

Laredo Independent School District

District Improvement Plan

2023-2024

Accountability Rating: A



Mission Statement

Laredo ISD is leading the way because we lead with heart, inspire change, support growth and drive results as we hold high expectations for all students, staff and community members while addressing individual needs.

Vision

Laredo ISD will prepare students to be highly successful, critical thinkers and effective problem solvers who are confident, self motivated, and actively involved in our local and global community.

District Review

We believe that setting high standards and providing students with multiple opportunities to meet the challenges and demands of the 21st century is a priority at the Laredo I.S.D. A review of district data and various needs assessments indicates our students will benefit from an increased focus on literacy and higher level problem solving. These areas of focus are directly aligned to our expectations of all classroom teachers and the district goals. Laredo I.S.D. stands ready to move the district forward and increase student achievement by offering an aligned rigorous curriculum, the development of effective campus leadership, differentiated instructional strategies, and focused monitoring of student progress. The collaborative work of all stakeholders in our school community will be necessary to accomplish higher student achievement and graduate students prepared to meet the demands of the 21st century.

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Comprehensive Needs Assessment

Demographics

Demographics Summary

Laredo ISD serves approximately 19,757 students in Pre-Kindergarten through twelfth grade. Laredo ISD, which is the first school district in Laredo, Texas encompasses 13 square miles. It has existed for 137 years with a staff of 3,600 employees. We believe that setting high standards and providing students with multiple opportunities to meet the challenges and demands of the 21st century is a priority at Laredo ISD. Laredo ISD, in keeping with its mission statement, “Students will receive quality education allowing them to achieve their full human potential and compete in our global society.” The district includes twenty elementary campuses, four middle schools, three comprehensive high schools, five Early College High Schools, one Specialty High School for Communications and Fine Arts, one Alternative School, and one Non-Traditional High School.

Student Demographics as per 2021-2022 (Texas Academic Performance Report):

Student Population	Number of Students	Percent of Student Body
African American	4	0.0%
Hispanic	19,677	99.6%
White	60	0.3%
Asian	15	0.1%

The percent by student group is 96.5% economically disadvantaged, 55.1% English Learners, 69.8% At-Risk, 9.9% in Special Education, 1.6% Homeless and 3.3% Students with Dyslexia

Demographics Strengths

At Laredo ISD, 97.4% of our teachers are of Hispanic descent and service our Hispanic student population (99.6%) which lends itself to culturally-responsive teaching creating educational equity in the classrooms resulting in positive student outcomes.

The district's turnover rate for teachers is 6.2% compared to 14.3% for the State.

75% of our teachers have 6 or more years of teaching experience.

Problem Statements Identifying Demographics Needs

Problem Statement 1: There has been a significant decrease in our student enrollment of about 2,200 when we compare 2020-2021 to 2021-2022 school year. **Root Cause:** A high number of students did not return to our district because they moved to areas outside of our district.

Problem Statement 2: There is a decrease in student attendance from 98% to 94.8%. **Root Cause:** Parents are more inclined to keep students at home when showing symptoms of a cold or allergies as a result of the pandemic.

Student Learning

Student Learning Summary

In the 2021-2022 school year, the district received an Accountability Rating of an "A" from TEA. The following data is the STAAR performance results at the Approaches, Meets, and Masters levels.

Content	Level	All Students	Eco. Dis.	EB	SE
Reading	Approaches	68%	68%	58%	44%
	Meets	42%	41%	31%	28%
	Masters	19%	18%	13%	14%
Mathematics	Approaches	72%	71%	66%	53%
	Meets	39%	39%	32%	31%
	Masters	18%	17%	13%	18%
Science	Approaches	77%	76%	69%	49%
	Meets	45%	43%	33%	29
	Masters	4%	4%	1%	9%
Social Studies	Approaches	73%	72%	62%	50%
	Meets	40%	39%	25%	28%
	Masters	20%	19%	9%	16%

Graduation rates for 2021-2022 are as follows:

4-Year State Graduation Rate for All Students is 96.2%

5-Year State Graduation Rate for All Students is 97%

6-Year State Graduation Rate for All Students is 96%

4-Year Federal Graduation Rates are:

- All Students 95.7%
- Hispanic 95.7%
- Economically Disadvantaged 95.6%
- English Learners 90.8%
- Special Education 88.5%

DIBELS/TRC

Needs:

- Continue to provide extended learning time (after school and weekend tutorials, summer school), provide the necessary materials, software and equipment to improve classroom instruction and continue to provide formative assessments to evaluate mastery of student expectations and knowledge and skills.
- Continue analyzing student performance and progress and assign on-line intervention programs to reinforce skills not mastered.
- Continue to provide smaller class sizes by assigning class-size reduction teachers and instructional aides to campuses.
- Continue to provide available resources for credit recovery and monitor graduation plans to increase graduation rates.
- Continue to provide opportunities for college, career, and military readiness through CTE courses, advanced placement, dual enrollment, etc.
- Continue to provide opportunities for students to earn industry-based certifications

Student Learning Strengths

College, Career, or Military Ready Graduates by Student Group: 99% for all students, 99% Hispanic, 98.9% Eco. Dis., 98.4% English Learners and 95.6% for Special Ed.

4-Year Federal Graduation Rates are:

- All Students 95.7%
- Hispanic 95.7%
- Economically Disadvantaged 95.6%
- English Learners 90.8%
- Special Education 88.5%

Graduation rates for 2021-2022 are as follows:

4-Year State Graduation Rate for All Students is 96.2%

5-Year State Graduation Rate for All Students is 97%

6-Year State Graduation Rate for All Students is 96%

Problem Statements Identifying Student Learning Needs

Problem Statement 1: 39% of students are performing at the Meets or above level in the STAAR Mathematics Test. **Root Cause:** An increase in modeling, scaffolding and use of manipulatives needed to close learning gaps and target higher order thinking skills to align instruction to the rigor of the state assessments.

Problem Statement 2: 42% of students are performing at the Meets or above level in the STAAR Reading Test. **Root Cause:** An increase in high impact instructional practices needed to address the writing and inferencing skills assessed in the state assessment.

Problem Statement 3: 31% of students are performing at the Meets or above level in the STAAR End of Course English I test. **Root Cause:** An increase in high impact instructional practices needed to address the writing and inferencing skills assessed in the state assessment.

Problem Statement 4: We have a 6.2% retention rate in 1st grade compared to 2.9% in the state. **Root Cause:** Implementation of guided reading to address the phonemic awareness, phonics and comprehension skills.

District Processes & Programs

District Processes & Programs Summary

Laredo ISD strives to deliver instructional excellence by providing a high quality, rigorous, and challenging curriculum for every student. With the implementation of the STAAR 2.0 with new question types and online testing for all students, our district is committed to providing all the necessary accessibility tools, content-specific tools and accommodations to ensure that our students demonstrate mastery and growth from prior year. Our CIA and School Improvement Departments will continue to provide the proper support necessary for teacher success including a revised curriculum, formative assessments aligned to the STAAR and modeling of instructional practices in the classrooms. In addition, the district is building teacher and administrator capacity on unpacking standards, evaluating learning objectives aligned to the TEKS that are measurable and bite-sized and include an aligned exit ticket. Also, the monitoring of daily instruction and ensuring a gradual release of the learning that includes the "I Do", "We Do" and "You Do" practice for every lesson. LISD's underlying attention to building teacher capacity and improving teaching/educating systems has inspired staff to continuously practice self-reflections to surpass their personal and professional growth goals.

Educators have acquired knowledge on instructional methods to ensure student comprehension, thus, improving student learning and performance through continuous professional development. District trainings focused on specific content areas and grade levels, instructional practices, classroom management, data-driven decisions, and refresher sessions within special programs such as Special Education, Bilingual Education, Gifted and Talented, Advanced Academics, and Career and Technical Education, to name a few. Student Learning Objectives are being implemented in all content areas resulting in central office and campus administrators establishing a greater understanding of expectations in the classroom. Within the SLO process, teachers expanded their ability to identify struggling learners through the verification of student understanding. Implementation of spiraling student expectations was followed to safeguard increased learning.

Instructional initiatives pertaining to college, career, and military readiness have been established as the district aspires to ensure all students develop into excellent, innovative, and prepared citizens upon establishing their high school diploma. The Advanced Academics, Career and Technical Education, and Secondary Education Departments worked collaboratively to enhance higher learning education opportunities and multiply the number of certifications available to students through their high school endorsements. Students now have the option to select courses that will guide them to their career interests, hence, preparation for their upcoming journey after graduation.

Laredo ISD also continues to focus on the components and changes on the accountability refresh to take place in the Spring of 2023. A major focus is on the way the district will be evaluated using a proportional weighting method. Our goal is to improve student performance on STAAR to not see a decreased rating in 2023. District and campus administrators continue to receive trainings/updates through our Accountability Team during our Superintendent Leadership Meetings and through various trainings via Region One Instructional Leadership Network sessions, Lead4Ward webinars and Texas Association of School Administrator conferences.

District Processes & Programs Strengths

Implementation of a Multi-Tiered Systems of Support (MTSS) that integrates academic, behavioral, and social emotional instruction and support.

District Support Campus Visits to identify needed supports.

Teacher Reading Academies

Implementation of the Teacher Incentive Allotment

District training designed to provide instructional staff with the new skills and expertise required to support instructional initiatives within the content areas.

Structures that provide for systemic monitoring of student progress and academic growth.

Extended learning activities have been established at all campuses designed to meet the needs of all students.

Opportunities exist for teachers to have voice for instructional decisions through curriculum and advisory committees as well as through Instructional Specialists and Facilitators.

Established responsibilities for all stakeholders (district curriculum leaders, principals, campus testing coordinators, instructional specialists/facilitators , teachers, students, and parents) to ensure that assessments are utilized in ways that both inform and accomplish our goals.

Teachers and administrators work collaboratively to develop campus plans to use common assessments and to track student performance based on curriculum standards and objectives.

Problem Statements Identifying District Processes & Programs Needs

Problem Statement 1: There has been a significant decrease in our student enrollment of about 2,200 when we compare 2020-2021 to 2021-2022 school year. **Root Cause:** A high number of students did not return to our district because they moved to areas outside of our district.

Problem Statement 2: There is a decrease in student attendance from 98% to 94.8%. **Root Cause:** Parents are more inclined to keep students are home when showing symptoms of a cold or allergies as a result of the pandemic.

Problem Statement 3: Student enrollment has declined by 5% **Root Cause:** Families have been moving to areas outside of the district boundaries.

Perceptions

Perceptions Summary

At Laredo ISD, our goal is to provide a positive culture not only for our students, but for our teachers and staff. We gather feedback from our stakeholders through the use of surveys and social media and to communicate campus and district initiatives. Our current turnover rate for teachers is 10% compared to 17.7% for the state. Our attendance rate for students has remained steady at %. We continue to encourage parent and community involvement through our Parent and Family Engagement Program that provides informative sessions by our parent liaisons at each campus and at the district level through our lead parent liaison. A focus is placed on providing opportunities to parents and community members to get involved in decision making activities as well as in making decisions regarding their child's education. We also encourage our parents to become parent volunteers and assist in school activities. We will continue to provide safe learning environments through safety initiatives such as use of metal detectors, wands, an emergency notification system and equipment to enhance cell signal in the event of a crisis.

Perceptions Strengths

Low teacher turnover rate

Professional development opportunities for teachers and principals

Increased number of Parent and Family Engagement activities (Parent Liaison at all campuses)

Consistent implementation of the positive behavior intervention supports

Safety initiatives to ensure a safe and conducive learning environment.

Problem Statements Identifying Perceptions Needs

Problem Statement 1: Student enrollment has declined by 5% **Root Cause:** Families have been moving to areas outside of the district boundaries.

Priority Problem Statements

Goals

Goal 1: Laredo ISD establishes and pursues expectations of excellence and equity to achieve college, career and military readiness.

Performance Objective 1: Laredo ISD will offer all students a rigorous, viable, interdisciplinary curriculum to ensure that all students demonstrate mastery on all local and state assessments. Student Achievement (Domain I) will increase from 79% to 82%. Reading Language Arts at Approaches from 68% to 70%, Meets from 42% to 44%, Masters from 19% to 20%, Mathematics at Approaches from 72% to 74, Meets from 39% to 41%, Masters from 18% to 20%, Science at Approaches from 77% to 79%, Meets from 45% to 47%, Masters from 17% to 19%, Social Studies at Approaches from 73% to 75%, Meets from 40% to 42%, Masters from 20% to 22%. EOY Mastery on 1st Grade DIBELS will increase from 61% to 64%. EOY Mastery on 2nd Grade DIBELS will increase from 62% to 65% .

