

# Santa Anna ISD

## District Improvement Plan

2021/2022



Todd White

Superintendent

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Date Board Approved: \_\_\_\_\_



# **Santa Anna ISD**

## **Mission**

The mission of Santa Anna Independent School District is to develop and encourage life-long learners and to share in the responsibility of educating the total child regardless of socio- economic or ethnic backgrounds.

Our schools are child centered. The needs and abilities of the individual are the principal concern

The District strives to create a safe, nurturing environment, in which to prepare our students physically, mentally, socially, and morally toward the full realization of their highest capabilities so that they may take their place in an ever-changing society.

## **District System for Continuous Improvement**

Santa Anna ISD's comprehensive system for ongoing district improvement is achieved through the integration, alignment, and support of Campus Improvement Plans and District Technology Plan, Site Based Committees, with memberships representing all stakeholders, administration, staff, community business members, and parents, participate in planning activities. AEIS data, Accountability Ratings, Vocational and College Readiness, Dropout Rates, Benchmarks, Performance monitoring reports, STAAR, Attendance records, Disciplinary Reports, Budgets, STAAR Charts, and surveys are utilized in determining need, priorities, and action plans.

## **Federal, State and Local Funding Sources**

Federal funding sources that will be integrated and coordinated with State and Local funds to meet the needs of all students: Compensatory Education

Carl Perkins- Federal, Headstart-Federal, Migrant Title 1 Part C - Federal, SPED Funds- Federal, Title I PT A- Federal, Title II Pt A-Federal, Title III Bilingual/ ELA - Federal, Title IV Pt A- Federal, Activity Funds- Local, Local Funds. .... Local, PTO - Local, State Compensatory- State



**Santa Anna ISD uses the following: the AT-RISK-INDICATOR-CODE indicates whether a student is currently identified at at-risk of dropping out of school using state-defined criteria only (TEC§29.081, Compensatory and Accelerated Instruction).**

For purposes of this section, "student at risk of dropping out of school" includes each student who is under 26 years of age and who:

- (1) was not advanced from one grade level to the next for one or more school years;
- (2) if the student is in grade 7, 8, 9, 10, 11, or 12, did not maintain an average equivalent to 70 on a scale of 100 in two or more subjects in the foundation curriculum during a semester in the preceding or current school year or is not maintaining such an average in two or more subjects in the foundation curriculum in the current semester;
- (3) did not perform satisfactorily on an assessment instrument administered to the student under Subchapter B, Chapter **12.**, and who has not in the previous or current school year subsequently performed on that instrument or another appropriate instrument at a level equal to at least 110 percent of the level of satisfactory performance on that instrument;
- (4) if the student is in prekindergarten, kindergarten, or grade 1, 2, or 3, did not perform satisfactorily on a readiness test or assessment instrument administered during the current school year;
- (5) is pregnant or is a parent;
- (6) has been placed in an alternative education program in accordance with Section 37.006 during the preceding or current school year;
- (7) has been expelled in accordance with Section 37.007 during the preceding or current school year;



(8) is currently on parole, probation, deferred prosecution, or other conditional release;

(9) was previously reported through the Public Education Information Management System (PEIMS) to have dropped out of school;

(10) is a student of limited English proficiency, as defined by Section 29.052;

(11) is in the custody or care of the Department of Family and Protective Services or has, during the current school year, been referred to the department by a school official, officer of the juvenile court, or law enforcement official;

(12) is homeless, as defined by 42 U.S.C. Section 11302, and its subsequent amendments;

(13) resided in the preceding school year or resides in the current school year in a residential placement facility in the district, including a detention facility, substance abuse treatment facility, emergency shelter, psychiatric hospital, halfway house, cottage home operation, specialized child-care home, or general residential operation; or

(14) has been incarcerated or has a parent or guardian who has been incarcerated, within the lifetime of the student, in a penal institution as defined by Section 1.07, Penal Code.





Santa Anna ISD Site Based Committee

Name	Position
Steffany Fitzpatrick	Academic Dean
Edward Morales	District Administrator- Secondary Principal
Glenda Vasquez	Elementary Representative-Teacher
Nathan Hindman	Secondary Representative-Teacher
Todd White	Central Office Representative-Superintendent
David Mclean	Community Member
Steve Lara	Parent/ Community Member
Brandi Crowder	Parent/ Community Member
Chandra Rice	Parent/ Community Member
Calvin Brown	Parent/ Community Member
Kendra Brown	Parent/ Community Member



Santa Anna ISD School Board

Janice Fellers	President
Mike Pritchard	Vice President
Denise Montgomery	Secretary
David Herrod	Trustee
Glen Donham	Trustee
Josh Daniel	Trustee
Roger Guerrero	Trustee

This comprehensive, intensive, accelerated instruction program at Santa Anna ISD includes but is not limited to supplementary programs such as before school tutorials for students, and a thirty-minute tutorial period for instruction in the afternoon for both junior high and high school students. STAAR scores, benchmark tests, interim assessments, RTI documentation, and classroom performance assessments are used to evaluate students on an individual basis to determine the necessity for additional tutorial and/or accelerated instruction classes. Apex, Study Island, DMAC, Extended Day, Extended Year, TxGuide, and Accelerated Instruction classes are other supplemental support programs/services that have been added to aid in improving student performance and reduce the risk of students dropping out of school. Total Amount of SCE Funds Allocated for School Resources and Staff **\$257,677.00**



# Santa Anna ISO

## Comprehensive Needs Assessment

### Demographics

#### Demographics Summary

Total enrollment for 2018-2019 was 264 students.

