage of students passing dual credit courses <b>Staff Responsible for Monitoring:</b> ROHS Principal ROHS Associate Principal ROHS Assistant Principals ROHS College and Career Coordinator ROHS Counselors Director of Curriculum and Instruction	<b>Formative</b>			<b>Summative</b>
	<b>Dec</b>	<b>Feb</b>	<b>Apr</b>	<b>June</b>
	N/A	N/A	N/A	
Strategy 5 Details	Reviews			
<b>Strategy 5:</b> 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)]. <b>Evidence that Demonstrates Success:</b> College & Career Counselor program records <b>Staff Responsible for Monitoring:</b> Director of Counseling and Family Services ROHS College and Career Readiness Coordinator Counselors Student Support Specialist	<b>Formative</b>			<b>Summative</b>
	<b>Dec</b>	<b>Feb</b>	<b>Apr</b>	<b>June</b>
				
Strategy 6 Details	Reviews			
<b>Strategy 6:</b> Execute drop out reduction through the Hawks Success program [TEC 11.255(a)(3)(C)] <b>Evidence that Demonstrates Success:</b> Drop out records, campus information related to graduation rates <b>Staff Responsible for Monitoring:</b> ROHS Principal ROHS Associate Principal	<b>Formative</b>			<b>Summative</b>
	<b>Dec</b>	<b>Feb</b>	<b>Apr</b>	<b>June</b>
				
Strategy 7 Details	Reviews			
<b>Strategy 7:</b> Utilize a Career and Technical Education Counselor to facilitate student's understanding of CTE opportunities. <b>Staff Responsible for Monitoring:</b> ROHS Principal Director of Career and Technical Education  <b>Funding Sources:</b> - 282 ESSER III	<b>Formative</b>			<b>Summative</b>
	<b>Dec</b>	<b>Feb</b>	<b>Apr</b>	<b>June</b>
				
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**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			
<p><b>Strategy 1:</b> Offer Mentor's Care to students at the High School for student's identified as at-risk.  <b>Evidence that Demonstrates Success:</b> 100% of students identified as needing a mentor will be assigned a mentor.  <b>Staff Responsible for Monitoring:</b> ROHS Counselors</p>	<b>Formative</b>			<b>Summative</b>
	<b>Dec</b>	<b>Feb</b>	<b>Apr</b>	<b>June</b>
				
Strategy 2 Details	Reviews			
<p><b>Strategy 2:</b> Provide lessons focused on interpersonal skills in grades PK-8 [TEC 11.252(a)(3)(E)], [TEC 11.252(a)(3)(B)(ii)].  <b>Evidence that Demonstrates Success:</b> Students will receive weekly lessons on interpersonal skills.  <b>Staff Responsible for Monitoring:</b> PK-8 Counselors                      Director of Counseling and Family Services                      Student Support Specialist   <b>Funding Sources:</b> - 289 Title IV</p>	<b>Formative</b>			<b>Summative</b>
	<b>Dec</b>	<b>Feb</b>	<b>Apr</b>	<b>June</b>
				
Strategy 3 Details	Reviews			
<p><b>Strategy 3:</b> Make Care Solace available to all students and staff as needed.  <b>Evidence that Demonstrates Success:</b> Referrals to Care Solace.  <b>Staff Responsible for Monitoring:</b> Campus administrators and counselors                      Director of Counseling and Family Services   <b>Funding Sources:</b> - 282 ESSER III</p>	<b>Formative</b>			<b>Summative</b>
	<b>Dec</b>	<b>Feb</b>	<b>Apr</b>	<b>June</b>
				




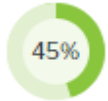
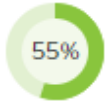
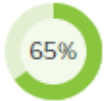


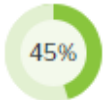
Strategy 4 Details	Reviews			
<p><b>Strategy 4:</b> Provide trauma-informed care training to district and campus staff in accordance with Board Policy [TEC 11.252(a)(10)], [TEC 11.252(a)(3)(E)].</p> <p><b>Evidence that Demonstrates Success:</b> School Board Policy FFBA Legal and FFBA Local Sign in sheets</p> <p><b>Staff Responsible for Monitoring:</b> Director of Counseling and Family Services Student Support Specialist Campus Counselors</p>	<b>Formative</b>			<b>Summative</b>
	<b>Dec</b>	<b>Feb</b>	<b>Apr</b>	<b>June</b>
				