Evaluation Data Sources: STAAR Reports, DMAC, TRC EOY Reports

Strategy 1 Details	Reviews			
<p>Strategy 1: Laredo ISD's CIA department will revise and continue to implement a district instructional guide (CARES) for grades PreK - Kinder content areas to address PK Guidelines, TEKS specificity, alignment to local and state assessments and spiraling of identified TEKS to provide targeted instruction and prescriptive intervention.</p> <p>Strategy's Expected Result/Impact: Improved quality of instruction/Increase in Student Achievement Domain score.</p> <p>Staff Responsible for Monitoring: Assistant Superintendent for CIA CIA Executive Directors Coordinators Deans Teacher Cadres</p> <p>Funding Sources: DMAC - 199 - General Fund: Basic Instruction (PIC 11) - 835 - \$101,000, REGION ONE TCMP - 199 - General Fund: Basic Instruction (PIC 11) - 835 - \$150,000, GRADUATION - 199 - General Fund: Basic Instruction (PIC 11) - 835 - \$48,000, CURRICULUM WRITING - 199 - General Fund: Basic Instruction (PIC 11) - 835 - \$50,000, DEAN MILEAGE - 199 - General Fund: Basic Instruction (PIC 11) - 835 - \$2,000, TITLE IV ALLOCATION - 289 Title IV Part A- Student Support and Academic - 835 - \$269,452, ESSER III ALLOCATION - 282-ESSER III - 835 - \$984,218, TITLE I ALLOCATION - 211 - ESEA Title I: Improving Basic Program - 835 - \$1,003,614, PAYROLL - 199 - General Fund: Operating (PIC 99) - 835 - \$227,462, DEPARTMENT BUDGET - 199 - General Fund: Operating (PIC 99) - 835 - \$49,875</p>	Formative			Summative
	Nov	Mar	June	July

Strategy 2 Details	Reviews			
<p>Strategy 2: Laredo ISD's CIA department will revise and continue to implement a district instructional guide (CARES) for grades Pre K-12th content areas to address TEKS specificity, alignment to local and state assessments and spiraling of identified TEKS to provide targeted instruction and prescriptive intervention, with a focus on learning objective and exit ticket.</p> <p>Strategy's Expected Result/Impact: Improved quality of instruction/Increase in Domain I score.</p> <p>Staff Responsible for Monitoring: Assistant Superintendent for CIA CIA Executive Directors Coordinators Deans Teacher Cadres</p> <p>Funding Sources: Region 62XX - 199 - General Fund: Operating (PIC 99) - 834 - \$25, General Supplies 63XX - 199 - General Fund: Operating (PIC 99) - 834 - \$2,750, Travel 64XX - 199 - General Fund: Operating (PIC 99) - 834 - \$2,500, Dues 64XX - 199 - General Fund: Operating (PIC 99) - 834 - \$400, Misc. Operating 64XX - 199 - General Fund: Operating (PIC 99) - 834 - \$25, Region (62XX) - 199 - General Fund: Operating (PIC 99) - 833 - \$25, General Supplies (63XX) - 199 - General Fund: Operating (PIC 99) - 833 - \$2,760, Travel (64XX) - 199 - General Fund: Operating (PIC 99) - 833 - \$2,500, Dues (64XX) - 199 - General Fund: Operating (PIC 99) - 833 - \$400, Misc. Oper Cost (64XX) - 199 - General Fund: Operating (PIC 99) - 833 - \$15, Payroll (61XX) - 199 - General Fund: Basic Instruction (PIC 11) - 813 - \$2,000, General Supplies (63XX) - 199 - General Fund: Basic Instruction (PIC 11) - 813 - \$3,700, General Supplies (63XX) - 199 - General Fund: Basic Instruction (PIC 11) - 814 - \$4,000, Misc. Operating Costs (64XX) - 199 - General Fund: Basic Instruction (PIC 11) - 814 - \$700, Misc. Operating Costs (64XX) - 199 - General Fund: Operating (PIC 99) - 814 - \$1,000, Payroll (61XX) - 211 - ESEA Title I: Improving Basic Program - 813 - \$216,574, Payroll (61XX) - 211 - ESEA Title I: Improving Basic Program - 814 - \$320,068, Payroll (61XX) - 282-ESSER III - 814 - \$102,182, General Supplies (63XX) - 199 - General Fund: Basic Instruction (PIC 11) - 815 - \$29,000, Misc. Operating Costs (64XX) - 199 - General Fund: Basic Instruction (PIC 11) - 815 - \$1,700, Misc. Operating Costs (64XX) - 199 - General Fund: Operating (PIC 99) - 815 - \$25,000, Payroll (61XX) - 211 - ESEA Title I: Improving Basic Program - 815 - \$197,125, Payroll (61XX) - 199 - General Fund: Basic Instruction (PIC 11) - 816 - \$2,000, General Supplies (63XX) - 199 - General Fund: Basic Instruction (PIC 11) - 816 - \$1,840, Misc. Operating Costs (64XX) - 199 - General Fund: Basic Instruction (PIC 11) - 816 - \$1,860, Payroll (61XX) - 211 - ESEA Title I: Improving Basic Program - 816 - \$98,704, Payroll (61XX) - 199 - General Fund: Operating Variable (PIC 99) - 834 - \$196,408, Payroll (61XX) - 199 - General Fund: Operating (PIC 99) - 833 - \$201,138, General Supplies (63XX) - 199 - General Fund: Basic Instruction (PIC 11) - 808 - \$700, Misc. Operating Costs (64XX) - 199 - General Fund: Basic Instruction (PIC 11) - 808 - \$5,000, Payroll (61XX) - 211 - ESEA Title I: Improving Basic Program - 808 - \$485,328, Payroll (61XX) - 282-ESSER III - 808 - \$185,349</p>	Formative			Summative
	Nov	Mar	June	July

Strategy 3 Details	Reviews			
<p>Strategy 3: Laredo ISD's CIA department will monitor that campus administrators conduct classroom walkthroughs and provide timely feedback to teachers to improve the delivery of instruction including the implementation of district initiatives including Fundamental 5, Gradual Release of Responsibility, Blended Learning, and the use of instructional programs (Ex. IXL, Istation, etc.).</p> <p>Strategy's Expected Result/Impact: Domain 1 Student Achievement, Domain 2 Student Progress, Domain 3 Closing the Gap</p> <p>Staff Responsible for Monitoring: CIA Executive Directors, Deans</p>	Formative			Summative
	Nov	Mar	June	July
Strategy 4 Details	Reviews			
<p>Strategy 4: Laredo ISD's CIA department will monitor the implementation of campus PLC sessions and work collaboratively with campus administrators to review daily learning objectives, academic vocabulary, lesson pacing (I Do, We Do, You Do), CPQs/Seed Questions, Think-alouds, scaffolding, Turn and Talks, Critical Writing, Exit Tickets and other high yield, research-based instructional activities to promote rigor, critical thinking, problem solving and student data.</p> <p>Strategy's Expected Result/Impact: Increase Domain I Student Achievement, Domain II, Student Progress and Domain III, Closing the Gap</p> <p>Staff Responsible for Monitoring: CIA Executive Directors, Campus Administrators, Deans, Instructional Coaches/Consultants</p>	Formative			Summative
	Nov	Mar	June	July
Strategy 5 Details	Reviews			
<p>Strategy 5: Laredo ISD's CIA/RLA department will increase student's reading performance from Pre K - 3d grade to meet HB 3 requirements and reading academic readiness by utilizing research-based instruction.</p> <p>Strategy's Expected Result/Impact: The percentage of Pre K students that score grade level or above on the CIRCLE Literacy Assessment will increase from 83% to 85% by June 2024.</p> <p>The percentage of Kinder students that score grade level or above on the DIBELS Reading Assessment will increase from 69% to 72% by June 2024.</p> <p>The percentage of 1st grade students that score grade level or above on the DIBELS Reading Assessment will increase from 58% to 61% by June 2024.</p> <p>The percentage of 2nd grade students that score grade level or above on the DIBELS Reading Assessment will increase from 59% to 62% by June 2024.</p> <p>The percentage of 2nd grade students that score grade level or above on the DIBELS Reading Assessment will increase from 48% to 51% by June 2024.</p> <p>Staff Responsible for Monitoring: Assistant Superintendent for CIA, Executive Director for Elementary, Deans, Campus Instructional Facilitators, Campus Administrators, Reading Practitioners, LEAD Practitioners</p>	Formative			Summative
	Nov	Mar	June	July

Strategy 6 Details	Reviews			
<p>Strategy 6: Laredo ISD's Department of Library & Media Services will monitor the implementation of the STAAR Reading Assessment, Accelerated Reader, Region One databases, and other library media resources and activities to improve literacy in all grade levels.</p> <p>Strategy's Expected Result/Impact: Students will improve in reading comprehension and the number of students meeting district AR goals every six weeks and end of year goals.</p> <p>Staff Responsible for Monitoring: Assistant Superintendent for CI Executive Director for Elementary and Secondary Director of Library & Media Services Campus Administrators Campus Librarians Campus Teacher</p> <p>Funding Sources: General Supplies - 199 - General Fund: Basic Instruction (PIC 11) - 881 - \$3,384, Misc. Expenses - 199 - General Fund: Basic Instruction (PIC 11) - 881 - \$1,936, Rental - 199 - General Fund: Basic Instruction (PIC 11) - 881 - \$335, Membership - 199 - General Fund: Basic Instruction (PIC 11) - 881 - \$45, Payroll - 199 - General Fund: Basic Instruction (PIC 11) - 881 - \$150,350, Title I - 211 - ESEA Title I: Improving Basic Program - 881 - \$204,691, Copier - 199 - General Fund: Basic Instruction (PIC 11) - 881 - \$875</p>	Formative			Summative
	Nov	Mar	June	July
Strategy 7 Details	Reviews			
<p>Strategy 7: LISD's CIA Mathematics department will increase student's mathematics performance from PK-3rd grade to meet HB 3 requirements and mathematics academic readiness by utilizing research-based instruction.</p> <p>Strategy's Expected Result/Impact: The percentage of Pre K students that score grade level or above on the CIRCLE Math Assessment will increase from 89% to 90% by June 2024. The percentage of Kinder students that score grade level or above on the District EOY benchmark will increase from 84% to 85% by June 2024. The percentage of 1st grade students that score grade level or above on the District EOY benchmark will increase from 63% to 65% by June 2024. The percentage of 2nd grade students that score grade level or above on the District EOY benchmark will increase from 66% to 68% by June 2024. The percentage of 3rd grade students that score grade level or above on the District EOY benchmark will increase from 58% to 60% by June 2024.</p> <p>Staff Responsible for Monitoring: Asssistant Superintendent for CIA, Executive Director for Elementary, Deans, Campus Instructional Facilitators, Campus Administrators, Math Practitioners, LEAD Practitioners</p>	Formative			Summative
	Nov	Mar	June	July





Strategy 8 Details	Reviews			
<p>Strategy 8: Laredo ISD's CIA departments will provide instructional materials, supplies, assistive technology, instructional programs, formative assessments and equipment to enhance instruction to meet the needs of all students. In addition, CIA departments will monitor the fidelity of implementation of these resources.</p> <p>Strategy's Expected Result/Impact: Increase student performance in all STAAR tested areas. Increase performance on TELPAS. Increase Domain I, II, and III scores.</p> <p>Staff Responsible for Monitoring: Assistant Superintendent for CIA CIA Executive Directors Program Directors Campus Administrators</p> <p>Funding Sources: General Supplies (63XX) - 199 - General Fund: Bilingual (PIC 25) - 802 - \$5,000, Payroll (61XX) - 199 - General Fund: Bilingual (PIC 25) - \$2,000</p>	Formative			Summative
	Nov	Mar	June	July
Strategy 9 Details	Reviews			
<p>Strategy 9: Laredo ISD's CIA department will provide extended learning time opportunities (after school, Saturdays, enrichment camps, academies, and summer programs) for all students needing intervention, acceleration, and enrichment.</p> <p>Strategy's Expected Result/Impact: Increase Domain I scores.</p> <p>Staff Responsible for Monitoring: Assistant Superintendent for CIA CIA Executive Directors Executive Director for Federal Programs, School Improvement and Accountability Coordinators for School Improvement Program Directors Campus Administrators</p> <p>Funding Sources: Payroll (61XX) - 263 - LEP Bilingual Program Fund - 802 - \$1,015,070, Misc. Contracted Services (62XX) - 199 - General Fund: Bilingual (PIC 25) - 802 - \$4,000, Funding Code 289 Summer School Reimbursement - 289 Title IV Part A- Student Support and Academic - 802</p>	Formative			Summative
	Nov	Mar	June	July