- There were 3% African American, 26.1% Hispanic, 65.5% White, 1.5% American Indian, and 3.8% Two or More Races.
- There were 100% Economically Disadvantaged.
- There were 00/o English Language Learners.
- There were 41.7% At-Risk.
- There were 11 students with disabilities.
- Total staff for 2018-2019 was 28.6: 13.2% Hispanic, 83% White, and 3.8% Two or More Races.

### Student Achievement

#### Student Achievement Summary

Test/Level	2019	2021
HS/ Algebra I Approaches	81%	89%
HS/ Algebra I Meets	67%	44%
HS/ Algebra I Masters	33%	22%
HS/ Biology Approaches	96%	94%
HS/ Biology Meets	50%	65%
HS/ Biology Masters	4%	16%
HS/ US History Approaches	92%	<b>88%</b>
HS/ US History Meets	77%	56%
HS/ US History Masters	46%	36%



HS/ English I Approaches	<b>81%</b>	<b>83%</b>
HS/ English I Meets	47%	63%
HS/ English I Masters	3%	4%
HS/ English II Approaches	63%	80%
HS/ English II Meets	32%	72%
HS/ English II Masters	5%	16%

Test/ Level	2019	2021
8 <sup>th</sup> Science Approaches	<b>83%</b>	78%
8 <sup>th</sup> Science Meets	61%	37%
g <sup>th</sup> Science Masters	26%	11%
g <sup>th</sup> Reading Approaches	87%	69%
g <sup>th</sup> Reading Meets	65%	31%
g <sup>th</sup> Reading Masters	39%	8%
g <sup>th</sup> Math Approaches	96%	54%
8 <sup>th</sup> Math Meets	70%	31%
8 <sup>th</sup> Math Masters	300/o	00/o
8 <sup>th</sup> Social Studies Approaches	52%	59%
g <sup>th</sup> Social Studies Meets	22%	37%
g <sup>th</sup> Social Studies Masters	13%	11%
11 <sup>th</sup> Writing Approaches	74%	94%
11 <sup>th</sup> Writing Meets	32%	29%
11 <sup>th</sup> Writing Masters	0%	6%
11 <sup>th</sup> Reading Approaches	68%	<b>78%</b>
11 <sup>th</sup> Reding Meets	53%	44%
11 <sup>th</sup> Reading Masters	32%	17%
11 <sup>th</sup> Math Approaches	79%	71%
11 <sup>th</sup> Math Meets	47%	<b>18%</b>
11 <sup>th</sup> Math Masters	5%	0%

Test/Level	2019	2021
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6 <sup>th</sup> Math Approaches	95%	60%
6 <sup>th</sup> Math Meets	59%	20% <sup>o</sup>
6 <sup>th</sup> Math Masters	14%	0% <sup>o</sup>
6 <sup>th</sup> Reading Approaches	73%	73%
6 <sup>th</sup> Reading Meets	36%	33%
6 <sup>th</sup> Reading Masters	14%	7%
5 <sup>th</sup> Math Approaches	94%	69%
5 <sup>th</sup> Math Meets	50%	25%
5 <sup>th</sup> Math Masters	13%	0%
5 <sup>th</sup> Reading Approaches	100%	50%
5 <sup>th</sup> Reading Meets	31%	19%
5 <sup>th</sup> Reading Masters	13%	13%
5 <sup>th</sup> Science Approaches	93%	44%
5 <sup>th</sup> Science Meets	53%	0%
5 <sup>th</sup> Science Masters	20% <sup>o</sup>	0% <sup>o</sup>
4 <sup>th</sup> Math Approaches	56%	50% <sup>o</sup>
4 <sup>th</sup> Math Meets	31%	6%
4 <sup>th</sup> Math Masters	13%	0% <sup>o</sup>
4 <sup>th</sup> Reading Approaches	75%	36%
4 <sup>th</sup> Reading Meets	38%	13%
4 <sup>th</sup> Reading Masters	0% <sup>o</sup>	0% <sup>o</sup>
4 <sup>th</sup> Writing Approaches	75%	31%
4 <sup>th</sup> Writing Meets	25%	6%
4 <sup>th</sup> Writing Masters	0% <sup>o</sup>	0% <sup>o</sup>
3 <sup>rd</sup> Math Approaches	82%	58%
3 <sup>rd</sup> Math Meets	27%	21%
3 <sup>rd</sup> Math Masters	9%	5%
3 <sup>rd</sup> Reading Approaches	55%	68%
3 <sup>rd</sup> Reading Meets	27%	21%
3 <sup>rd</sup> Reading Masters	0%	11%



Grade / Subject	2020-2021 Board Goal	Results 2020-21
3rd grade Meets STAAR Reading	28%	21%
PreK Reading	50%	33%
Kinder Reading	50%	83%
Grade 1 & 2 Reading	50%	74%
3rd grade Meets STAARMath	28%	21%
PreK Math	50%	89%
Kinder Math	50%	83%
Grade 1 & 2 Math	50%	72%
12 <sup>th</sup> grade CCMR	100%	93%
12 <sup>th</sup> TSI Reading	100%	14% / 100%
12 <sup>th</sup> TSI Math	65%	29% / 86%
12 <sup>th</sup> Dual Credits	25%	7%

**Academics Committee:**

Goals:

1. Helping all students to succeed/ excel at their optimal level with a plan beyond graduation
2. Improve academic achievement scores

Action Steps:

- Develop an accelerated instruction plan for students, providing all appropriate resources
- Meet Maslow's Needs and develop soft skill opportunities for all students
- Increase CCMR Accountability Rating to 100% by developing a TSI testing site at SAISD
- Increase CTE certifications and develop CTE Pathways by recruiting highly qualified teachers and beginning 4-year graduation plans in 8<sup>th</sup> grade
- Use data driven instruction and the TEKS Resource Guide with fidelity while holding teachers accountable to create vertically aligned curriculum.