Strategy 5 Details	Reviews			
<p><b>Strategy 5:</b> Staff and students will receive training to prevent suicide and violence, unwanted physical and verbal aggression, sexual harassment, 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)].</p> <p><b>Evidence that Demonstrates Success:</b> Compliance training records</p> <p><b>Staff Responsible for Monitoring:</b> Chief Technology Officer Chief Communications Officer Executive Director of Instructional Leadership Director of Student Services Director of Counseling and Family Services Student Support Specialist</p>	<b>Formative</b>			<b>Summative</b>
	<b>Dec</b>	<b>Feb</b>	<b>Apr</b>	<b>June</b>
				
Strategy 6 Details	Reviews			
<p><b>Strategy 6:</b> Employ a district wide Student Support Specialist</p> <p><b>Evidence that Demonstrates Success:</b> Program Reports</p> <p><b>Staff Responsible for Monitoring:</b> Director of Counseling and Family Services</p> <p><b>Funding Sources:</b> - 282 ESSER III</p>	<b>Formative</b>			<b>Summative</b>
	<b>Dec</b>	<b>Feb</b>	<b>Apr</b>	<b>June</b>
				
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**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			
<p><b>Strategy 1:</b> Monitor data from Dimension 2.1 (The teacher supports all learners in their pursuit of high levels of academic and social-emotional success.)from TTESS walkthroughs.</p> <p><b>Evidence that Demonstrates Success:</b> Percentage of 2.1 observed in walkthroughs will increase 3% each year.</p> <p><b>Staff Responsible for Monitoring:</b> Executive Director of Instructional Leadership Campus Administrators</p>	Formative			Summative
	Dec	Feb	Apr	June
				
Strategy 2 Details	Reviews			
<p><b>Strategy 2:</b> Conduct T-TESS walkthroughs to support instructional strategies</p> <p><b>Evidence that Demonstrates Success:</b> Domain 2.1 and 2.5 will show an increase</p> <p><b>Staff Responsible for Monitoring:</b> Executive Director of Instructional Leadership Director of Curriculum and Instruction Program Coordinators Campus Administrators</p> <p><b>Problem Statements:</b> Student Learning 1, 2</p>	Formative			Summative
	Dec	Feb	Apr	June
				
Strategy 3 Details	Reviews			
<p><b>Strategy 3:</b> Monitor data from Dimension 2.5 (The teacher formally and informally collects, analyzes and uses student progress data and makes needed lesson adjustments.) from TTESS walkthroughs.</p> <p><b>Evidence that Demonstrates Success:</b> Percentage of 2.5 observed in walkthroughs will increase 3% each year.</p> <p><b>Staff Responsible for Monitoring:</b> Executive Director of Instructional Leadership Campus Administrators</p>	Formative			Summative
	Dec	Feb	Apr	June
				

Strategy 4 Details	Reviews			
<b>Strategy 4:</b> 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)]. <b>Evidence that Demonstrates Success:</b> Lead4Ward Reports MAP Growth Reports IEPs and IAPs 504 Plans <b>Staff Responsible for Monitoring:</b> C&I Department Campus Administrators Teachers	Formative			Summative
	Dec	Feb	Apr	June
				
Strategy 5 Details	Reviews			
<b>Strategy 5:</b> Provide accelerated instruction to students at risk of not reaching grade level targets [TEC 11.252(a)(3)(H)]. <b>Evidence that Demonstrates Success:</b> Lead4Ward Reports MAP Growth Reports Skyward: Student Grades Eduphoria: Teacher, Campus, and District Assessments <b>Staff Responsible for Monitoring:</b> C&I Department Campus Administrators Teachers	Formative			Summative
	Dec	Feb	Apr	June
				