Strategy 10 Details	Reviews			
<p>Strategy 10: Laredo ISD's Bilingual/ESL Department will continue to recognize Bilingual Scholars for achieving in academics (cognitive), and extracurricular activities (affective). EBs will be provided with supplemental language instructional strategies in order to upgrade the instructional program objective. Nominations will be based on defined criteria to recognize Bilingual Education Scholars on a monthly basis. Families, Parents, and Community Members will be invited to celebrate the Bilingual Education Scholars of the Year at the End of the School Year.</p> <p>Strategy's Expected Result/Impact: Acknowledge and motivate Emergent Bilinguals to increase their self-esteem, improve their academics, expand their English language and academic vocabulary, and meet their affective needs.</p> <p>Staff Responsible for Monitoring: Director of Bilingual/ESL Department Campus Administrators--Principals and Assistant Principals Bilingual and ESL Strategists</p> <p>Funding Sources: Title III Supplemental (MISC. 64XX) - 263 - LEP Bilingual Program Fund - 802 - \$23,500, Title III Supplemental (MIS.64XX) - 263 - LEP Bilingual Program Fund - 802 - \$1,500</p>	Formative			Summative
	Nov	Mar	June	July
Strategy 11 Details	Reviews			
<p>Strategy 11: Laredo ISD's Bilingual/ESL Department will provide Bilingual/ESL Strategists to assigned campuses on a daily basis to provide training and support sessions (modeling, mentoring, and coaching through the gradual release of responsibility model) to teachers with the planning and delivery of effective lessons which target the needs of EBs based on their language proficiency levels (PK-12 grade). Furthermore, the Bilingual/ESL Strategists will receive Professional Development trainings on best instructional strategies in order to supplement the targeted instruction for EBs by modeling these effective strategies to the Bilingual/ESL teachers.</p> <p>Strategy's Expected Result/Impact: Effective Instructional Practices as targeted and differentiated to meet the needs of Emergent Bilinguals.</p> <p>Staff Responsible for Monitoring: Director of Bilingual/ESL Department Campus Administrators--Principals and Assistant Principals</p> <p>Results Driven Accountability</p> <p>Funding Sources: Title III Payroll (61XX) - 263 - LEP Bilingual Program Fund - 802 - \$1,015,070, Title III Cont. Services (62XX) - 263 - LEP Bilingual Program Fund - 802 - \$1,000, Title III Supp. and Materials (63XX) - 263 - LEP Bilingual Program Fund - 802 - \$22,202</p>	Formative			Summative
	Nov	Mar	June	July

Strategy 12 Details	Reviews			
<p>Strategy 12: Laredo ISD's Bilingual/ESL Director will attend sessions from Region One and TEA to ensure compliance on LPAC, proper coding and State requirement mandates. In addition, testing materials for the identification and reclassification of Emergent Bilinguals will be purchased to comply with State mandates.</p> <p>Strategy's Expected Result/Impact: Be compliant with mandates and coding for all Emergent Bilinguals</p> <p>Staff Responsible for Monitoring: Director of Bilingual/ESL Department</p> <p>Results Driven Accountability</p> <p>Funding Sources: MISC. Operating Costs (64XX) - 199 - General Fund: Bilingual (PIC 25) - 802 - \$5,000</p>	Formative			Summative
	Nov	Mar	June	July
Strategy 13 Details	Reviews			
<p>Strategy 13: Laredo ISD's Bilingual/ESL Department will provide Recent Immigrant/Recent Arrival Emergent Bilinguals with a specialized program to increase the English Proficiency Levels and reach the Academic Success across the content areas. Supplemental LEXIA English Research Based Technology Program.</p> <p>Strategy's Expected Result/Impact: Effective Instructional Practices as targeted and differentiated to meet the needs of Emergent Bilinguals.</p> <p>Staff Responsible for Monitoring: Bilingual/ESL Strategists Bilingual/ESL Coordinator Bilingual/ESL Programs Director</p> <p>Funding Sources: Title III- Cont. Services/licenses (62XX) - 263-IMM (Bilingual) - 802 - \$61,000, Title III- Supp. and Materials (63XX) - 263-IMM (Bilingual) - 802 - \$983</p>	Formative			Summative
	Nov	Mar	June	July
Strategy 14 Details	Reviews			
<p>Strategy 14: Laredo ISD's Special Education Department will ensure that rigorous instruction is provided to students in the Special Education program using differentiation strategies, assistive technology, and supported by Elementary Special Education Instructional Coordinators.</p> <p>Strategy's Expected Result/Impact: Increase the performance of Special Education Students</p> <p>Staff Responsible for Monitoring: Director of Special Education Campus Administrators--Principals and Assistant Principals Special Education Supervisors</p> <p>Results Driven Accountability</p> <p>Funding Sources: Incentives for Extracurricular Activities - 199 - General Fund: Special Education (PIC 23) - 879 - \$6,500, Payroll - 199 - General Fund: Basic Instruction (PIC 11) - 879 - \$14,475, Payroll - 199 - General Fund: Special Education (PIC 23) - 879 - \$1,676,817, Payroll - 199 - General Fund: Operating (PIC 99) - 879 - \$91,939, Payroll - 435 - SSA Regional Day School - Deaf - 879 - \$121,549</p>	Formative			Summative
	Nov	Mar	June	July

Strategy 15 Details	Reviews			
<p>Strategy 15: Laredo ISD's Technology Services and Instructional Technology Departments will coordinate the procurement, issuance, and management of instructional electronic devices to students, educators, administrators, and staff. In addition, the department will monitor the progress of the integration of technology at the district and campus levels through the School Technology and Readiness (STaR) survey that is conducted on an annual basis.</p> <p>Strategy's Expected Result/Impact: Increased technology integration in daily lessons that promote interactive learning. Increased ratings in the STaR survey data to demonstrate Advanced or Target Tech Integration.</p> <p>Staff Responsible for Monitoring: Executive Director for Technology Services Director of Instructional Technology Campus Administrators Elementary and Secondary IT Coordinators Digital Learning Specialists Technicians</p> <p>Funding Sources: - 211 - ESEA Title I: Improving Basic Program - 934 - \$346,041, - 282-ESSER III - \$1,520,435, Equipment - 199 - General Fund: Basic Instruction (PIC 11) - 934 - \$880,000, - 289 Title IV Part A- Student Support and Academic - 934 - \$28,000, Equipment - 199 - General Fund: Operating Variable (PIC 99) - 934 - \$116,600, Misc. Operating Costs and Travel - 199 - General Fund: Operating Variable (PIC 99) - 934 - \$12,700, Supplies - 199 - General Fund: Operating Variable (PIC 99) - 934 - \$98,048, Payroll - 199 - General Fund: Operating Variable (PIC 99) - 934 - \$3,584,264, Services - 199 - General Fund: Operating Variable (PIC 99) - 934 - \$2,197,514</p>	Formative			Summative
	Nov	Mar	June	July

Strategy 16 Details	Reviews			
<p>Strategy 16: Laredo ISD's Instructional Technology Department will contribute in the preparation of 21st century digital learners by providing a digital literacy curriculum that has the Technology Application TEKS embedded within its lessons via the use of a learning management system platform to meet or exceed the District's Technology Implementation Plan objectives. Students in grades K - 8th will be provided with lessons containing assessments to monitor progress.</p> <p>Strategy's Expected Result/Impact: Improved knowledge of TA TEKS for students in grades K - 8th.</p> <p>Staff Responsible for Monitoring: Instructional Technology Director Elementary and Secondary IT Coordinators Campus Administrators Campus Digital Learning Specialists Elementary and Middle School Teachers</p> <p>Funding Sources: Miscellaneous Operating Cost (64XX) - 199 - General Fund: Basic Instruction (PIC 11) - 811 - \$1,200, Miscellaneous Contracted Services (62XX) - 199 - General Fund: Operating (PIC 99) - 811 - \$875, General Supplies (63XX) - 199 - General Fund: Operating (PIC 99) - 811 - \$6,500, Payroll (61XX) - 199 - General Fund: Basic Instruction (PIC 11) - 811 - \$319,509, Payroll (61XX) - 199 - General Fund: Operating (PIC 99) - 811 - \$253,596, Payroll (61XX) - 211 - ESEA Title I: Improving Basic Program - 811 - \$2,000, Miscellaneous Contracted Services (62XX) - 211 - ESEA Title I: Improving Basic Program - 811 - \$54,000, General Supplies (63XX) - 211 - ESEA Title I: Improving Basic Program - 811 - \$30,000, Miscellaneous Operating Cost (64XX) - 211 - ESEA Title I: Improving Basic Program - 811 - \$4,000, Capital Outlay (66XX) - 211 - ESEA Title I: Improving Basic Program - 811 - \$360,000, Payroll (61XX) - 289 Title IV Part A- Student Support and Academic - 811 - \$52,568, Miscellaneous Contracted Services (62XX) - 289 Title IV Part A- Student Support and Academic - 811 - \$148,350, General Supplies (63XX) - 289 Title IV Part A- Student Support and Academic - 811 - \$28,000, Miscellaneous Operating Cost (64XX) - 289 Title IV Part A- Student Support and Academic - 811 - \$7,661, Capital Outlay (66XX) - 289 Title IV Part A- Student Support and Academic - 811 - \$60,000</p>	Formative			Summative
	Nov	Mar	June	July
Strategy 17 Details	Reviews			
<p>Strategy 17: Laredo ISD's Instructional Technology Department will procure, manage, and monitor the use of research-based digital learning applications, tools, and resources for students and educators.</p> <p>Strategy's Expected Result/Impact: Increased student engagement and digital learning knowledge.</p> <p>Staff Responsible for Monitoring: Director of Instructional Technology Elementary and Secondary IT Coordinators Campus Administrators Campus Digital Learning Specialists Elementary/Secondary Teachers</p>	Formative			Summative
	Nov	Mar	June	July

Strategy 18 Details	Reviews			
<p>Strategy 18: Laredo ISD's Assessment, Accountability & School Improvement Department will continuously provide data desegregation, at the district, campus, and student level of local and state assessments, including A-F accountability projections to track individual student growth and performance.</p> <p>Strategy's Expected Result/Impact: Local and State assessment data analysis will allow progress monitoring to adjust targeted instruction that will improve student academic performance.</p> <p>Staff Responsible for Monitoring: Assessment, Accountability & School Improvement Department CIA Central Office Administration Campus Administration</p>	Formative			Summative
	Nov	Mar	June	July
<div style="display: flex; justify-content: space-around; align-items: center;">  No Progress  Accomplished  Continue/Modify  Discontinue </div>				





Goal 1: Laredo ISD establishes and pursues expectations of excellence and equity to achieve college, career and military readiness.

Performance Objective 2: Laredo ISD will offer all students a rigorous, viable, interdisciplinary curriculum to ensure that all students demonstrate academic growth in Reading Language Arts and Mathematics. School Progress (Domain II) will increase from 85% to 88%.

Evaluation Data Sources: STAAR Reports, Academic Growth Templates

Strategy 1 Details	Reviews			
<p>Strategy 1: Laredo ISD's CIA department will implement the Evaluation and Assessment and Diagnostic monitoring tool to ensure that students not meeting district reading goals in grades Kinder-2nd are being progress monitored through the implementation of running records.</p> <p>Strategy's Expected Result/Impact: Increase student's individual reading performance.</p> <p>Staff Responsible for Monitoring: Assistant Superintendent for CIA Executive Director for Elementary Coordinators Deans Campus Administrators (Principals will monitor implementation and progress at a minimum of once a month)</p>	Formative			Summative
	Nov	Mar	June	July
Strategy 2 Details	Reviews			
<p>Strategy 2: Laredo ISD's CIA department will continue the district and campus processes for periodically analyzing student data and tracking progress through skills checks, CBAs, Check points and Benchmark assessments that will be implemented in all core content areas in grades 3-12. Teachers will review data and develop lessons utilizing research based best practices (such as learning targets, success criteria, and the gradual release of responsibility model) to ensure the success of all students, including the at-risk student population.</p> <p>Strategy's Expected Result/Impact: Increase the number of students progressing one performance level on state assessments and meet the progress measure.</p> <p>Staff Responsible for Monitoring: Assistant Superintendent for CIA Executive Directors for Elementary and Secondary Coordinators Deans Campus administration Teachers</p>	Formative			Summative
	Nov	Mar	June	July

Strategy 3 Details	Reviews			
<p>Strategy 3: Laredo ISD will provide Class Size Reduction Teachers to allow for smaller group instruction for campuses not meeting the district goals in student growth and campuses identified as Targeted Support Campuses.</p> <p>Strategy's Expected Result/Impact: Increase percent of students demonstrating growth each year.</p> <p>Staff Responsible for Monitoring: Campus Principals, Curriculum and Instruction Department Staff</p> <p>Funding Sources: - 255 - ESEA II, A Training & Recruiting - \$825,000</p>	Formative			Summative
	Nov	Mar	June	July
Strategy 4 Details	Reviews			
<p>Strategy 4: Laredo ISD's Bilingual/ESL Department will provide Language/Literacy Coaches to select campuses to work with identified struggling EB students (K-8th) in small group settings to target their needs according to their language proficiency and reading levels. The Language/Literacy Coaches will also support Bilingual teachers in need of assistance by modeling features of effective instructional practices through the gradual release of responsibility model. Instructional materials will also be provided for the Language/Literacy Coaches to better assist EBs in developing literacy and the English language.</p> <p>Strategy's Expected Result/Impact: Increase the number and percent of EBs reading on grade level. Improve the delivery of instruction in Bilingual classrooms. Accelerate the English language Proficiency for identified EBs.</p> <p>Staff Responsible for Monitoring: Director of Bilingual/ESL Department Campus Administrators--Principals and Assistant Principals Bilingual Strategists Reading Deans</p> <p>Results Driven Accountability</p> <p>Funding Sources: Title III Payroll (61XX) - 263 - LEP Bilingual Program Fund - 802 - \$1,015,070, Title III MISC. (64XX) - 263 - LEP Bilingual Program Fund - \$23,500, Title III Supp. & Mat. (63XX) - 263 - LEP Bilingual Program Fund - \$22,202</p>	Formative			Summative
	Nov	Mar	June	July

Strategy 5 Details	Reviews			
<p>Strategy 5: Laredo ISD's Special Education department will collaborate with content deans and campus staff to provide supplemental instructional programs that support teachers in differentiating instruction to meet the academic needs of students in the special education program throughout the school year. District special education supervisors and campus administration will monitor for fidelity of implementation.</p> <p>Strategy's Expected Result/Impact: More students will reach meets and master levels in their state assessment results. Students will meet their individual IEPs.</p> <p>Staff Responsible for Monitoring: Special Education Director, Special Education Supervisors, School Administrators, Special Education and General Education Teachers</p> <p>Funding Sources: General Supplies- For administrators to conduct observations and to prepare materials for staff meetings and evaluations. - 199 - General Fund: Special Education (PIC 23) - 879 - \$19,005, Other Equipment-To prepare materials for presentations and meetings. - 199 - General Fund: Special Education (PIC 23) - 879 - \$5,495, Travel O/D-Travel and Conference Registration Fees for Administrators. - 199 - General Fund: Special Education (PIC 23) - 879 - \$1,000, Miscellaneous Operating Costs-Other Special Ed operating expenses. - 199 - General Fund: Special Education (PIC 23) - 879 - \$2,000</p>	Formative			Summative
	Nov	Mar	June	July
<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 1: Laredo ISD establishes and pursues expectations of excellence and equity to achieve college, career and military readiness.