Committee Members:



- ◇ Sandra Ferrara
- ◇ Glenda Keeney
- ◇ Glenda Vasquez
- ◇ Slater Isabel
- ◇ Darla Perry
- ◇ Steffany Fitzpatrick
- ◇ Todd White- Facilitator

**Character Committee:**

Goal: Work collaboratively as a staff to prepare students for success

Action Steps:

- Teach students to set a goal and create a plan to follow through
- Staff members model through words and actions good character traits
- Staff will set acceptable limits for acceptable student behaviors, expectations, and classroom processes
- Find a way to teach students empathy and cultural diversity
- Respect difference in all situations

Committee Members:

- ◇ Calvin Brown
- ◇ Sandra Guthrie
- ◇ Madison White
- ◇ Kristen Donham
- ◇ Jose Luna
- ◇ David Finch
- ◇ Aletha Patterson- Facilitator

**Community Engagement Committee:**

Goal: Develop positive partnerships between children, schools, parents, and businesses where all stakeholders are supportive of each other to enhance student growth.



Action Steps:

- Create partnerships with local businesses for local field trips and internships
- Develop volunteer opportunities at Santa Anna ISD to encourage community service
- Create and implement Academic Nights to strengthen the bond between school and parents
- Create and implement a Parent University to celebrate parent involvement in the schools
- Develop a program to encourage adult and student mentors for students to build positive relationships
- Reorganize a Parent-Teacher organization (PTO) to enhance communication between schools and parents.

Committee Members:

- ◇ Caleb Absher
- ◇ Rachel Tyler
- ◇ Kelly Cope
- ◇ Rob Cheaney
- ◇ Levi Daniel
- ◇ Jennifer Rutheford
- ◇ Terrie Bryans
- ◇ Gidget Mccrary
- ◇ Todd White
- ◇ Nathan Hindman - Facilitator

**Culture & Climate Committee:**

Goal: Provide a culture and climate that promotes and encourages students' self-awareness, personal growth, and professional opportunities

Action Steps:

- Create and implement college and career day for students
- Develop Educational /Vocational (art, theatre, etc.) field trips
- Utilize high school personality assessments and complete a Career Skills Inventory workshop.

Committee Members:

- ◇ Janice Fellers





- ◇ Kim White
- ◇ Jared Demenezes
- ◇ Micah Mciver
- ◇ Alyssa Graves
- ◇ Edward Morales- Facilitator

**Facilities Committee Product:**

Goal: Santa Anna ISD will showcase facilities that attract students that are safe, connected to the outside world, userfriendly, integrated with the community, that are clean and well-maintained.

Action Steps:

- Improve and upgrade facilities to modern standards, such as a new band hall, storage, carpet/laminate flooring, Ag building extension, old gym renovation, and a new gym.
- Build walkways and awnings to connect campuses and improve safety for elementary pick up/drop off.
- Upgrade cafeteria appliances and freezer.
- Supplement playground equipment with modern equipment.

Committee Members:

- ◇ Monte Guthrie
- ◇ Chanda Rice
- ◇ Dakota Donham
- ◇ Jerry Barker
- ◇ Jackie Stansbury
- ◇ Nathan Hindman
- ◇ David Crowder
- ◇ Todd White - Facilitator

**Globally Competitive Committee:**

Goal: All Santa Anna Mountaineer students will be informed and prepared to compete in a global society, including a plan for vocational, military and/orcollege readiness.



Action Steps:

- Develop soft, essential, and financial skills, along with perseverance and student created goals for life beyond high school.
- Career exploration opportunities starting in elementary and continuing through high school including job fairs, internships, shadowing, community partnerships, local field trips, and implementing certificate programs.
- Public information explaining Santa Anna ISD PAYS for upper-level courses (dual credit and certificates)
- Explore technology opportunities for company certification programs.
- Summer bridge program to enhance TSI opportunities for students.

Committee Members :

- ◇ Mandy Cenicerros
- ◇ Brandy Crowder
- ◇ **Vicki** Calfa
- ◇ Becket Guthrie
- ◇ Amanda Sikes
- ◇ Edward Morales
- ◇ Todd White - Facilitator

**Leadership Committee:**

Goal: Santa Anna leadership (superintendent and school board) will ensure that every student will graduate with a career pathway and essential skills to independently and confidently live anywhere they choose.

Action Steps:

- Continuous surveys on website from ex-students to learn from past to improve future learning (to provide mentoring and feedback)
- Leadership continually communicating and educating the community on the benefits of change for our students
- Start career exploration sooner
- Provide opportunities for field trips and campus visits.
- Provide a curriculum with courses that help develop essential skills

Committee Members:

- ◇ Laurel Guthrie



- 0 Maiya Denson
- 0 Michelle Morgan
- 0 Ross Guerrero
- 0 Raeann Kouterick
- 0 Jack Graves
- 0 Tony Martinez
- 0 Amanda Ellerbe
- 0 Devyn Hallmark
- 0 Edward Morales - Facilitator

**Safety Committee:**

Goals:

1. Santa Anna ISD commits to improve communication and effectiveness of all drills.
2. Santa Anna ISD commits to enhancing awareness of bullying and diversity and training students to become advocates of victims.
3. Santa Anna ISD commits to ensure facilities have maximum safety mechanisms and meet codes.