Strategy 6 Details	Reviews			
<b>Strategy 6:</b> 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)]. <b>Evidence that Demonstrates Success:</b> Eduphoria Strive Reports Instructional Coaches' Logs <b>Staff Responsible for Monitoring:</b> C&I Department Technology Department Campus Administrators  <b>Funding Sources:</b> - 211 Title I, - 255 Title II, - 282 ESSER III	Formative			Summative
	Dec	Feb	Apr	June
				



Strategy 7 Details	Reviews			
<p><b>Strategy 7:</b> Conduct activities for timely identification of students with dyslexia and provide appropriate instruction [TEC 11.252(a)(3)(D)(iv)].</p> <p><b>Evidence that Demonstrates Success:</b> Student growth between the beginning of the year and the end of the year through multiple measures.</p> <p><b>Staff Responsible for Monitoring:</b> Director of Specialized Learning Assistant Director of Federal Programs Dyslexia Specialists Campus Administrators</p>	<b>Formative</b>			<b>Summative</b>
	<b>Dec</b>	<b>Feb</b>	<b>Apr</b>	<b>June</b>
Strategy 8 Details	Reviews			
<p><b>Strategy 8:</b> Support students identified as performing below grade level expectations through employing Interventionists (Math, ELAR, and Bilingual) and Literacy Strategist.</p> <p><b>Evidence that Demonstrates Success:</b> Student assessment reports, such as: Lead4Ward Reports, MAP Growth Reports, Skyward: Student Grades, Eduphoria: Teacher, Campus, and District Assessments</p> <p><b>Staff Responsible for Monitoring:</b> C&amp;I Department Campus Administrators Teachers</p> <p><b>Funding Sources:</b> - 282 ESSER III, - 211 Title I, - 199 25 Bi Lingual</p>	<b>Formative</b>			<b>Summative</b>
	<b>Dec</b>	<b>Feb</b>	<b>Apr</b>	<b>June</b>
Strategy 9 Details	Reviews			
<p><b>Strategy 9:</b> Support students served in the Bilingual Program through employing Bilingual Aides.</p> <p><b>Evidence that Demonstrates Success:</b> TELPAS Results</p> <p><b>Staff Responsible for Monitoring:</b> Wooden &amp; Schupmann Elementary Administrators C&amp;I Department</p> <p><b>Funding Sources:</b> - 211 Title I, - 263 Title III</p>	<b>Formative</b>			<b>Summative</b>
	<b>Dec</b>	<b>Feb</b>	<b>Apr</b>	<b>June</b>
<div style="display: flex; justify-content: space-around; align-items: center;"> <div style="text-align: center;"> No Progress</div> <div style="text-align: center;"> Accomplished</div> <div style="text-align: center;"> Continue/Modify</div> <div style="text-align: center;"> Discontinue</div> </div>				

**Performance Objective 3 Problem Statements:**

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

## Student Learning

**Problem Statement 2:** Russell P. Shupmann Elementary 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.











**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			
<p><b>Strategy 1:</b> 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.</p> <p><b>Staff Responsible for Monitoring:</b> Executive Director of Instructional Leadership                      Director of Curriculum and Instruction                      Elementary ELAR Program Coordinator                      Elementary Campus Principals                      Elementary ELAR Instructional Coaches</p>	Formative			Summative
	Dec	Feb	Apr	June
	N/A	N/A	N/A	
Strategy 2 Details	Reviews			
<p><b>Strategy 2:</b> 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.</p> <p><b>Staff Responsible for Monitoring:</b> Executive Director of Instructional Leadership                      Director of Curriculum and Instruction                      Elementary Math Program Coordinator                      Elementary Campus Principals                      Elementary Math Instructional Coaches</p>	Formative			Summative
	Dec	Feb	Apr	June
	N/A	N/A	N/A	
Strategy 3 Details	Reviews			
<p><b>Strategy 3:</b> 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.</p> <p><b>Staff Responsible for Monitoring:</b> Executive Director of Instructional Leadership                      Director of Curriculum and Instruction                      ROHS Principal                      ROHS Associate Principal                      ROHS College and Career Coordinator                      ROHS Counselors</p>	Formative			Summative
	Dec	Feb	Apr	June
	N/A	N/A	N/A	