Performance Objective 3: Laredo ISD will supplement Reading Language Arts and Mathematics instructional programs to meet the needs of the different student groups and achieve a Meets or Masters performance. Closing the Gap (Domain III) will increase from 86% to 89%, Reading Language Arts (All Students) will increase from 42% to 44%, (Hispanic) from 42% to 44%, (Economically Disadvantaged) from 41% to 43%, (Emergent Bilinguals) from 31% to 33%, (Special Education) from 28% to 30%. Mathematics (All Students) increase from 39% to 41%, (Hispanic) from 39% to 41%, (Economically Disadvantaged) from 39% to 41% (Emergent Bilinguals) from 32% to 34%, (Special Education) from 31% to 33%, High Group (Homeless, Migrant and Foster Care) from N/A to 37% in RLA and 42% in Math. English Language Proficiency will increase from 43% to 46%.

Evaluation Data Sources: STAAR Reports, District Benchmarks,RDA





Strategy 1 Details	Reviews			
<p>Strategy 1: Laredo ISD's CIA department will provide scaffolded instruction through academies/camps to reinforce and strengthen prerequisite skills in order to advance students towards Meets/Masters level of performance and demonstrate yearly progress.</p> <p>Strategy's Expected Result/Impact: Increase student performance for all sub groups in Reading and Math</p> <p>Staff Responsible for Monitoring: Assistant Superintendent for CIA, Program Directors, Deans, Campus Administrators, Teachers</p>	Formative			Summative
	Nov	Mar	June	July
Strategy 2 Details	Reviews			
<p>Strategy 2: Laredo ISD's Bilingual/ESL Department will continue to implement a Language Development Plan (Summit K-12) at all elementary, middle school, and high school campuses in order to assist EB students to improve their listening, speaking, reading, and writing skills in English.</p> <p>Strategy's Expected Result/Impact: Increase the number and percent of EBs improving one or more language proficiency levels and ensure that those students at the Advanced High level are able to maintain.</p> <p>Staff Responsible for Monitoring: Director of Bilingual/ESL Department Bilingual/ESL Strategists Campus Administrators</p> <p>Funding Sources: - 282-ESSER III - \$209,460</p>	Formative			Summative
	Nov	Mar	June	July

Strategy 3 Details	Reviews			
<p>Strategy 3: LISD's Special Education department will periodically review students' individual plans and ensure that they are provided instruction in the most appropriate setting and that teachers are implementing their IEPs with fidelity. Laredo ISD's Special Education department will also ensure that students in the special education program are provided with small group interventions, after-school tutorials, content enrichment academies and Super Saturdays/Lock-Ins to support their learning. In addition, the implementation of accessibility features/designated supports during instruction and state assessments will be monitored.</p> <p>Strategy's Expected Result/Impact: Special Education students will meet their performance and progress targets in Reading and Mathematics</p> <p>Staff Responsible for Monitoring: Special Education Director, Special Education Supervisors, School Administrators, Special Education and General Education Teachers</p> <p>Results Driven Accountability</p> <p>Funding Sources: Instructional, Janitorial Supplies & Assessment Materials - 225 - IDEA - Part B: Preschool Fund - 879 - \$2,000, Extra-Duty In-Home training, Interpreters and Other. - 224 - IDEA - Part B: Formula Fund - 879 - \$780,961, Instructional, Janitorial Supplies & Assessment Materials - 224 - IDEA - Part B: Formula Fund - 879 - \$15,500</p>	Formative			Summative
	Nov	Mar	June	July
Strategy 4 Details	Reviews			
<p>Strategy 4: Laredo ISD's Federal Programs will assign tutors to provide supplemental reading and math instruction to homeless students both during the day and after school, monitor the performance on formative assessments and provide instructional supports such as school supplies, clothing, transportation, monitor student attendance and assist with postsecondary transition including FAFSA verification and college and career planning.</p> <p>Strategy's Expected Result/Impact: Homeless students will meet state and federal accountability targets in Reading and Math.</p> <p>Staff Responsible for Monitoring: Campus Administrators, Executive Director for Federal Programs, School Improvement & Accountability, Homeless Liaison</p>	Formative			Summative
	Nov	Mar	June	July
Strategy 5 Details	Reviews			
<p>Strategy 5: Laredo ISD's Migrant Education Program will assign tutors to provide supplemental reading and math instruction during the day to priority for service students and summer learning opportunities for students in grades PK-8th grade and coordinate and provide support services to students including monitoring and tracking attendance, academic progress, counseling, graduation plans, home visits and instructional supports such as supplies and clothing.</p> <p>Strategy's Expected Result/Impact: Migrant students will meet state and federal accountability targets in Reading and Math.</p> <p>Staff Responsible for Monitoring: Campus Administrators, Executive Director for Federal Programs, School Improvement & Accountability, Migrant Specialist</p>	Formative			Summative
	Nov	Mar	June	July

Strategy 6 Details	Reviews			
<p>Strategy 6: Laredo ISD's Foster Care Liaison will work collaboratively with others to support the needs of students including immediate enrollment, school transitions, academic support and post secondary preparation.</p> <p>Strategy's Expected Result/Impact: Foster Care students will meet state and federal accountability targets in Reading and Math, immediate enrollment and proper placement</p> <p>Staff Responsible for Monitoring: Campus Administrators, Executive Director for Federal Programs, School Improvement & Accountability, Foster Care Liaison</p>	Formative			Summative
	Nov	Mar	June	July
Strategy 7 Details	Reviews			
<p>Strategy 7: Laredo ISD's Military Connected Liaison will maintain outreach with parents of military connected students and provide support with enrollment, school transitions, academic support and post secondary preparation.</p> <p>Strategy's Expected Result/Impact: Military connected students will meet state and federal accountability targets in Reading and Math, immediate enrollment and proper placement</p> <p>Staff Responsible for Monitoring: Campus Administrators, Executive Director for Federal Programs, School Improvement & Accountability, Military Connected Liaison</p>	Formative			Summative
	Nov	Mar	June	July
Strategy 8 Details	Reviews			
<p>Strategy 8: Laredo ISD's Student Services Department will provide Compensatory Education Home Instruction (CEHI) for students due to medical reasons, including prenatal and/or postpartum care.</p> <p>Strategy's Expected Result/Impact: Ensure that students are being provided instruction in a continual basis so as to not lag behind on their learning and not generate unexcused absences.</p> <p>Staff Responsible for Monitoring: Assistant Superintendent for Student Services PEP Facilitator Campus Principals Homebound Teachers</p>	Formative			Summative
	Nov	Mar	June	July
Strategy 9 Details	Reviews			
<p>Strategy 9: Laredo ISD will provide services to students residing in our local facility for neglected children as well as students attending private, not-profit schools. This includes instructional materials, on-line programs, equipment and tutoring.</p> <p>Strategy's Expected Result/Impact: Improved scores in Domain III Reading and Mathematics</p> <p>Staff Responsible for Monitoring: Director of Federal Programs</p>	Formative			Summative
	Nov	Mar	June	July

Strategy 10 Details	Reviews			
<p>Strategy 10: The Laredo ISD's 504/Dyslexia/MTSS Department will coordinate and monitor the LEA's compliance with Section 504 by ensuring staff members are trained in Section 504 rules and procedures by providing ongoing professional development, holding campus Section 504 coordinator meetings, facilitating professional learning communities, monitoring PEIMS reports, and performing periodic folder reviews.</p> <p>Strategy's Expected Result/Impact: Increased knowledge of 504 laws, policies and procedures and decrease of errors on documentation.</p> <p>Staff Responsible for Monitoring: Assistant Superintendent for CIA 504/Dyslexia/MTSS District Coordinator 504/Dyslexia/MTSS District Facilitator Campus administrators 504 Compliance Clerks</p> <p>Funding Sources: General Supplies (63XX) - 199 - General Fund: Basic Instruction (PIC 11) - 844 - \$8,500, Misc. Operating Costs (64XX) - 199 - General Fund: Basic Instruction (PIC 11) - 844 - \$3,500, General Supplies (63XX) - 199 - General Fund: Operating (PIC 99) - 844 - \$500, Misc. Operating Costs (64XX) - 199 - General Fund: Operating (PIC 99) - 844 - \$1,000, Payroll (61XX) - 199 - General Fund: Operating (PIC 99) - 844 - \$156,030, Payroll (61XX) - 282-ESSER III - 844 - \$89,711</p>	Formative			Summative
	Nov	Mar	June	July
Strategy 11 Details	Reviews			
<p>Strategy 11: The Laredo ISD's 504/Dyslexia/MTSS Department will coordinate and monitor the LEA's compliance with dyslexia laws that are outlined in The Dyslexia Handbook 2021 Update - Procedures Concerning Dyslexia and Related Disorders by providing staff development to 504/dyslexia campus coordinators, dyslexia teachers, 504 dyslexia assessors and 504 compliance clerks. Evidence of compliance will include staff development sign-in sheets, student sign-in sheets, walkthroughs, and student progress monitoring tools that show evidence of student growth. The district coordinator will also monitor PEIMS reports and perform periodic folder reviews.</p> <p>Strategy's Expected Result/Impact: Increased knowledge of dyslexia laws, policies and procedures and decrease of errors of documentation.</p> <p>Staff Responsible for Monitoring: Assistant Superintendent for CIA 504/Dyslexia/MTSS District Coordinator 504/Dyslexia/MTSS District Facilitator Campus Administrators Dyslexia Teachers 504 Compliance Clerks</p>	Formative			Summative
	Nov	Mar	June	July

Strategy 12 Details	Reviews			
<p>Strategy 12: The Laredo ISD's 504/Dyslexia/MTSS Department will coordinate and monitor the LEA's compliance with MTSS policies and procedures as outlined in the district's Multi-Tiered Systems of Support Implementation Guide. The district coordinator will ensure staff members are trained in the procedures of implementing the MTSS process including the documenting of plans and accommodations in SuccessEd. The evidence of compliance will include periodic checks of plans that are documented in the SuccessEd platform, staff development sign-in sheets and the review of PEIMS reports at the district and campus levels.</p> <p>Strategy's Expected Result/Impact: Increased student performance due to interventions and accommodations provided. Increased knowledge of MTSS procedures and decrease of errors in documentation.</p> <p>Staff Responsible for Monitoring: Assistant Superintendent of CIA 504/Dyslexia/MTSS District Coordinator 504/Dyslexia/MTSS District Facilitator District Administrators Campus Administrators Teachers</p>	Formative			Summative
	Nov	Mar	June	July





 No Progress
 Accomplished
 Continue/Modify
 Discontinue

Goal 1: Laredo ISD establishes and pursues expectations of excellence and equity to achieve college, career and military readiness.

Performance Objective 4: Laredo ISD will provide compensatory, intensive and accelerated instruction to specifically address the identified needs of all students at risk of failing grade level TEKS, dropping out of school, or failing state assessments. At-Risk students will increase in Reading Language Arts at Approaches from 63% to 66%, Meets from 37% to 40%, Masters from 17% to 19% , Mathematics at Approaches from 68% to 72%, Meets from 35% to 37%, Masters from 16% to 17% ELEM: Reduce total number of students retained in grades 1st Grade from 6.2% to 5.5% and 2nd from 4.4% to 4.0%. Reduce drop-out rate for Middle Schools from 0.6% to 0.4% High Schools from 3.8% to 3.6%.