Action Steps:

- Develop a reunification plan for all drills/situations
- Drill training for all staff, students, volunteers, substitutes, and community
- Communicate with parents and community the procedures for drills in a variety of ways
- Bring in speakers who have experience in bullying, bias, or discrimination
- Communicate procedures for anonymous reporting
- Teach the students to be advocates (PreK-12)
- Review current safety audit and complete the tasks[?]
- Develop a schedule to keep safety audit current

Committee Members:

- 0 Harley Fenton
- 0 Tony Watson
- 0 Aletha Patterson



◇ Steffany Fitzpatrick- Facilitator

**Staff Committee:**

Goal: Recruit, retain, incentivize, and develop staff where employees are appreciated, helpful to each other, have a choice in professional development, and are equally important regardless of role.

Action Steps:

- Enhance collaboration and communication, developing clear expectations for all roles.
- Build a new gym, band hall, and elementary awning for Santa Anna ISD
- Develop and implement an incentive program for staff, including lunch or longevity bonuses to develop a sense of community and family.
- Hire staff that are highly qualified and willing to do the little things to help each other, striving to be a district that loves kids.
- Create professional development that offers choice and the continued support/training to grow towards mastery.

Committee Members:

- ◇ Sharon Guthrie
- ◇ Lavelle Walters
- ◇ Eddie Alonzo
- ◇ Laura Lehman
- ◇ Phillip Devanney
- ◇ Shelly Taff
- ◇ Todd White- Facilitator

**Technology Committee:**

Goals:

1. Improve the infrastructure to address connectivity and bandwidth issues
2. Implement technology in PK-12 with consistent application across grade levels and create technology professional development for teachers.

Action Steps:





- Develop consistent budgeting for technology infrastructure.
- Create a software selection committee to support consistent application usage.
- Create technology professional development to enhance usage by staff members.
- Ensure technology TEKS are implemented across grade levels with completion evaluation completed by administrators

Committee Members:

- ◇ Paul Martin
- ◇ Jacob Herrod
- ◇ Josh Daniels
- ◇ Angelia Bostick
- ◇ Brandi Mciver
- ◇ Jacob Gibson
- ◇ Micah Anderson
- ◇ Larry Bostick
- ◇ Darla Perry- Facilitator



## **Santa Anna ISO Comprehensive Needs Assessment Data Sources**

Interviews from students, staff, school board members, and community members

School Report Card 2018-2019

Disaggregated STAAR Data

Drop-out Rates

Federal Program Guidelines

Graduation Records

Mobility Rates

Special Programs Evaluations

Special Student Populations

Standardize Tests



**Santa Anna Independent School District 2020-2021 Action Plan**

Goal 1	Increase state assessment academic scores by 5% in each category (Approaches, Meets, Masters) and targeted board goals on 2021 STAAR Assessments					
	Objective 1	5% gains in all STAAR tested categories.				
		Activity/Strategy	Person(s) Responsible	Timeline	Resources	Evaluation/Accountability
		Provide Fundamental 5 training and align walkthrough feedback to expectations	Superintendent, Campus Principals, Campus Leadership Team	August Professional development and embedded PD in individual campuses throughout the 2021-22 school year	PD Budget if needed	Walkthrough data reviews, PD sign in sheets
		Take a team of admin & teachers to a Fundamental 5 training with Sean Cain	Superintendent, Campus Principals	October 2021	Budget, ESSER III	Bring back PD for teachers
		Ensure Rtl systems are in place on all campuses and are compliant with SB 1153	Superintendent, Campus Principals, Rtl Specialists	Beginning of the year parent notification letters sent out in first week of school. Rtl campus-based meetings scheduled three times during the 2021-22 school year on each campus	T White's docs if needed	Rtl SB 1153 documentation folders/binders, Star 360 Growth reports, STAAR scores



		Implement PLC Data analysis to drive instruction	Superintendent, Campus Principals, Teachers	3 scheduled data digs with campus principals and their leadership teams with central office and regularly scheduled data analysis meetings on campuses via campus principal (embedded throughout the year).	DMAC, PLC Planning times on campus, PLC training	Data dig results, teacher created analysis of student assessments
		Utilize T-PESS to set instructional goals for principals	Superintendent & Campus Principals	September 10, 2021 for start date & complete by Sept 20	DMAC	Completed docs on goal setting in DMAC
		Utilize T-IESS to set instructional goals for teachers	Campus Principals	August 5-14 Professional development (for new teachers) and embedded PD in individual campuses throughout the 2021-22 school year	T-Tess training videos and resources	Instructional goals documents shared with teachers
	Objective 2	Student mastery will increase to 17% for all content and grade level areas				
		Activity/Strategy	Person(s) Responsible	Timeline	Resources	Evaluation/ Accountability
		Improve identification of students for the gifted and talented program and implement the program effectively	Superintendent, Gifted and Talented Coordinator, GT Committee	Prior to August 16, 2021 the GT committee will convene to review 2021-2022 GT testing plan	GT Training	Gifted and Talented student population increase. Students served K-12
		Increase enrollment in Dual Credit by 10% from 2020-21 to 2021-2022	Counselor, Campus Principals	August of 2021	Cisco Junior College	Student Enrollment in advanced coursework