Strategy 4 Details	Reviews			
<b>Strategy 4:</b> Develop and implement a Strong Foundations Literacy Framework <b>Evidence that Demonstrates Success:</b> Framework <b>Staff Responsible for Monitoring:</b> C&I Department Instructional Coaches Campus Administrators  <b>Funding Sources:</b> - 429 Strong Foundations	Formative			Summative
	Dec	Feb	Apr	June
				
Strategy 5 Details	Reviews			
<b>Strategy 5:</b> Support the campuses' assessment programs through a district wide Testing Coordinator <b>Evidence that Demonstrates Success:</b> Timely student performance data collected in a consistent manner <b>Staff Responsible for Monitoring:</b> Executive Director of Assessment and Accountability  <b>Funding Sources:</b> - 282 ESSER III	Formative			Summative
	Dec	Feb	Apr	June
				
 No Progress  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			
<p><b>Strategy 1:</b> Offer at least one additional employer-paid benefit per school year.</p> <p><b>Evidence that Demonstrates Success:</b> List of Employer-paid Benefits</p> <p><b>Staff Responsible for Monitoring:</b> Executive Director of Human Resources Benefits and Leave Coordinator Assistant Superintendent of Finance/Chief Financial Officer</p>	Formative			Summative
	Dec	Feb	Apr	June
	100%	100%	100%	
Strategy 2 Details	Reviews			
<p><b>Strategy 2:</b> Maintain a competitive salary structure.</p> <p><b>Evidence that Demonstrates Success:</b> By 2026, ROISD salary/wage for teachers will rank in the top 10% of our comparison group.</p> <p><b>Staff Responsible for Monitoring:</b> Assistant Superintendent of Finance/Chief Financial Officer Deputy Superintendent</p>	Formative			Summative
	Dec	Feb	Apr	June
	100%	100%	100%	
Strategy 3 Details	Reviews			
<p><b>Strategy 3:</b> Provide stipends to eligible employees for advanced degrees (Master's and Doctorate).</p> <p><b>Evidence that Demonstrates Success:</b> Staff retention Number of staff with Masters Degrees</p> <p><b>Staff Responsible for Monitoring:</b> Executive Director of Human Resources Director of Interventions and Grants</p> <p><b>Funding Sources:</b> - 255 Title II</p>	Formative			Summative
	Dec	Feb	Apr	June
	100%	100%	100%	
<p style="text-align: center;">  No Progress                 Accomplished                 Continue/Modify                 Discontinue         </p>				

**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			
<p><b>Strategy 1:</b> Develop team-building strategy ideas for campus/department leaders that will promote staff retention with their respective campuses/departments.</p> <p><b>Evidence that Demonstrates Success:</b> Team-Building Strategy Ideas Training Sign-in Sheets</p> <p><b>Staff Responsible for Monitoring:</b> Deputy Superintendent</p>	Formative			Summative
	Dec	Feb	Apr	June
	 25%	 50%	 80%	
Strategy 2 Details	Reviews			
<p><b>Strategy 2:</b> Conduct teacher and paraprofessional focus groups/surveys to gain insight into staff retention.</p> <p><b>Evidence that Demonstrates Success:</b> EAC Sign-in Sheets, EAC Recommendation Feedback Staff Surveys</p> <p><b>Staff Responsible for Monitoring:</b> Benefits and Leave Coordinator</p>	Formative			Summative
	Dec	Feb	Apr	June
	 50%	 50%	 80%	
<div style="display: flex; justify-content: space-around; align-items: center;"> <div style="text-align: center;">  No Progress         </div> <div style="text-align: center;">  Accomplished         </div> <div style="text-align: center;">  Continue/Modify         </div> <div style="text-align: center;">  Discontinue         </div> </div>				