Evaluation Data Sources: STAAR Reports, District Benchmarks, Failure Reports, DMAC Reports, TAPR Report

Strategy 1 Details	Reviews			
<p>Strategy 1: Laredo ISD's CIA department will monitor the implementation of the Response to Intervention (RTI) approach for the early identification and support of students with academic and behavioral needs which includes the implementation of research based intervention strategies and progress monitoring. Strategies include: Active Learning, SEL activities, Peer Tutoring, Positive/Corrective Feedback.</p> <p>Strategy's Expected Result/Impact: Reduce the number of student retentions and promote student growth and success.</p> <p>Staff Responsible for Monitoring: Assistant Superintendent for CIA RTI Coordinator Campus Administrators Teachers RTI teams</p>	Formative			Summative
	Nov	Mar	June	July
Strategy 2 Details	Reviews			
<p>Strategy 2: Laredo ISD's Counseling and Guidance department will monitor students' academic progress to reduce retentions by periodically reviewing failure reports, student assessment performance and report card grades and conducting parent, student and/or teacher conferences.</p> <p>Strategy's Expected Result/Impact: Decrease the number of student retentions.</p> <p>Staff Responsible for Monitoring: Assistant Superintendent for CIA Director of Counseling and Guidance Campus Counselors</p> <p>Funding Sources: Payroll - 199 - General Fund: Operating (PIC 99) - 874 - \$178,049, Office Supplies, Contract Svcs, Travel - 199 - General Fund: Operating (PIC 99) - 874 - \$11,500, Software - 282-ESSER III - 874 - \$20,000, Consultants and Travel - 289 Title IV Part A- Student Support and Academic - 874 - \$49,500</p>	Formative			Summative
	Nov	Mar	June	July





Strategy 3 Details	Reviews			
<p>Strategy 3: Laredo ISD will continue to provide a disciplinary alternative education program for students assigned due to violation of district's Student Code of Conduct or certain other offenses.</p> <p>Strategy's Expected Result/Impact: Reduce drop-out rate for middle and high school students.</p> <p>Staff Responsible for Monitoring: District and Campus Administrators</p> <p>Funding Sources: - 199 - General Fund: SCE Lara (PIC 28) - \$1,768,699</p>	Formative			Summative
	Nov	Mar	June	July
Strategy 4 Details	Reviews			
<p>Strategy 4: Laredo ISD will continue to provide a learning environment that meets our students educational requirements, as well as appropriate substance abuse treatment needs through our non-traditional high school.</p> <p>Strategy's Expected Result/Impact: Increase graduation rate for students at-risk of dropping out of school or who have dropped out of school.</p> <p>Staff Responsible for Monitoring: District and Campus Administrators.</p> <p>Funding Sources: - 211 - ESEA Title I: Improving Basic Program - \$605,800</p>	Formative			Summative
	Nov	Mar	June	July
<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 1: Laredo ISD establishes and pursues expectations of excellence and equity to achieve college, career and military readiness.

Performance Objective 5: Laredo ISD will provide a variety of initiatives to increase the campus/district graduation rate for all student groups. The 4-Year Graduation rates will increase for All Students from 96.2 to 96.3, Hispanic from 96.2 to 96.3, Economically Disadvantaged from 96.1 to 96.2, Emergent Bilinguals from 90.9 to 91.0 and Special Education from 91.5 to 91.6. Elementary and Middle School campuses will increase the number of activities to promote graduation from 2 to 3 (minimum of 2).

Evaluation Data Sources: TAPR Report, Graduation Plans

Strategy 1 Details	Reviews			
<p>Strategy 1: Laredo ISD will continue monitoring systematically transcripts and all relevant student data for all sub-groups (i.e., failure reports, attendance reports, validation of credits, credit checks, etc...) to ensure all students meet graduation requirements and graduate successfully with their cohort. They will monitor students' academic progress on state assessments (TSI) readiness and students' GPAs by utilizing STAAR/EOC reports, class ranking reports and transcript software</p> <p>Strategy's Expected Result/Impact: Increased the number of graduates and decrease the drop-out rates.</p> <p>Staff Responsible for Monitoring: Assistant Superintendent for CIA Director of Guidance and Counseling Director of Bilingual/ESL Programs High School Counselors</p> <p>Funding Sources: Title III Validation of Credits (63XX) - 263 - LEP Bilingual Program Fund - \$22,202</p>	Formative			Summative
	Nov	Mar	June	July
Strategy 2 Details	Reviews			
<p>Strategy 2: Laredo ISD will provide interventions for students identified as potential drop-outs or at risk of losing credits by offering credit recovery courses, referral to counselors and CIS personnel for additional monitoring, mentoring, and support as well as student/parent conferences.</p> <p>Strategy's Expected Result/Impact: Increase of graduation rate.</p> <p>Staff Responsible for Monitoring: Assistant Superintendent for CIA Executive Director for Federal Programs, School Improvement and Accountability Team, At Risk Intervention Coordinators, Campus Administrators.</p>	Formative			Summative
	Nov	Mar	June	July

Strategy 3 Details	Reviews			
<p>Strategy 3: Laredo ISD will implement recruitment strategies to target Leavers (no shows) at all grade levels. In addition, high school students who are at risk of dropping out will be provided with the opportunity to receive instruction in a non-traditional school setting.</p> <p>Strategy's Expected Result/Impact: Decrease the number of district leavers on PEIMs</p> <p>Staff Responsible for Monitoring: Executive Director for Federal Programs, School Improvement and Accountability Team, At Risk Intervention Coordinators, Campus Administrators</p>	Formative			Summative
	Nov	Mar	June	July
Strategy 4 Details	Reviews			
<p>Strategy 4: Laredo ISD's Counseling and Guidance department will monitor students' academic progress on state assessments (TSI) readiness and students' GPAs by utilizing STTAR/EOC reports, class ranking reports and transcript software to ensure that all students are on-track for graduation.</p> <p>Strategy's Expected Result/Impact: Increase in the number of graduates.</p> <p>Staff Responsible for Monitoring: Director of Counseling and Guidance and campus counselors</p>	Formative			Summative
	Nov	Mar	June	July
<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 1: Laredo ISD establishes and pursues expectations of excellence and equity to achieve college, career and military readiness.

Performance Objective 6: Laredo ISD will provide a variety of opportunities to meet a minimum of one CCMR indicator including College Ready (TSI and AP Exams, Dual Enrollment course credits, Associate Degree), Career Ready (Industry Based Certifications, IEP and workforce readiness) and Military Readiness. CCMR scores for All Students (Annual Graduates) will maintain at 99%, Hispanic will maintain at 99%, Economically Disadvantaged will maintain at 98.9%, Emergent Bilinguals will maintain at 98.4%, and Special Education will maintain at 95.6%. TSI criteria (Annual Graduates) in both subjects will increase from 81.7% to 85%. Associate Degree (Annual Graduates) will increase from 3.2% to 5% and Dual Course Credits (Annual Graduates) in any subject will increase from 36.7% to 40%. Career or Military Ready (Annual Graduates) will increase from 39.3% to 42% and Approved IBCs (Annual Graduates) will increase from 29.7% to 34%

Evaluation Data Sources: TAPR Report, CCMR Tracking Reports

Strategy 1 Details	Reviews			
<p>Strategy 1: Students will demonstrate college readiness by meeting TSI criteria (SAT/ACT/TSIA2) and/or dual enrollment courses. Students identified as GT will be provided Honors and Advanced Placement courses to demonstrate college readiness. Elementary and middle school students identified as GT will engage in the Texas Performance Standards Projects to present to their peers and the community.</p> <p>Strategy's Expected Result/Impact: Dual enrollment will increase as students meeting TSIA criteria will improve through tutoring, student camps, and targeted professional development support. Students meeting College Readiness will increase on all campuses. The number of students obtaining an associate's degree will increase. Identified GT students will complete and present approved TPSP projects.</p> <p>Staff Responsible for Monitoring: *Assistant Superintendent of CIA *Executive Director of CCMR. Advanced Academic. & Schools of Innovation *Executive Director of Secondary Education * Director of Advanced Academics *CCMR Coordinators * Campus Principals *CCMR Academies Deans *Counselors</p> <p>Funding Sources: General Supplies (63XX) - 199 - General Fund: Basic Instruction (PIC 11) - 836 - \$205,000, Contracted Services (62XX) - 199 - General Fund: GT (PIC 21) - 836 - \$1,500, General Supplies (63XX) - 199 - General Fund: GT (PIC 21) - 836 - \$38,780, Misc. Operating Cost (64XX) - 199 - General Fund: GT (PIC 21) - 836 - \$2,630, Contracted Services (62XX) - 199 - General Fund: CCMR (PIC 38) - 836 - \$495,000, Misc. Operating Cost (64XX) - 199 - General Fund: CCMR (PIC 38) - 836 - \$70,000, General Supplies (63XX) - 199 - General Fund: Operating (PIC 99) - 836 - \$2,290, Misc. Operating Cost (64XX) - 199 - General Fund: Operating (PIC 99) - 836 - \$3,300, Payroll Cost - 199 - General Fund: GT (PIC 21) - 836 - \$154,334, Payroll cost - 199 - General Fund: Operating (PIC 99) - 836 - \$10,870</p>	Formative			Summative
	Nov	Mar	June	July

Strategy 2 Details	Reviews			
<p>Strategy 2: Students will demonstrate workforce readiness by meeting Industry-Based Certification (IBC) requirements and increasing the number of industry-based certifications obtained. Students enrolled in CTE courses will be provided targeted pathways and opportunities to obtain IBCs that reflect the community workforce's needs and align to the TEA Industry-Based Certification approved list for school accountability. Identified students will be provided opportunities to engage in student internships to apply their skills in real-world situations. Students will demonstrate mastery through product development and hands-on learning opportunities.</p> <p>Strategy's Expected Result/Impact: The number of students obtaining industry-based certifications will increase. The number of students obtaining a student workforce internship will increase. Students will participate and perform in high-level competitions that reflect their career pathway. The number of CCMR and community partnerships will increase.</p> <p>Staff Responsible for Monitoring: *Assistant Superintendent of CIA *Executive Director of CCMR. Advanced Academic. & Schools of Innovation *Executive Director of Secondary Education * Director of Advanced Academics *CCMR Coordinators * Campus Principals *CCMR Academies Deans *Counselors *CTE Certification Specialist *CTE Coordinator (Community Outreach)</p> <p>Funding Sources: Payroll (61XX) - 199 - General Fund: CTE (PIC 22) - 838 - \$176,614, Misc. Contract Services (62XX) - 199 - General Fund: CTE (PIC 22) - 838 - \$310,300, General Supplies (63XX) - 199 - General Fund: CTE (PIC 22) - 838 - \$4,600, Misc. Operating Costs (64XX) - 199 - General Fund: CTE (PIC 22) - 838 - \$11,100, Misc. Operating Costs (64XX) - 199 - General Fund: Operating (PIC 99) - 838 - \$31,000, Payroll (61XX) - 199 - General Fund: CCMR (PIC 38) - 838 - \$284,597, Payroll (61XX) - 199 - General Fund: Operating (PIC 99) - 838 - \$31,549, Payroll (61XX) - 244 - CTE Basic Grant - 838 - \$160,789, Misc. Contract Services (62XX) - 244 - CTE Basic Grant - 838 - \$5,100, General Supplies (63XX) - 244 - CTE Basic Grant - 838 - \$15,197, Misc. Operating Costs (64XX) - 244 - CTE Basic Grant - 838 - \$18,500, Capital Outlay (66XX) - 244 - CTE Basic Grant - 838 - \$25,000, Payroll (61XX) - 282-ESSER III - 838 - \$114,703, Misc. Contract Services (62XX) - 289 Title IV Part A- Student Support and Academic - 838 - \$103,871</p>	Formative			Summative
	Nov	Mar	June	July
Strategy 3 Details	Reviews			
<p>Strategy 3: Laredo ISD will provide opportunities to students on career awareness and exploration activities such as visits to universities.</p> <p>Strategy's Expected Result/Impact: Increase number of students enrolling in postsecondary education.</p> <p>Staff Responsible for Monitoring: Executive Director of CCMR, Athletic Director, Counselors</p> <p>Funding Sources: - 289 Title IV Part A- Student Support and Academic - \$15,000</p>	Formative			Summative
	Nov	Mar	June	July



No Progress



Accomplished



Continue/Modify



Discontinue

Goal 1: Laredo ISD establishes and pursues expectations of excellence and equity to achieve college, career and military readiness.





Performance Objective 7: Laredo ISD will develop initiatives to build skills and capacity on content knowledge, high impact instructional strategies and technology integration, assessments to increase student achievement scores. Student Achievement (Domain I) will increase from 79% to 82%. Reading Language Arts at Approaches from 68% to 70%, Meets from 42% to 44%, Masters from 19% to 21%, Mathematics at Approaches from 72% to 74%, Meets from 39% to 41%, Masters from 18% to 20%, Science at Approaches from 77% to 79%, Meets from 45% to 47%, Masters from 17% to 19%, Social Studies at Approaches from 73% to 75%, Meets from 40% to 42%, Masters from 20% to 22%. EOY Mastery on 1st Grade DIBELS will increase from 61% to 64%. EOY Mastery on 2nd Grade DIBELS will increase from 62% to 65% .