	Objective 3	Student and staff attendance will increase by 1%				
		Activity/Strategy	Person(s) Responsible	Timeline	Resources	Evaluation/Accountability
		Implement Attendance incentive programs	Superintendent, Campus Principals	Implementation August 2020	Budgeted item	Campus attendance records show increase in student and staff attendance
	Objective 4	Develop an accelerated instruction plan for students, providing all appropriate resources.				
		Activity/Strategy	Person(s) Responsible	Timeline	Resources	Evaluation/Accountability
		Develop a master schedule that allows flexibility in transitioning from 7th math to Algebra I	Academic Dean, Campus Principals	June 2021		Completed master schedule
		Investigate potential course acceleration plans to offer high school credit to eighth grade and college credit early in high school.	Academic Dean, Secondary Principal, Superintendent	Fall 2021		2022 Course catalog
		Develop a plan to review teacher certifications, paraprofessional backgrounds, and student interests to determine feasibility of additional course offerings.	Campus principals, Superintendent	Fall 2021	TEA Certification Look-Up	2022 Course Catalog



	Objective 5	Increase CTE certifications and develop CTE Pathways by recruiting highly qualified teachers and beginning 4-year graduation plans in 8th grade.				
		Activity/Strategy	Person(s) Responsible	Timeline	Resources	Evaluation/Accountability
		Investigate CTE pathways in the master schedule.	Academic Dean, Secondary Principal, GTE Teachers, Superintendent	Fall 2021		2022 Course Catalog
		Create opportunities for parents and students to review the 4-year high school academic plan at the end of 8th grade.	Academic Dean, Secondary Principal	April 2022		Signed (by parents) 4 year plans
		Identify and share career pathways with students and parents.	Academic Dean, Secondary Principal	February 2022		Parent Meetings
	Objective 6	Use data driven instruction and the TEKS Resource Guide with fidelity while holding teachers accountable to create vertically aligned curriculum.				
		Activity/Strategy	Person(s) Responsible	Timeline	Resources	Evaluation/Accountability
		Administrators develop a feedback loop to teachers to discuss curriculum embedded in lesson plans.	Superintendent, Campus Principals	August 2021 PD	Data Analysis Doc, DMAC, TEKS Resources	Curriculum discussion sign-in



		Offer curriculum alignment opportunities during staff professional development time.	Superintendent, Campus Principals	September Principals Meeting - on agenda schedule	TEKS Resources	PD Sign in sheets
<b>Goal 2</b>	<b>Improve District Culture &amp; Climate</b>					
	Objective 1	Include staff, parents, community members and students in decision making process				
		Activity/Strategy	Person(s) Responsible	Timeline	Resources	Evaluation/Accountability
		Implement DEIC, CIPs, leadership teams for June committee meetings	Superintendent, Campus Principals, Committee Chairpersons	June 2021 for Completion of 2021-22 district and campus improvement plans, July 2021 to create leadership teams, March 2021 to create Improvement committees	<b>DMAC</b>	All Improvement Plans completed in June. Leadership team agendas from campuses
		Conduct surveys of parents, students, and teachers to better assess needs	Principals	Begin survey development by January and implementation by February of 2021	Formality survey process	Survey data for each campus
	Objective 2	Develop positive partnerships between children, schools, parents, and businesses where all stakeholders are supportive of each other to enhance student growth.				
		Activity/Strategy	Person(s) Responsible	Timeline	Resources	Evaluation/Accountability
		Create Parent Teacher Organizations on each campus and implement meeting schedules	Principals, Site Based Decision Committee	Open House 2021 to set up enrollment; monthly meetings through 2021-2022 school year	Parent Involvement funding	Parent sign-in sheets



		Continue a weekly newsletter	Superintendent, Campus Principals	Weekly beginning in August	S'more newsletter program	email and social media
		Create a calendar of Parent Engagement Nights/Activities	Campus Principals, Communications Director	By August 2021 Open House, campus activities on calendar for parents	Athletics Calendar, District Calendar, Parent Involvement funding	Calendars online, parent sign-in sheets from activity nights
		Create and implement a superintendent's leadership team to develop student voice	Supt	Monthly throughout 2021-22 school year	STAAR data, leadership information	monthly meetings
		Each campus will hold an Open House/Registration at the beginning of the 2021-22 school year	Campus Principals	August of 2021	Registration Process	Sign-in sheets
		Expand National Honor Society service hours opportunities.	Academic Dean, Secondary Principal, Superintendent, NHS Sponsor	September 2021	Santa Anna Chamber of Commerce	NHS Service Hours completed at 100%
		Create community service events for SAISD students to support the community of Santa Anna.	Academic Dean, Secondary Principal, Superintendent, NHS Sponsor	Sept 2021 = Calendar	Santa Anna Chamber of Commerce	Completed Calendar
		Create and implement Academic Nights to strengthen the bond between school and parents.	Superintendent, Campus Principals, Academic Dean	Quarterly Events		Parent / Student Sign in Sheets
	Objective 3	Continue to put School Safety at the forefront of educational decisions				
		Activity/Strategy	Person(s) Responsible	Timeline	Resources	Evaluation/Accountability