**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			
<b>Strategy 1:</b> Develop a grow-your-own program at all levels of the organization. <b>Evidence that Demonstrates Success:</b> Provide documentation of staff participating in Grow-Your-Own Programs <b>Staff Responsible for Monitoring:</b> Executive Director of Human Resources Support Staff Specialist	<b>Formative</b>			<b>Summative</b>
	<b>Dec</b>	<b>Feb</b>	<b>Apr</b>	<b>June</b>
	 25%	 40%	 60%	
Strategy 2 Details	Reviews			
<b>Strategy 2:</b> Expand recruitment strategies. <b>Evidence that Demonstrates Success:</b> ROISD will increase recruiting visits by 15% annually of baseline 2022-23 data. <b>Staff Responsible for Monitoring:</b> Executive Director of Human Resources Support Staff Specialist	<b>Formative</b>			<b>Summative</b>
	<b>Dec</b>	<b>Feb</b>	<b>Apr</b>	<b>June</b>
	 20%	 50%	 100%	
<div style="display: flex; justify-content: space-around; align-items: center;"> <div style="text-align: center;">  No Progress                     </div> <div style="text-align: center;">  Accomplished                     </div> <div style="text-align: center;">  Continue/Modify                     </div> <div style="text-align: center;">  Discontinue                     </div> </div>				

**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 and the annual Schools FIRST Report, The receipt of additional grant opportunities each year.









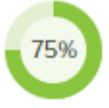
Strategy 1 Details	Reviews			
<p><b>Strategy 1:</b> Continue to receive an unmodified (clean) annual financial audit and passing scores on state financial accountability reports.</p> <p><b>Evidence that Demonstrates Success:</b> The District's Annual Financial Report has an unmodified opinion. Receive an A rating on the Schools FIRST report each fall.</p> <p><b>Staff Responsible for Monitoring:</b> Assistant Superintendent of Finance/Chief Financial Officer</p>	Formative			Summative
	Dec	Feb	Apr	June
Strategy 2 Details	Reviews			
<p><b>Strategy 2:</b> Explore new revenue streams through grants and donations.</p> <p><b>Evidence that Demonstrates Success:</b> 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</p> <p><b>Staff Responsible for Monitoring:</b> Assistant Superintendent of Finance/Chief Financial Officer Director of Accounting Director of Purchasing Financial Coordinator Director of Interventions and Grants</p>	Formative			Summative
	Dec	Feb	Apr	June
Strategy 3 Details	Reviews			
<p><b>Strategy 3:</b> Ensure fiscal compliance with federal awards through a district wide Financial Coordinator</p> <p><b>Evidence that Demonstrates Success:</b> Effective use of federal funding</p> <p><b>Staff Responsible for Monitoring:</b> Assistant Superintendent of Finance/Chief Financial Officer Finance Coordinator Director of Interventions and Grants</p> <p><b>Funding Sources:</b> - 211 Title I</p>	Formative			Summative
	Dec	Feb	Apr	June
<p style="text-align: center;">  No Progress                 Accomplished                 Continue/Modify                 Discontinue         </p>				



**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			
<p><b>Strategy 1:</b> 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.</p> <p><b>Evidence that Demonstrates Success:</b> 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.</p> <p><b>Staff Responsible for Monitoring:</b> Assistant Superintendent of Finance/Chief Financial Officer</p>	Formative			Summative
	Dec	Feb	Apr	June
				
Strategy 2 Details	Reviews			
<p><b>Strategy 2:</b> 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.</p> <p><b>Evidence that Demonstrates Success:</b> To provide the financial resources needed to sufficiently support salaries, instructional programs and materials. Receive the fiscal and transparency State, National, and International awards each year.</p> <p><b>Staff Responsible for Monitoring:</b> Assistant Superintendent of Finance/Chief Financial Officer</p>	Formative			Summative
	Dec	Feb	Apr	June
				
Strategy 3 Details	Reviews			
<p><b>Strategy 3:</b> Monthly individual Budget reviews to ensure meeting budget guidelines and student focus as well as monthly cash audits for all campuses/departments that manage cash.</p> <p><b>Evidence that Demonstrates Success:</b> 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.</p> <p><b>Staff Responsible for Monitoring:</b> Assistant Superintendent of Finance/Chief Financial Officer Director of Accounting Director of Purchasing Financial Coordinator</p>	Formative			Summative
	Dec	Feb	Apr	June
				