Evaluation Data Sources: STAAR Reports, DMAC, TRC EOY Reports

Strategy 1 Details	Reviews			
<p>Strategy 1: Laredo ISD's instructional staff will receive high-quality professional development in all content areas Professional development will provide content area support sessions that are fundamental to address differentiated instructional methods, coaching, modeling, student learning objectives, and mentoring based on student performance and individual/special needs.</p> <p>Strategy's Expected Result/Impact: Improve teacher performance on T-TESS by improving teacher capacity and increase student academic performance.</p> <p>Staff Responsible for Monitoring: Assistant Superintendent for CIA Program Directors Staff Development Coordinator Deans Campus Administrators</p> <p>Funding Sources: Contracted Services (62XX) - 199 - General Fund: Operating (PIC 99) - 837 - \$875, General Supplies (63XX) - 199 - General Fund: Operating (PIC 99) - 837 - \$6,500, Misc. Other Operating Costs (64XX) - 199 - General Fund: Operating (PIC 99) - 837 - \$1,000, Payroll Cost (61XX) - 211 - ESEA Title I: Improving Basic Program - 837 - \$30,000, Contracted Services (62XX) - 211 - ESEA Title I: Improving Basic Program - 837 - \$269,027, Payroll Cost (61XX) - 255 - ESEA II, A Training & Recruiting - 837 - \$170,311, Contracted Services (62XX) - 255 - ESEA II, A Training & Recruiting - 837 - \$75,296, Payroll Cost (61XX) - 282-ESSER III - 837 - \$120,000, Contracted Services (62XX) - 282-ESSER III - 837 - \$100,000</p>	Formative			Summative
	Nov	Mar	June	July

Strategy 2 Details	Reviews			
<p>Strategy 2: Laredo ISD will provide leadership development through professional development on technical skills including instructional planning and observation and feedback to prepare future teacher leaders and other support staff to campus administrator positions.</p> <p>Strategy's Expected Result/Impact: Increase the number of ready leaders to fill campus administrator positions.</p> <p>Staff Responsible for Monitoring: Director for Leadership Development, Curriculum and Instruction Administrators, Human Resource Administrators.</p> <p>Funding Sources: - 255 - ESEA II, A Training & Recruiting - \$130,000</p>	Formative			Summative
	Nov	Mar	June	July
Strategy 3 Details	Reviews			
<p>Strategy 3: Laredo ISD's Bilingual/ESL Department together with the Staff Development Department will provide Professional Development sessions to teachers in need of successfully passing the Bilingual and ESL Certification exams. In addition, all content area teachers of Emergent Bilinguals will also receive professional development sessions to address features of effective instruction, differentiation of instructional methods, coaching, modeling through the gradual release of responsibility model, readiness standards, and mentoring based on student performance and individual needs.</p> <p>Strategy's Expected Result/Impact: Improve teacher performance on T-TESS (Minimum of Proficiency LEVEL), Provide certified teachers for Emergent Bilinguals, and Increase the academic performance of Emergent Bilinguals.</p> <p>Staff Responsible for Monitoring: Director of Bilingual/ESL Department Campus Administrators, Human Resources, Staff Development Coordinator</p> <p>Funding Sources: MISC. Contracted Services (62XX) - 199-TPD (Bilingual) - 802 - \$600,000, MISC. Contracted Services (62XX) - 199 - General Fund: Bilingual (PIC 25) - 802 - \$2,000, MISC. Contracted Services (62XX) - 199 - General Fund: Bilingual (PIC 25) - 802 - \$875</p>	Formative			Summative
	Nov	Mar	June	July

Strategy 4 Details	Reviews			
<p>Strategy 4: Laredo ISD's Special Education Department, in collaboration with Staff Development Department, will provide professional development to teachers, campus administrators and staff on Differentiation of instruction, STAAR Alt 2, Online Designated Supports and Accessibility Features, Behavior Management and Crisis Prevention Intervention (CPI), Assistive Technology and other Special Education related services to address the needs of students.</p> <p>Strategy's Expected Result/Impact: Improve teacher performance on T-TESS by improving capacity and increase student academic performance</p> <p>Staff Responsible for Monitoring: Director of Special Education Campus Administrators, Human Resources, Staff Development Coordinator</p> <p>Results Driven Accountability</p> <p>Funding Sources: Contracted Services - 199 - General Fund: Special Education (PIC 23) - 879 - \$20,921, Contracted and Professional Services - 224 - IDEA - Part B: Formula Fund - 879 - \$268,598, Other Operating Costs - 224 - IDEA - Part B: Formula Fund - 879 - \$12,750, Contracted and Professional Services - 225 - IDEA - Part B: Preschool Fund - 879 - \$40,645, Other Operating Costs - 225 - IDEA - Part B: Preschool Fund - 879 - \$1,000</p>	Formative			Summative
	Nov	Mar	June	July
Strategy 5 Details	Reviews			
<p>Strategy 5: Laredo ISD's Instructional Technology Department will develop, conduct, and/or procure professional development for teachers, campus administrators and staff on instructional technology best practices and the integration of technology applications, resources, and tools correlated to the SBEC technology standards and TA TEKS. Trainings will be conducted at the district and campus-levels during planning periods, after school, Saturdays, or summer months.</p> <p>Strategy's Expected Result/Impact: Effective use of software, online platforms, and electronic devices to increase student achievement and teacher/administration capacity.</p> <p>100% of elementary/secondary educators and campus administrators will attain 20 hours of technology professional development to support student learning and increase student outcomes.</p> <p>100% of campus digital learning specialists will attain 36 hours of professional development to support teachers in the integration of technology within their classrooms to increase student achievement.</p> <p>Staff Responsible for Monitoring: Director of Instructional Technology Campus Administrators Elementary and Secondary IT Coordinators Campus Digital Learning Specialists</p>	Formative			Summative
	Nov	Mar	June	July

Strategy 6 Details	Reviews			
<p>Strategy 6: Laredo ISD's Instructional Technology Department will provide technology-infused instructional support for educators and staff by delivering model lessons, co-teaching, trainings, and peer visits to educators in the integration of technology. In addition, the campus digital learning specialists will actively participate in PLC sessions by providing activities, recommendations, lessons, or resources to assist with the integration of technology. Classroom observations will be conducted by the IT admin team once every nine weeks to show evidence of this support.</p> <p>Strategy's Expected Result/Impact: Improved teacher performance in the area of technology integration which will result in improved student achievement.</p> <p>Staff Responsible for Monitoring: Director of Instructional Technology Elementary and Secondary IT Coordinators Campus Digital Learning Specialists</p>	Formative			Summative
	Nov	Mar	June	July
Strategy 7 Details	Reviews			
<p>Strategy 7: Laredo ISD's Assessment, Accountability & School Improvement Department will provide training on local assessments, state assessments, and state accountability to provide campuses with guidance to ensure fair and equal testing opportunities for all students, as well as proper and effective implementation of testing procedures, requirements, and mandates.</p> <p>Strategy's Expected Result/Impact: Training and monitoring data upload to TIDE will improve data reporting to TEA that affects A-F Accountability. CRS information will provide baseline data for individualized student instructional decisions.</p> <p>Staff Responsible for Monitoring: Assessment, Accountability & School Improvement Department CIA Central Office Administration Campus Administration</p> <p>Funding Sources: Misc. Contracted Services (62XX) - 199 - General Fund: Operating (PIC 99) - 846 - \$400, General Supplies (63XX) - 199 - General Fund: Operating (PIC 99) - 846 - \$13,580, Fees & Dues (64XX) - 199 - General Fund: Operating (PIC 99) - 846 - \$120, Misc. Operating Costs (64XX) - 199 - General Fund: Operating (PIC 99) - 846 - \$400, Misc. Operating Costs (64XX) - 199 - General Fund: Operating (PIC 99) - 846 - \$875, General Supplies (63XX) - 199 - General Fund: Operating (PIC 99) - 846 - \$7,000, Travel O/D (64XX) - 199 - General Fund: Operating (PIC 99) - 846 - \$4,000, Payroll (61XX) - 199 - General Fund: Operating (PIC 99) - 846 - \$473,810</p>	Formative			Summative
	Nov	Mar	June	July
<div style="display: flex; justify-content: space-around; align-items: center;">  No Progress  Accomplished  Continue/Modify  Discontinue </div>				

Goal 2: Laredo ISD provides a safe, secure and healthy learning environment designed to nurture positive academic, social, and life skills development.

Performance Objective 1:





Laredo ISD will implement initiatives to improve student attendance and monitor rates on a daily basis to ensure that we meet and/or exceed State/Region attendance rates on a yearly basis. Laredo ISD will maintain or increase attendance rate from 93% to 96%.

High Priority

HB3 Goal

Evaluation Data Sources: Attendance Reports, TAPR

Strategy 1 Details	Reviews			
<p>Strategy 1: Laredo ISD will implement standardized district-wide processes and procedures for identifying, monitoring, intervening, and supporting students that fall below 90% attendance rule including, daily calls for absent students, Counselor Referrals and parent/student conferences.</p> <p>Strategy's Expected Result/Impact: Increase campus attendance rate. Decrease student failures, retentions and loss of credits</p> <p>Staff Responsible for Monitoring: Director for Program Compliance and Accountability At-Risk Coordinator Campus Attendance Team</p> <p>Funding Sources: General Supplies (63XX) - 199 - General Fund: Operating Variable (PIC 99) - 817 - \$8,500, Payroll (61XX) - 199 - General Fund: Operating Variable (PIC 99) - 817 - \$114,850, Contracted Services (62XX) - 199 - General Fund: SCE (PIC 30) - 817 - \$60,000, Payroll (61XX) - 199 - General Fund: SCE (PIC 30) - 817 - \$10,336</p>	Formative			Summative
	Nov	Mar	June	July
Strategy 2 Details	Reviews			
<p>Strategy 2: Laredo ISD will promote attendance awareness and provide support to students and families through community partnerships, multi-media communications, and incentive programs designed to increase student engagement and facilitate Remote Conferencing for students who qualify for a maximum of 20 days.</p> <p>Strategy's Expected Result/Impact: Increase daily student attendance. Decrease the loss of credits.</p> <p>Staff Responsible for Monitoring: Director for Program Compliance and Accountability At-Risk Coordinator-Attendance Campus Attendance Team Parent and Family Engagement Coordinator Parent Liaisons</p>	Formative			Summative
	Nov	Mar	June	July

Strategy 3 Details	Reviews			
<p>Strategy 3: Laredo ISD will utilize attendance online programs, technology devices and additional attendance scouts to monitor attendance and conduct home visits for students not attending school.</p> <p>Strategy's Expected Result/Impact: Increase attendance percentage rate.</p> <p>Staff Responsible for Monitoring: Director for Program Compliance and Accountability, At-Risk Coordinator for Attendance, Campus Administrators</p>	Formative			Summative
	Nov	Mar	June	July
<div style="display: flex; justify-content: space-around; align-items: center;">  No Progress  Accomplished  Continue/Modify  Discontinue </div>				

Goal 2: Laredo ISD provides a safe, secure and healthy learning environment designed to nurture positive academic, social, and life skills development.

Performance Objective 2: Laredo ISD will promote and monitor a safe, secure and healthy learning and working environment for all students and employees. 35% of students in co-curricular activities will be EKG screened. Increase the participation percentages of health and wellness initiatives from 2 to 3 . Decrease the number of accidents (worker compensation) by 5% from 225 to 214. Increase the number of employees receiving the flu shot from 34% to 50%. Laredo ISD will implement a district-wide Discipline Plan which reinforces positive student behavior and reduces the number of student discipline referrals and discretionary alternative placements.

Evaluation Data Sources: Safety and Security Audits, Intruder Detection Audits, Flu Shot Counts, Workers Compensation Claims, Laredo ISD will reduce the number of discipline incidents by 5% from 3800 to 3610.

Laredo ISD will reduce the number of District Alternative Education Programs (F.S. Lara Academy) discretionary placements by 5% from 145 to 137.

Laredo ISD will reduce the number of Juvenile Justice Alternative Education Program (J. J. A. E. P.) discretionary placements by 5% from 20 to 16.