		Each campus will conduct monthly Severe weather drills. Coordination between two campuses on calendar	Director of Safety, Principals, Assistant Principals	Each month during the 2021-22 school year	District Calendar	Documented drills for each campus
		Increase drug awareness and prevention	Supt, School Nurses, Campus Principals	Scheduled Fall events in Parent handout by August 2021	Local Police Department, Drug Dogs, <b>Red Ribbon</b> Week sources	District calendar with Drug Awareness events posted
		All SAISD staff will Participate in little IX training	Superintendent, Principals, Directors	October 30, 2021	ESC 15, Sara Leone	Signed documentation of video completion
		Share a 5-year facility plan for SAISD with community.	Superintendent, Director of Facilities	Meeting with Community during Open House Completion expected August 2025	ESC15	Year 1 activities in 5-year plan completed.
		Communicate with parents and community the procedures for drills in a variety of ways.	Campus Principals	By August 2021 Open House		Calendar of Drill dates & information
		Drill training for all staff, students, volunteers, substitutes, and community.	Campus Principals	August 2021 for staff, subs, and volunteers. October 2021 for community	District Website & Social Media	Sign in sheets from training
		Develop a reunification plan for all drills/situations.	Campus Principals, Superintendent	September 2021	Local Law Enforcement and Fire Department	Published plan



		Regularly meet as a safety committee entity and review the most recent safety audit.	Superintendent. Campus Principals, staff on Safety committee	Sept 2021, Feb 2022	Local Law Enforcement and Fire Department	Meeting Sign in Sheets
	Objective 4	Enhance relationships and communication with parents and community stakeholders				
		Activity/Strategy	Person(s) Responsible	Timeline	Resources	Evaluation/Accountability
		Enhance communication with community via Social media, school website, radio broadcast	Superintendent, social media specialists	Throughout 2020-21 school year	Facebook, <b>AM</b> Radio, Twitter, Stay Connected, District Website	Parent Surveys demonstrate an increase in positive statements surrounding communication
		Implement Positive Phone call/email program on campuses and recognize students for positive characteristics.	Principals, Teachers	Beginning after the first week of school and continuing through May 2021	Excel	Call/email documentation, newsletter
	Objective 5	Provide a culture and climate that promotes and encourages students' self-awareness, personal growth, and professional opportunities.				
		Create and implement college and career day for students.	Academic Dean, Campus Principals, Superintendent	On Calendar by September 2021		College & Career Day complete
		Create opportunities for community members to speak at enrichment times to discuss colleges and careers	Academic Dean, Campus Principals, Superintendent, Community Members	Schedule created by November 2021	Community Members, Alumni	Student attendance at community enrichment talks



		Investigate (through student surveys) potential extracurricular activities currently not offered.	Academic Dean, Campus Principals, Superintendent	October 2021		Extracurricular data received and analyzed.
	Objective 6	Santa Anna ISD commits to enhancing awareness of bullying and diversity and training students to become advocates of victims.				
		Campuses will complete a collaborative activity to utilize Positive Behavior Supports (PBIS) to set positive expectations.	Academic Dean, Campus Principals, Superintendent	August 2021 PD session	PBIS	Completed expectations posted in campus hallways and classrooms.
		Teach students empathy, cultural diversity, sexual harassment/consent, bullying, bias, discrimination, drug/alcohol abuse, and student differences.	Academic Dean, Campus Principals, Superintendent, Teachers	August PD - Planning	ESC 15	Lesson Plan Submissions
		Schedule speakers in character topics to present information and interact with students.	Academic Dean, Campus Principals, Superintendent	Sessions scheduled throughout the 2021-22 school year	ESC15	Student attendance in Support Events
		Identify potential staff character training programs to implement at SAISD.	Academic Dean, Campus Principals, Superintendent	July 2021 - Planning		Staff Sign in for Character training sessions.
<b>Goal 3</b>	<b>Recruit, retain, incentivize, and develop staff where employees are appreciated, helpful to each other, have a choice in professional development, and are equally important regardless of role.</b>					
	Objective 1	Create a new teacher orientation plan				
		Activity/Strategy	Person(s) Responsible	Timeline	Resources	Evaluation/Accountability



		Create an August PD day for new teachers	Superintendent, Campus Principals, Technology Director	August 2nd of 2021	T-TESS, DMAC, Gradebook	PD Sign-In Sheets
	Objective 2	Support the growth of aspiring leaders				
		Activity/Strategy	Person(s) Responsible	Timeline	Resources	Evaluation/Accountability
		Continue student and employee of the week program	Superintendent, Principals, Teachers, staff	Begin August 6, 2021	certificates and potential t-shirts	newsletters
		Offer optional PD to staff based on teacher interest	Superintendent, Principals, Staff	Begin Sept 1, 2021	Staff	Sign in sheets
		Create and implement a Leadership Academy	Superintendent	Begin January 2022 and throughout 2022-23 school year	The Essential Guide to High Quality Curriculum and Instruction	Logs for Cohort Members
	Objective 3	Develop feedback mechanisms districtwide to ensure Staff voice is heard				
		Activity/Strategy	Person(s) Responsible	Timeline	Resources	Evaluation/Accountability
		Create and implement a District survey	Superintendent, Technology Director	August 2021 and January 2022	Formality	Survey data viewable by Admin, Campuses, and Community
		Implement campus leadership teams to enhance communication and encourage staff voice	Superintendent, Principals, Teachers, Parents, Community Members, all Staff	Meetings as needed throughout the 2021-22 school year	PLC Strategies	Sign in sheets, Meeting minutes
	Objective 4	Enhance collaboration and communication, developing clear expectations for all roles.				