Strategy 4 Details	Reviews			
<p><b>Strategy 4:</b> 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.</p> <p><b>Evidence that Demonstrates Success:</b> Provide an annually updated comprehensive and understandable Financial Procedures manual for all District staff that provides the guidance for the financial process.</p> <p><b>Staff Responsible for Monitoring:</b> Director of Accounting Director of Purchasing</p>	Formative			Summative
	Dec	Feb	Apr	June
Strategy 5 Details	Reviews			
<p><b>Strategy 5:</b> Work with key administrators to strengthen and further define multi-year capital needs plans to see if the projects can be budgeted and fiscally sustainable.</p> <p><b>Evidence that Demonstrates Success:</b> 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.</p> <p><b>Staff Responsible for Monitoring:</b> Assistant Superintendent of Finance/Chief Financial Officer Assistant Superintendent of District Operations</p>	Formative			Summative
	Dec	Feb	Apr	June
<p style="text-align: center;">  No Progress                 Accomplished                 Continue/Modify                 Discontinue         </p>				

**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			
<p><b>Strategy 1:</b> Continuously monitor local, state and federal legislation that may impact our financial planning and communicate any financial impacts to the stakeholders.</p> <p><b>Evidence that Demonstrates Success:</b> Monitor any current legislation to ensure that all stakeholder's are aware of any financial changes that will impact the District.</p> <p><b>Staff Responsible for Monitoring:</b> Assistant Superintendent of Finance/Chief Financial Officer</p>	Formative			Summative
	Dec	Feb	Apr	June
	100%	100%	100%	
Strategy 2 Details	Reviews			
<p><b>Strategy 2:</b> Engage all stakeholders through different methods to communicate the District's ongoing financial position and educate stakeholders regarding school finance.</p> <p><b>Evidence that Demonstrates Success:</b> Assist all stakeholders in better understanding the State funding method and the District's current financial situation.</p> <p><b>Staff Responsible for Monitoring:</b> Assistant Superintendent of Finance/Chief Financial Officer Chief Communications Officer</p>	Formative			Summative
	Dec	Feb	Apr	June
	100%	100%	100%	
Strategy 3 Details	Reviews			
<p><b>Strategy 3:</b> Offer school finance trainings to District and community groups on a regular basis.</p> <p><b>Evidence that Demonstrates Success:</b> Provide community groups School Funding 101 sessions as requested or needed.</p> <p><b>Staff Responsible for Monitoring:</b> Assistant Superintendent of Finance/Chief Financial Officer</p>	Formative			Summative
	Dec	Feb	Apr	June
	75%	75%	100%	
<p style="text-align: center;">  No Progress                 Accomplished                 Continue/Modify                 Discontinue         </p>				

**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			
<p><b>Strategy 1:</b> Review student enrollment projections and continue to review the current ROISD facility plan for opportunities to address documented needs.</p> <p><b>Evidence that Demonstrates Success:</b> adequate space on each campus for students; facility upgrades that can be accomplished through local district funds</p> <p><b>Staff Responsible for Monitoring:</b> Assistant Superintendent of District Operations Assistant Superintendent of Finance/Chief Financial Officer Deputy Superintendent</p>	Formative			Summative
	Dec	Feb	Apr	June
Strategy 2 Details	Reviews			
<p><b>Strategy 2:</b> Begin construction of second middle school</p> <p><b>Evidence that Demonstrates Success:</b> additional space for grades 6-8 with a 1,200 student capacity and 188,000 square feet</p> <p><b>Staff Responsible for Monitoring:</b> Assistant Superintendent of District Operations Assistant Superintendent of Finance/Chief Financial Officer Superintendent</p>	Formative			Summative
	Dec	Feb	Apr	June
Strategy 3 Details	Reviews			
<p><b>Strategy 3:</b> Continue to review the current ROISD facility plan for opportunities to address documented needs</p> <p><b>Evidence that Demonstrates Success:</b> Documentation of completed projects</p> <p><b>Staff Responsible for Monitoring:</b> Assistant Superintendent of District Operations</p>	Formative			Summative
	Dec	Feb	Apr	June
<p style="text-align: center;">  No Progress                 Accomplished                 Continue/Modify                 Discontinue         </p>				