Strategy 1 Details	Reviews			
<p>Strategy 1: By providing opportunities for students to participate in diverse co-curricular activities, LISD's Student Services Department strives to increase student participation that will create a sense of belonging and empower students to perform at their highest potential.</p> <p>Strategy's Expected Result/Impact: 35% student participation in co-curricular activities will motivate students to improve grades, attendance and behavior.</p> <p>Staff Responsible for Monitoring: Assistant Superintendent for Student Services</p> <p>Funding Sources: General Supplies (63XX) - 199 - General Fund: Operating (PIC 99) - 832 - \$6,200, Other Operation Exp. (64XX) - 199 - General Fund: Operating (PIC 99) - 832 - \$8,800, Contracted Services (62XX) - 199 - General Fund: Operating Variable (PIC 99) - 832 - \$1,875, Payroll (61XX) - 199 - General Fund: Operating (PIC 99) - 832 - \$227,122, Payroll (61XX) - 199 - General Fund: SCE (PIC 30) - 832 - \$165,166</p>	Formative			Summative
	Nov	Mar	June	July
Strategy 2 Details	Reviews			
<p>Strategy 2: Laredo ISD's Student Services Department will provide and implement campus health related services, annual screenings and vaccination programs for qualifying students to include annual flu vaccines and access Electrocardiogram screenings and interpretations by a contracted cardiologist.</p> <p>Strategy's Expected Result/Impact: Increase the number of students getting the flu shot from 34% to 50% ; ensure that 35% of students in co-curricular activities are EKG screened</p> <p>Staff Responsible for Monitoring: Director of Nursing and Student Health Services</p> <p>Funding Sources: Health Services supplies - 199 - General Fund: Operating (PIC 99) - 876 - \$36,565, Health Services Professional Services - 199 - General Fund: Operating (PIC 99) - 876 - \$22,000, Uniforms - 199 - General Fund: Operating (PIC 99) - 876 - \$7,000, Misc. Expenses - 199 - General Fund: Operating (PIC 99) - 876 - \$4,310, Payroll - 199 - General Fund: Operating (PIC 99) - 876 - \$153,876, Payroll - 282-ESSER III - 876 - \$350,046, Supplies - 282-ESSER III - 876 - \$15,000, Title I - Health Svcs - 211 - ESEA Title I: Improving Basic Program - 876 - \$74,050, FLU Supplies - 199 - General Fund: Operating (PIC 99) - 876 - \$22,000</p>	Formative			Summative
	Nov	Mar	June	July

Strategy 3 Details	Reviews			
<p>Strategy 3: Laredo ISD's Administration, Compliance and School Safety Department (Heath & Occupational Safety Support Services) will develop, implement and monitor quality and professional development programs for awareness and implementation in the areas of school safety and security for all campuses and departments to support the teaching and learning for LISD administrators, teachers, staff, students, parents, and community</p> <p>Strategy's Expected Result/Impact: Increased student academic achievement in a safe and secure learning environment indicated by all 31 campuses and district earning an "Exemplary" letter grade of "A" as reported in the 2022-2023 TAPR report. Laredo ISD will account for 0 targeted schools through TEA's accountability designations.</p> <p>Staff Responsible for Monitoring: Executive Director for Health and Occupational Safety Support Services, Director of Safety, Compliance Coordinator District/Campus Safety Officers</p> <p>Results Driven Accountability - Equity Plan</p> <p>Funding Sources: Contracted Services 62XX - 199 - General Fund: Operating (PIC 99) - 731 - \$1,375, General Supplies 63XX - 199 - General Fund: Operating (PIC 99) - 731 - \$3,000, Other Operating Expenses 64XX - 199 - General Fund: Operating (PIC 99) - 731 - \$6,000, Payroll (61XX) - 199 - General Fund: Operating (PIC 99) - 731 - \$331,947</p>	Formative			Summative
	Nov	Mar	June	July
Strategy 4 Details	Reviews			
<p>Strategy 4: Laredo ISD's Safety Department will ensure that all district campuses utilize metal detectors and metal detector wands to screen visitors and students for possession of unauthorized objects such as weapons, knives, etc. Currently LISD has 67 walk through metal detectors with the expectation to increase to 80 units.</p> <p>Strategy's Expected Result/Impact: Reduce number of incidents involving use of unauthorized objects including weapons, guns, knives and vaping paraphernalia.</p> <p>Staff Responsible for Monitoring: Executive Director for Health & Safety Compliance Coordinator District/Campus administrators</p> <p>Results Driven Accountability - Equity Plan</p> <p>Funding Sources: Metal Detectors 289 XX - 289 Title IV Part A- Student Support and Academic - 731 - \$85,000</p>	Formative			Summative
	Nov	Mar	June	July

Strategy 5 Details	Reviews			
<p>Strategy 5: Laredo ISD will comply with the Texas School Safety Standard including upgrading or completing construction of fencing at campus level, installation of door/window film, replacing or fixing campus exterior doors, and procuring Knox boxes.</p> <p>Strategy's Expected Result/Impact: Increase security throughout the campuses.</p> <p>Staff Responsible for Monitoring: Executive Director for Health and Occupational Safety Support Services Director of Safety Compliance Coordinator Safety Officers Principals Campus/Department Safety Officers Director of Operations Asst. Superintendent for Finance</p> <p>Results Driven Accountability - Equity Plan</p>	Formative			Summative
	Nov	Mar	June	July
Strategy 6 Details	Reviews			
<p>Strategy 6: Laredo ISD's Police Department will ensure that district police officers deliver a minimum of 2 monthly presentations designed to increase awareness to staff, students and parents. Presentation will include but will not be limited to LEAD INSTRUCTION (Law enforcement against drugs and violence), Career Day, Bulling Awareness, Books and Badges program to our elementary schools.</p> <p>Strategy's Expected Result/Impact: Increase and educate stakeholders on presentations being delivered.</p> <p>Staff Responsible for Monitoring: LISD Police Department Chief Department Lieutenants/ Sergeants/Officers</p> <p>Funding Sources: 199 - 199 - General Fund: Operating (PIC 99) - 943 - \$5,569,745, 483 - 483 - Forfeiture Grant Fund - 943 - \$39,000, 484 - 484 - OCDETF Grant Fund - 943 - \$19,841</p>	Formative			Summative
	Nov	Mar	June	July
Strategy 7 Details	Reviews			
<p>Strategy 7: Laredo ISD's Police Department will strive to maintain/improve school safety and security by focusing on threat assessment and mitigation strategies as well as conducting timely investigations and effectively addressing incidents. Specialized training and equipment will be secured through a minimum of 2 grants school safety grants.</p> <p>Strategy's Expected Result/Impact: Increase funding opportunities to add specialized equipment and trainings.</p> <p>Staff Responsible for Monitoring: LISD Police Department Chief Department Lieutenants/ Sergeants/Officers</p>	Formative			Summative
	Nov	Mar	June	July

Strategy 8 Details	Reviews			
<p>Strategy 8: Laredo ISD's Police Department will coordinate with surrounding agencies in providing a minimum of 1 school scenario addressing Active Shooter incidents or crisis emergencies.</p> <p>Strategy's Expected Result/Impact: Increase school safety by conducting active shooter and crisis emergency trainings.</p> <p>Staff Responsible for Monitoring: LISD Police Department Chief Department Lieutenants/ Sergeants/Officers</p>	Formative			Summative
	Nov	Mar	June	July
Strategy 9 Details	Reviews			
<p>Strategy 9: Laredo ISD's Police Department will ensure all Texas Commission on Law Enforcement (TCOLE) licensed personnel be in compliance with their issued license. Continuing education (CEU) training courses will include but not limited to TCOLE Proficiency License courses, In-Service Training, etc.</p> <p>Strategy's Expected Result/Impact: Increase department licensees in their respected TCOLE proficiency license.</p> <p>Staff Responsible for Monitoring: LISD Police Department Chief Department Lieutenants/ Sergeants</p>	Formative			Summative
	Nov	Mar	June	July
Strategy 10 Details	Reviews			
<p>Strategy 10: Laredo ISD's Police Department will aim to decrease crime rate within our school boundaries by increasing the accessibility of our department officers and resources.</p> <p>Strategy's Expected Result/Impact: Decreased crime rate within district boundaries</p> <p>Staff Responsible for Monitoring: LISD Police Department Chief Department Lieutenants/ Sergeants/Officers</p>	Formative			Summative
	Nov	Mar	June	July

Strategy 11 Details	Reviews			
<p>Strategy 11: Laredo ISD's Safety Department will implement health and wellness initiatives in collaboration with district insurance providers to offer education and training about BCBS health plan to all employees,. Employees will also have the opportunity to partake in various wellness programs including: Airrosti Pain Management, Catapult health screenings, HEB and PHS Vaccines Program. LISD will launch a district wide campaign to encourage employees to register onsite with Blue Cross Blue Shield.</p> <p>The number of employees that participate in district health and wellness initiatives will increase from :</p> <p>Airrosti: 2,105 to 2,200; Catapult Medical Assessments: 695 to 700; HEB pharmacy vaccines: 1,162 to 1,200. PHS vaccines:</p> <p>Strategy's Expected Result/Impact: The expected results are that health insurance premiums are reduced due to better insurance utilization, improved employee health and increased employee wellness activities.</p> <p>Staff Responsible for Monitoring: Director for Safey/Risk/Emergency Management Director for Health Services Safety Officers</p> <p>Results Driven Accountability - Equity Plan</p> <p>Funding Sources: Misc. Contracted Services (62XX) - 199 - General Fund: Operating (PIC 99) - 726 - \$364,000, General Supplies (63XX) - 199 - General Fund: Operating (PIC 99) - 726 - \$14,000, Misc. Operating Costs (64XX) - 199 - General Fund: Operating (PIC 99) - 726 - \$11,000, Payroll (61XX) - 199 - General Fund: Operating (PIC 99) - 726 - \$377,566</p>	Formative			Summative
	Nov	Mar	June	July
Strategy 12 Details	Reviews			
<p>Strategy 12: Laredo ISD will utilize an emergency management system to efficiently administer safety preparation, document ongoing security measures, practice safety protocols and manage and report on response. The district will also provide equipment to ensure cell signal in the event of an emergency or crisis, screen and monitor visitors through a visitor management system, as well as provide operational life and safety system of the districts infrastructure including Silent Panic Alarm Technology (SPAT) in the event of any and all emergency crisis.</p> <p>Strategy's Expected Result/Impact: Reduce and prevent violence, improve response time and keep staff aligned with emergency procedures</p> <p>Staff Responsible for Monitoring: Director of Safety/Risk/Emergency Management District and campus administrators Executive Director for Health and Safety District/Campus Safety Officers Assistant Superintendent of Finance</p> <p>Results Driven Accountability - Equity Plan</p> <p>Funding Sources: - 211 - ESEA Title I: Improving Basic Program - 726 - \$16,895, - 289 Title IV Part A- Student Support and Academic - \$24,000</p>	Formative			Summative
	Nov	Mar	June	July





Strategy 13 Details	Reviews			
<p>Strategy 13: Laredo ISD will monitor the implementation of Positive Behavior Interventions and Supports (PBIS) Programs and Restorative Practices Interventions at all campuses through the review of campus PBIS Campus Plans, implementation, and supporting documentation, campus visits and the use of contracted services with Region One for yearly on-site compliance evaluations.</p> <p>Strategy's Expected Result/Impact: Decreased number of disciplinary incidents.</p> <p>Staff Responsible for Monitoring: Executive Director for Health and Occupational Safety Director for Accountability and Program Compliance At-Risk Coordinator - Discipline PBIS Coordinator Campus Principals and Assistant Principals (CBCs)</p> <p>Funding Sources: - 289 Title IV Part A- Student Support and Academic - \$161,233</p>	Formative			Summative
	Nov	Mar	June	July
Strategy 14 Details	Reviews			
<p>Strategy 14: Laredo ISD will monitor campus disciplinary incident data from the 425 Report, review all placements at alterative campuses and utilize personnel and resources to provide additional interventions by grading period to implement the Student Code of Conduct (SCOC).</p> <p>Strategy's Expected Result/Impact: Decrease in disciplinary incidents in all campuses; decrease in alternative placements</p> <p>Staff Responsible for Monitoring: Director for Accountability and Program Compliance At-Risk Intervention Coordinator District Hearings Department Campus Administration</p> <p>Funding Sources: Payroll Cost (61XX) - 199 - General Fund: Operating (PIC 99) - 855 - \$40,521, Contracted Services (62XX) - 199 - General Fund: Operating (PIC 99) - 855 - \$46,000, General Supplies (63XX) - 199 - General Fund: Operating (PIC 99) - 855 - \$3,750, Misc. Operating Cost (64XX) - 199 - General Fund: Operating (PIC 99) - 855 - \$1,750</p>	Formative			Summative
	Nov	Mar	June	July
Strategy 15 Details	Reviews			
<p>Strategy 15: Laredo ISD will implement prevention and mitigation strategies to reduce the number of students and staff contracting the COVID-19 virus to less than 20 reported cases per month.</p> <p>Strategy's Expected Result/Impact: Reduced number of COVID-19 cases.</p> <p>Staff Responsible for Monitoring: Executive Director for Health and Safety</p>	Formative			Summative
	Nov	Mar	June	July
<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: Laredo ISD provides a safe, secure and healthy learning environment designed to nurture positive academic, social, and life skills development.

Performance Objective 3: Laredo ISD will implement initiatives to prevent and address the social/emotional needs of our students. Will reduce number of bullying incidents from 24 to 20.

Evaluation Data Sources: Discipline reports on bullying, Stay Away Contracts, Referrals

Strategy 1 Details	Reviews			
<p>Strategy 1: LISD's Counseling and Guidance Department will continue to implement bullying and violence awareness/prevention curriculum and, provide mediation, and utilize bullying contracts. Counselors and consultants will also conduct student presentations and train teachers and staff on bullying protocols. Bullying incidents will be promptly investigated and addressed by campus administration and if, necessary coded as "bullying related." Campus counselors will monitor and follow up as necessary.</p> <p>Strategy's Expected Result/Impact: Bullying incidents in the district will decrease</p> <p>Staff Responsible for Monitoring: Director of Counseling and Guidance Campus Administration Campus Counselors Teachers</p>	Formative			Summative
	Nov	Mar	June	July
Strategy 2 Details	Reviews			
<p>Strategy 2: LISD's Counseling and Guidance Department will implement district initiatives to ensure that a safe, respectful and fear free environment is provided for all students. This includes daily SEL activities and monthly counselor presentations to students that focus on self-regulation, self-awareness, motivation, empathy, and social skills that promote resiliency.</p> <p>Strategy's Expected Result/Impact: Increased social and emotional well being of students</p> <p>Staff Responsible for Monitoring: Director of Guidance and Counseling Campus Counselors</p>	Formative			Summative
	Nov	Mar	June	July

Strategy 3 Details	Reviews			
<p>Strategy 3: Laredo ISD's athletics department will ensure that elementary physical education teachers and secondary coaches will implement 2Word character and leadership age appropriate curriculum that will address social emotional learning components on a weekly basis. Elementary physical education teachers will also provide mediation and bullying prevention awareness through RadKid strategies.</p> <p>Strategy's Expected Result/Impact: Social emotional needs of elementary students will be addressed.</p> <p>Staff Responsible for Monitoring: District Athletic Administrators Elementary physical education teachers Department physical education staff Secondary coaching staff</p> <p>Funding Sources: - 199 - General Fund: Basic Instruction (PIC 11) - 806 - \$42,525, - 199 - General Fund: Operating (PIC 99) - 806 - \$297,909</p>	Formative			Summative
	Nov	Mar	June	July
<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: Laredo ISD provides a safe, secure and healthy learning environment designed to nurture positive academic, social, and life skills development.