		Continue collaboration the committee work and communication through multiple platforms.	Superintendent, Principals, Teachers, Parents, Community Members, all Staff	Throughout 2021-22 School year - Meetings every other month	District Website & Social Media platforms	Committee sign in sheets
		Develop written expectations for all district roles and perform employee evaluations for all employees.	Superintendent, Admin Assistant	February 2022	ESC 15, TASB, Dr. Jim Little	Published role expectations
	Objective 5	Develop and implement an incentive program for staff, including lunch or longevity bonuses to develop a sense of community and family.				
		Continue Wednesday free lunches for staff and longevity bonuses at Christmas.	Superintendent, Director of Food Services, Business Manager	August 2021		Board Approval
		Develop and implement team building activities in August professional development.	Superintendent, Campus Principals	July 2021 planning August 2021 implementation		August PD Evaluations
	Objective 6	Hire staff that are highly qualified and willing to do the little things to help each other, striving to be a district that loves kids.				
		Investigate mentor/mentee relationships with support log and potential stipend.	Campus Principals, Superintendent, Instructional Coach	August 2021 Implementation		Mentor Reports
	Objective 7	Create professional development that offers choice and the continued support/training to grow towards mastery.				



		Offer staff a choice of professional development items (menu PD).	Campus Principals, Superintendent, Instructional Coach	July Planning, August Implementation		Menu PD Day sign ups
		Help and support teachers to develop a personal long range professional development plan.	Campus Principals, Superintendent, Instructional Coach	April 2022		Long Range Plans completed
		Develop a Teacher Incentive Allotment Plan to submit to TEA.	Superintendent, Campus Principals, Academic Dean, Teachers, Community Members	Start TIA Planning Meetings in Sept 2021		TIA Plan submitted in March
<b>Goal 4</b>	<b>Enhance technology as teaching tools</b>					
	Objective 1	Create technology professional development to enhance usage by staff members.				
		Activity/Strategy	Person(s) Responsible	Timeline	Resources	Evaluation/Accountability
		Targeted, subject/grade appropriate PD will be offered to teachers to facilitate incorporation of Chromebook/technology use in the classroom	Superintendent, Technology Committee, Technology Support	Throughout 2021-22 school year	Microsoft	PD Sign-in Sheets
		Develop ongoing targeted PD plan for Seesaw, Flip-Grid, and Schoology.	Superintendent, Technology Director, Teachers	August 2021 & January 2022		PD Sign-in Sheets
		Differentiate tech PD for different user groups based on expertise.	Superintendent, Technology Director, Teachers	August 2021 & January 2022		PD Sign-in Sheets
	Objective 2	Implement technology use in the classroom				



		Activity/Strategy	Person(s) Responsible	Timeline	Resources	Evaluation/Accountability
		Continue implementation of one-to-one laptop initiative	Principals, Teachers	Used daily throughout 2021-22 school year	Laptops	Walkthroughs checking for use, Benchmark and growth data
		Implement Apple iPads for students in PreK - 2 <sup>nd</sup> grade	Superintendent, Technology Director, Teachers	August 2021	ESSER III	Tech Director Check out sheet
		Train district staff in Cyber-security, etiquette, and online safety	Technology Director	August PD, then continuing throughout the 2021-22 seasons	Online Awareness Programs	PD sign in sheets
	Objective 3	Technology director will collaborate with teachers to ensure software selection supports consistent application usage.				
		Survey and collaborate on effective software, eliminating technology not effectively used.	Technology Director, Teachers	January 2022		Plans for 2022-23 Software licensing complete.
		Create a template of technology TEKS for each grade level to begin implementation.	Technology Director, Teachers	October 2021		Template shared with teachers.
		Collaborate between maintenance and technology to map a plan of fiber pathways between buildings.	Technology Director, Maintenance Director, Superintendent	Complete by August 2021		Fiber Pathway Map
<b>Goal 5</b>	All Santa Anna Mountaineer students will be informed and prepared to compete in a global society, including a plan for vocational, military and/or college readiness.					
	<b>Objective 1</b>	Ensure students will be successful citizens				



	Activity/Strategy	Person(s) Responsible	Timeline	Resources	Evaluation/Accountability
Objective 2	Create a Priority for Service (PFS) Action Plan for Migrant Students	Academic Dean	Sep-20, 2021	TEA, ESC 15	Completed Action Plan
	Increase GTE certifications at Santa Anna High School via <b>AWSD9 .1</b>	Superintendent, High School Principal, High School Counselor, Ag Teacher	Enrollment in course by August 2021, Certification tests in Spring of 2022	Welding Program, Rich DePew - certified welding and testing agent	Completed GTE Certifications
	Implement a College and Career Fair for each campus to attend	Superintendent, Campus Counselor, Principals	Fairs provided beginning January 2022 and complete by May 2022	Local colleges and Community Role Models	Volunteer and guest rosters, District Calendar
	Investigate potential CTE pathways for future instruction	Superintendent, Campus Counselor, Principals Ag Teacher	Initiate student interest survey in Jan 2022, determine potential position needs by March 2022	ESC15 GTE pathways	Course catalog options
	Schedule School sponsored visits to local colleges for secondary students	Superintendent, Campus Counselor	Visits allowed by January 2022 and complete by May 2022	Cisco Junior College, additional college sites	Completed trips with attendee rosters
	Investigate potential mentorship programs for elementary students to partner with secondary mentor students	Superintendent, Campus Counselor, Principals	Locate and review programs by March 2022	ESC 15	Potential mentorship classes identified
	By the end of the 2020-21 school year, the percentage of graduates who meet at least one College, Career, and Military Readiness criteria will meet 100 %				