**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			
<p><b>Strategy 1:</b> Implementation of new safety and security mandates from TEA by Fall of 2024.</p> <p><b>Evidence that Demonstrates Success:</b> Student and Staff Safety</p> <p><b>Staff Responsible for Monitoring:</b> Assistant Superintendent of District Operations ROISD Chief of Police Campus Administration</p>	Formative			Summative
	Dec	Feb	Apr	June
				
Strategy 2 Details	Reviews			
<p><b>Strategy 2:</b> Evaluate and update district technology infrastructure, equipment and protocols to ensure implementation of legislative requirements and best practices.</p> <p><b>Evidence that Demonstrates Success:</b> District Technology prepared for possible cyber attack</p> <p><b>Staff Responsible for Monitoring:</b> Chief Technology Officer</p>	Formative			Summative
	Dec	Feb	Apr	June
				
Strategy 3 Details	Reviews			
<p><b>Strategy 3:</b> 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).</p> <p><b>Evidence that Demonstrates Success:</b> Student and Staff Safety</p> <p><b>Staff Responsible for Monitoring:</b> ROISD Chief of Police Campus Administration</p>	Formative			Summative
	Dec	Feb	Apr	June
				
Strategy 4 Details	Reviews			
<p><b>Strategy 4:</b> 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.</p> <p><b>Evidence that Demonstrates Success:</b> Student and Staff Safety</p> <p><b>Staff Responsible for Monitoring:</b> ROISD Chief of Police Campus Administration</p>	Formative			Summative
	Dec	Feb	Apr	June
				

Strategy 5 Details	Reviews			
<b>Strategy 5:</b> Continually Update the District's Emergency Operations Plan by the timelines provided by State Law. <b>Evidence that Demonstrates Success:</b> Student and Staff Safety, updated Plan <b>Staff Responsible for Monitoring:</b> ROISD Chief of Police	Formative			Summative
	Dec	Feb	Apr	June
				
 No Progress  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.





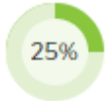





**Evaluation Data Sources:** Annual Enrollment for Campuses/Grade Levels/Programs, Student program participation reports with facility needs

Strategy 1 Details	Reviews			
<p><b>Strategy 1:</b> Review and analyze the student populations within ROISD.</p> <p><b>Evidence that Demonstrates Success:</b> adequate space on each campus for students to participate in programs</p> <p><b>Staff Responsible for Monitoring:</b> Assistant Superintendent of District Operations Executive Director of Instructional Leadership Campus Principals</p>	Formative			Summative
	Dec	Feb	Apr	June
				
Strategy 2 Details	Reviews			
<p><b>Strategy 2:</b> Monitor student programs within the district in terms of student participation and facility needs.</p> <p><b>Evidence that Demonstrates Success:</b> adequate space on each campus for students to participate in programs</p> <p><b>Staff Responsible for Monitoring:</b> Assistant Superintendent of District Operations Executive Director of Instructional Leadership Campus Principals Director of Athletics Director of Career and Technical education Director of Specialized Learning Director of Fine Arts</p>	Formative			Summative
	Dec	Feb	Apr	June
				
<p style="text-align: center;">  No Progress                 Accomplished                 Continue/Modify                 Discontinue         </p>				

**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 and teacher 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			
<b>Strategy 1:</b> Research and develop recommendation of tools and expectations. <b>Evidence that Demonstrates Success:</b> Recommended tools and expectations <b>Staff Responsible for Monitoring:</b> Chief Communications Officer	Formative			Summative
	Dec	Feb	Apr	June
				
Strategy 2 Details	Reviews			
<b>Strategy 2:</b> Supplement with district and campus communication plans. <b>Evidence that Demonstrates Success:</b> Goal to have 80% of parents and teachers using outlined expectations by December 2023; goal to reach 95-97% saturation of usage by five years <b>Staff Responsible for Monitoring:</b> Chief Communications Officer Campus Principals	Formative			Summative
	Dec	Feb	Apr	June
				
<div style="display: flex; justify-content: space-around; align-items: center;"> <div style="text-align: center;"> No Progress</div> <div style="text-align: center;"> Accomplished</div> <div style="text-align: center;"> Continue/Modify</div> <div style="text-align: center;"> Discontinue</div> </div>				



**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 and staff, and the community.

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

Strategy 1 Details	Reviews			
<p><b>Strategy 1:</b> Develop annual plan for engagement at district and campus level.  <b>Evidence that Demonstrates Success:</b> Increase engagement of parents and community - every target audience minimum one touch point per year.  <b>Staff Responsible for Monitoring:</b> Chief Communications Officer</p>	<b>Formative</b>			<b>Summative</b>
	<b>Dec</b>	<b>Feb</b>	<b>Apr</b>	<b>June</b>
				
Strategy 2 Details	Reviews			
<p><b>Strategy 2:</b> Develop volunteer recruitment and engagement plan.  <b>Evidence that Demonstrates Success:</b> Volunteer recruitment and engagement plan  <b>Staff Responsible for Monitoring:</b> Executive Director of Education Foundation                      Chief Communications Officer</p>	<b>Formative</b>			<b>Summative</b>
	<b>Dec</b>	<b>Feb</b>	<b>Apr</b>	<b>June</b>
				
<p style="text-align: center;">  No Progress                           Accomplished                           Continue/Modify                           Discontinue                 </p>				

# Title I Personnel

<u>Name</u>	<u>Position</u>	<u>Program</u>	<u>FTE</u>
Sandra King	Financial Coordinator	Title I	.2

# District Funding Summary

199 25 Bi Lingual					
Goal	Objective	Strategy	Resources Needed	Account Code	Amount
1	3	8			\$0.00
<b>Sub-Total</b>					\$0.00
<b>Budgeted Fund Source Amount</b>					\$74,639.00
<b>+/- Difference</b>					<b>\$74,639.00</b>
211 Title I					
Goal	Objective	Strategy	Resources Needed	Account Code	Amount
1	3	6			\$0.00
1	3	8			\$0.00
1	3	9			\$0.00
3	1	3			\$0.00
<b>Sub-Total</b>					\$0.00
<b>Budgeted Fund Source Amount</b>					\$664,735.00
<b>+/- Difference</b>					<b>\$664,735.00</b>
244 Career and Tech					
Goal	Objective	Strategy	Resources Needed	Account Code	Amount
					\$0.00
<b>Sub-Total</b>					\$0.00
<b>Budgeted Fund Source Amount</b>					\$50,855.00
<b>+/- Difference</b>					<b>\$50,855.00</b>
255 Title II					
Goal	Objective	Strategy	Resources Needed	Account Code	Amount
1	3	6			\$0.00
2	1	3			\$0.00
<b>Sub-Total</b>					\$0.00
<b>Budgeted Fund Source Amount</b>					\$164,958.00
<b>+/- Difference</b>					<b>\$164,958.00</b>

263 Title III					
Goal	Objective	Strategy	Resources Needed	Account Code	Amount
1	3	9			\$0.00
<b>Sub-Total</b>					\$0.00
<b>Budgeted Fund Source Amount</b>					\$83,011.00
<b>+/- Difference</b>					\$83,011.00
289 Title IV					
Goal	Objective	Strategy	Resources Needed	Account Code	Amount
1	2	2			\$0.00
<b>Sub-Total</b>					\$0.00
<b>Budgeted Fund Source Amount</b>					\$50,236.00
<b>+/- Difference</b>					\$50,236.00
282 ESSER III					
Goal	Objective	Strategy	Resources Needed	Account Code	Amount
1	1	7			\$0.00
1	2	3			\$0.00
1	2	6			\$0.00
1	3	6			\$0.00
1	3	8			\$0.00
1	4	5			\$0.00
<b>Sub-Total</b>					\$0.00
<b>Budgeted Fund Source Amount</b>					\$1,419,567.00
<b>+/- Difference</b>					\$1,419,567.00
429 Strong Foundations					
Goal	Objective	Strategy	Resources Needed	Account Code	Amount
1	4	4			\$0.00
<b>Sub-Total</b>					\$0.00
<b>Budgeted Fund Source Amount</b>					\$200,000.00
<b>+/- Difference</b>					\$200,000.00
<b>Grand Total Budgeted</b>					\$2,708,001.00
<b>Grand Total Spent</b>					\$0.00
<b>+/- Difference</b>					\$2,708,001.00