		Activity/Strategy	Person(s) Responsible	Timeline	Resources	Evaluation/Accountability
		All Juniors (11th grade) CCMR records are reviewed before the end of the school year	Counselors, High School Principals	By May 2022	CCMR TEA Information docs	Seniors enrolled in appropriate courses for 2021-2022
		All 4-year Graduation Plans conducted in 8th grade will include a CCMR pathway component	Counselor, High School Principal	Complete by 2/1/2022	CCMR TEA Information docs	Completed 4-year grad plans with CCMR components
		Develop a summer program for students to work towards a successful TSI test score, enabling them to pursue dual credit courses.	Superintendent, High School Principal, Counselor	August 2021	Cisco Junior College, potential funding of tests	Roster of eligible students
		Utilize tutorial time to access online ACT/SAT support programs.	High School Principal, Counselor	October 2021		Students enrolled in ACT/SAT Pre Course
		Promote the dual credit program through social media.	Principal, Counselor, High School Superintendent	August 2021	Website	Advertising viewed by potential students/parents
	Objective 3	Develop soft, essential, and financial skills, along with perseverance and student created goals for life beyond high school.				
		Utilize tutorial schedules to support enrichment programs for students not requiring intervention.	High School Principal, Counselor, Superintendent	September 2021		Enrichment program completion list
<b>Goal 6</b>	<b>Santa Anna leadership (superintendent and school board) will ensure that every student will graduate with a career pathway and essential skills to independently and confidently live anywhere they choose.</b>					
	Objective 1	Start career exploration programming in elementary school.				



		Activity/Strategy	Person(s) Responsible	Timeline	Resources	Evaluation/Accountability
		Develop and implement career units appropriate for grade level.	Elementary Principal, Teachers	November 2021		Career Unit Lesson Plans
	<b>Objective 2</b>	Provide opportunities for field trips and campus visits.				
		Activity/Strategy	Person(s) Responsible	Timeline	Resources	Evaluation/Accountability
		Throughout the 2021-2022 school year, each elementary grade will visit a designated field trip destination in Santa Anna.	Counselors, Elementary School Principal, Superintendent	July 2021	Chamber of Commerce	Field trip plan
		Develop Educational /Vocational (art, theatre, etc.) field trips	Art/Drama Teacher, Secondary Principal	September 2021 plan		Student roster of field trip attendees
	<b>Objective 3</b>	Provide a curriculum with courses that help develop essential skills.				
		Activity/Strategy	Person(s) Responsible	Timeline	Resources	Evaluation/Accountability
		Softskill units will be scheduled utilizing tutorial times at the secondary level.	Counselor, Secondary School Principal, Superintendent	Implementation - September 2021		Unit Plans and Student completion rosters



		Basic conversational soft skills will be embedded in elementary instruction.	Elementary Principal, Teachers	Implementation - October 2021		Soft Skill Lesson Plans
<b>Goal 7</b>	<b>Santa Anna ISD will showcase facilities that attract students that are safe, connected to the outside world, user friendly, integrated with the community, that are clean and well-maintained.</b>					
	Objective 1	Follow the Capitol Project 5-year planning guidelines to upgrade and update facilities				
		Activity/Strategy	Person(s) Responsible	Timeline	Resources	Evaluation/Accountability
		Install an improved speaker system in the junior high, band hall, and ag shop.	Superintendent, Campus Principals, Technology Director	Summer of 2021	ESC15, Coleman County Telephone Company	Installed system
		Update vehicle fleet with one automobile	Superintendent, Maintenance Director, Business Manager	Purchase by December 2021		Updated Vehicle Fleet Roster
		Purchase and install a new freezer system for the cafeteria.	Maintenance Director, Food Service Director, Business Manager	Purchase by January 2021		New Freezer Installed
		Drain water from under the auditorium, assess repairs needed, and install a pump system to keep water out of the old boiler room area.	Maintenance Director, Superintendent	Completed by March 2022		Drainage system installed



		Purchase and install an auditorium stage laminate flooring overlay.	Art/Drama Teacher, Superintendent, Maintenance Director	Installed by December 2021		Installed flooring
		Purchase and install one component of modern playground equipment.	Superintendent, Grant Writer, Maintenance Director, Business Manager	Installed by August 2021		Completed project
		Purchase a used school bus to replace the bus with the highest mileage.	Superintendent, Maintenance Director, Business Manager	Purchased by November 2021		Newer bus in fleet
	Objective 2	Improve and upgrade facilities to modern standards, such as a new band hall, Ag building extension, old gym renovation, junior high upgrade/improvements, walkways/awnings to connect campuses <u>and improve</u> safety for elementary pick up/drop off, and a new gym (that includes classrooms).				
		Begin planning timeline for district facility upgrades	Superintendent, Campus Principals, Teachers, Students, Community Members	Plans by May 2022		Plans complete
		Upgrade and renovate junior high classrooms	Maintenance Director, Superintendent	August 2022		Newer interior walls in Junior High
		Research and consider implementing a new awning in front of the elementary building to protect students from the weather at pick up & drop off.	Maintenance Director, Superintendent	July 2022	Architect	Awning installed