Performance Objective 4: Laredo ISD will provide opportunities for social and life skills development by increasing the number of students participating in co and extra-curricular activities from 5780 to 5895.

Evaluation Data Sources: Student Participation Rosters, Competitions

Strategy 1 Details	Reviews			
<p>Strategy 1: Laredo ISD's athletics department will implement systemic development for district athletic programs to include physical education initiatives and athletic programming from elementary through secondary schools that will provide numerous opportunities for skill development throughout formative years to ensure increased participation, continuity and retention in an effort to build on student athletes' skill sets and performance.</p> <p>Strategy's Expected Result/Impact: Recruitment and retention of elementary student athletes to maintain engagement and continuous skill development throughout middle school and high school years.</p> <p>Staff Responsible for Monitoring: High school campus coordinators High school assistant campus coordinators High school coaches Athletic administrators</p> <p>Funding Sources: - 181 - Athletic Fund - 878 - \$2,037,330, - 199 - General Fund: Operating (PIC 99) - 878 - \$1,025,799</p>	Formative			Summative
	Nov	Mar	June	July





Strategy 2 Details	Reviews			
<p>Strategy 2: Laredo ISD's Fine Arts Department will increase the number of students enrolled in Fine Arts Courses during the school year at the Elementary Middle and High School. These courses include Art, Band, Mariachi, Orchestra, Choir, Dance, Theater, Guitar and Ceramics. Students will also be encouraged to participate in the district's co-curricular activities including UIL Academics, Chess, JROTC and other campus clubs.</p> <p>Strategy's Expected Result/Impact: Increase number of students exposed to the Fine Arts and student attendance. In addition, it will increase the level of performance achievement based on the exposure to the level of Fine Arts instruction.</p> <p>Staff Responsible for Monitoring: Assistant Superintendent for Student Services Assistant Superintendent for CIA Director for Guidance and Counseling School Counselors Fine Arts Director Fine Arts Coordinator Campus Principals Assistant Principals in charge of Fine Arts Campus Administrators</p> <p>Funding Sources: Contracted Services (62XX) - 199 - General Fund: Basic Instruction (PIC 11) - 805 - \$25,000, General Supplies (63XX) - 199 - General Fund: Basic Instruction (PIC 11) - 805 - \$110,000, Payroll (61XX) - 199 - General Fund: Operating (PIC 99) - 805 - \$328,340, General Supplies (63XX) - 199 - General Fund: Operating (PIC 99) - 805 - \$118,500, Misc. Operating Cost (64XX) - 199 - General Fund: Operating (PIC 99) - 805 - \$27,500, Capital Outlay (66XX) - 199 - General Fund: Operating (PIC 99) - 805 - \$50,000, Contracted Services (62XX) - 199 - General Fund: Operating (PIC 99) - 805 - \$5,000</p>	Formative			Summative
	Nov	Mar	June	July
Strategy 3 Details	Reviews			
<p>Strategy 3: Laredo ISD's physical education staff will provide Learn 2 Swim sessions for second grade students to enhance lifetime skills and develop confidence with water safety awareness.</p> <p>Strategy's Expected Result/Impact: Students will gain appreciation of swim skills and gain confidence with water safety awareness.</p> <p>Staff Responsible for Monitoring: Department physical education staff Life guard staff Athletic Administrators</p>	Formative			Summative
	Nov	Mar	June	July

Strategy 4 Details	Reviews			
<p>Strategy 4: Laredo ISD's Instructional Technology Department will conduct an annual student technology exposition and Code-A-Thon for students in grades PreK - 12th grade. In addition, the department will promote STEAM and coding initiatives through after school or Saturday sessions, along with a summer STEAM program for elementary students.</p> <p>Strategy's Expected Result/Impact: Increase awareness on the importance of STEAM education. Increase student critical thinking, problem solving, and creativity skills that will assist with academic achievement. Inspire students to pursue careers in STEAM fields that are essential to our society's progress and prepare them for a pathway to college or the workforce.</p> <p>Staff Responsible for Monitoring: Director of Instructional Technology Elementary and Secondary IT Coordinators Campus Administrators Campus Digital Learning Specialists</p>	Formative			Summative
	Nov	Mar	June	July
<div style="display: flex; justify-content: space-around; align-items: center;">  No Progress  Accomplished  Continue/Modify  Discontinue </div>				

Goal 2: Laredo ISD provides a safe, secure and healthy learning environment designed to nurture positive academic, social, and life skills development.

Performance Objective 5: Laredo ISD will support students as they transition from Elementary to Middle School (5th-6th), Middle to High School (8th-9th) and High School to Post Secondary. A minimum of two orientation sessions will be held per year.





Evaluation Data Sources: Agendas, Sign In Sheets, Orientation Packets

Strategy 1 Details	Reviews			
<p>Strategy 1: Laredo ISD's Counseling and Guidance department will coordinate parent and student orientation sessions at as students transition from 5th to 6th (Elementary to Middle school) and from 8th to 9th grade (Middle school to High school). This includes spring campus visits, Guppy camps/summer orientations to review new rules and procedures with parents, Meet and Greets and campus tours. Homework assistance, calendar of events and contact numbers and other important information will be shared.</p> <p>Strategy's Expected Result/Impact: Incoming students develop positive relationships with teachers and campus staff, resulting in improved academic performance.</p> <p>Staff Responsible for Monitoring: Director of Counseling and Guidance Campus Administration Campus Counselors</p>	Formative			Summative
	Nov	Mar	June	July
Strategy 2 Details	Reviews			
<p>Strategy 2: Laredo ISD's Athletics department will develop vertical team planning sessions with high school coaches, middle school coaches and their partner elementary physical education teachers and create various outreach and student development programs utilizing on campus and virtual platform sessions to enhance effective transition of student athletes through athletic programs and post- secondary goals.</p> <p>Strategy's Expected Result/Impact: Students will transition from Elementary to Middle School and High School, experiencing character and leadership development to assist with post secondary goals.</p> <p>Staff Responsible for Monitoring: High school campus coordinator Assistant high school campus coordinator Middle School and High School Coaches Elementary Physical Education Teachers Athletic Administrators</p>	Formative			Summative
	Nov	Mar	June	July
<p style="text-align: center;">  No Progress  Accomplished  Continue/Modify  Discontinue </p>				

Goal 2: Laredo ISD provides a safe, secure and healthy learning environment designed to nurture positive academic, social, and life skills development.

Performance Objective 6: Laredo ISD will implement initiatives to prevent and address the safety and well being (social/emotional needs) of our employees. 50% of district employees will attend mental health trainings.

Evaluation Data Sources: Agendas, Sign Ins

Strategy 1 Details	Reviews			
<p>Strategy 1: Laredo ISD's Safety Department will provide training to all District Safety Officers and other administrators at the monthly LISD Safety Meetings that will incorporate relevant table-top activities and trainings. Safety officers will need to conduct turnaround trainings for their respective departments and campuses.</p> <p>Strategy's Expected Result/Impact: Increase awareness and preparedness for addressing district and campus safety and security.</p> <p>Staff Responsible for Monitoring: Executive Director for Health and Occupational Safety Director for Safety Campus Principals and Department Directors Campus Safety Officers</p>	Formative			Summative
	Nov	Mar	June	July
Strategy 2 Details	Reviews			
<p>Strategy 2: Laredo ISD's Safety Department will ensure that all monthly safety and security drills are conducted in all campuses/departments with the collaboration of the CERT teams.</p> <p>Strategy's Expected Result/Impact: Increase preparedness for addressing district and campus safety/crisis situations.</p> <p>Staff Responsible for Monitoring: Executive Director for Health and Occupational Safety Director for Safety Campus Principals and Department Directors Campus Safety Officers</p>	Formative			Summative
	Nov	Mar	June	July
Strategy 3 Details	Reviews			
<p>Strategy 3: Laredo ISD's Counseling and Guidance Department will offer Mental Health First Aid courses, or Mental Health Mondays, to all staff members.</p> <p>Strategy's Expected Result/Impact: Mental health awareness and preparedness for addressing crisis situations</p> <p>Staff Responsible for Monitoring: Director of Guidance Campus Administrators/Department Directors</p>	Formative			Summative
	Nov	Mar	June	July
<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: Laredo ISD develops and maintains meaningful student-centered relationships with parents, businesses and community leaders in support of campus and district initiatives.

Performance Objective 1: Laredo ISD will provide clear and concise information regarding policy, administrative guidelines, achievements and pertinent issues from administration to school, home, and community using effective communication tools. Staff will post a minimum of three social media postings per week.

Evaluation Data Sources: Social Media Postings, Publications, Advertisements


Strategy 1 Details	Reviews			
<p>Strategy 1: Laredo ISD's Technology Services and Instructional Technology Departments will manage all campus webpages, social media accounts, and digital signage through various online platforms.</p> <p>Strategy's Expected Result/Impact: Improved communication to all district stakeholders.</p> <p>Staff Responsible for Monitoring: Executive Director of Technology Services Director of Instructional Technology Systems Analyst Web Designer/Programmer Campus Administrators Elementary and Secondary IT Coordinators Digital Learning Specialists</p>	Formative			Summative
	Nov	Mar	June	July
Strategy 2 Details	Reviews			
<p>Strategy 2: Laredo ISD's Instructional Television Department will use public service announcements to inform the public regarding district news/updates using radio, billboards and television commercials.</p> <p>Strategy's Expected Result/Impact: Parents and community will be more informed and engaged.</p> <p>Staff Responsible for Monitoring: Office of Communication Executive Director Instructional Television Coordinator Instructional Television Staff</p>	Formative			Summative
	Nov	Mar	June	July
Strategy 3 Details	Reviews			
<p>Strategy 3: Laredo ISD's Instructional Television Department will expand the number of educational programs in its library and increase viewership of the district's instructional programming by 3%.</p> <p>Strategy's Expected Result/Impact: Laredo ISD will continue to produce top quality educational programs that are</p>	Formative			Summative
	Nov	Mar	June	July


aligned to the district's academic curriculum and the superintendent's goals.

Staff Responsible for Monitoring: Office of Communication Executive Director
Instructional Television Coordinator
Instructional Television Staff

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 No Progress

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



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Goal 3: Laredo ISD develops and maintains meaningful student-centered relationships with parents, businesses and community leaders in support of campus and district initiatives.

Performance Objective 2: Laredo ISD will promote the District's "Leading the Way" vision by enhancing our communication and partnerships with community stakeholders and leaders for the benefit and advancement of students. The number of partnerships with community will increase from 53 to 56.

Evaluation Data Sources: Partnerships, Memorandum of Understanding

Strategy 1 Details	Reviews			
<p>Strategy 1: Laredo ISD's Printing/Creative Department will increase communication by operating state of the art equipment and technology to print publications for the district and campuses in a timely manner by 3%.</p> <p>Strategy's Expected Result/Impact: Printing Department will produce and deliver all district forms: bookkeeping forms, duplicate and triplicate forms, invitations, programs, pamphlets, brochures, banners, and posters on deadline.</p> <p>Staff Responsible for Monitoring: Office of Communication Executive Director Printing/Creative Services Supervisor Office of Communications Staff</p> <p>Funding Sources: Salaries (61XX) - 199 - General Fund: Basic Instruction (PIC 11) - 882 - \$178,152, Contracted Services (62XX) - 199 - General Fund: Operating (PIC 99) - 882 - \$800, General Supplies (63XX) - 199 - General Fund: Basic Instruction (PIC 11) - 882 - \$34,954, General Supplies (63XX) - 199 - General Fund: Basic Instruction (PIC 11) - 882 - \$21,292, Contracted Maint. & Repair - 199 - General Fund: Basic Instruction (PIC 11) - 882 - \$19,708</p>	Formative			Summative
	Nov	Mar	June	July
Strategy 2 Details	Reviews			
<p>Strategy 2: LISD's Student Services Department will provide assistance in obtaining available services from government, state and local service organizations, including prenatal and post natal health and nutritional programs.</p> <p>Strategy's Expected Result/Impact: LISD will lessen obstacles to school attendance and increase graduation rates.</p> <p>Staff Responsible for Monitoring: Assistant Superintendent for Student Services P.E.P. Facilitator</p> <p>Funding Sources: General Supplies (63XX) - 199 - General Fund: SCE (PIC 30) - 006 - \$1,500, Miscellaneous Operating Costs (64XX) - 199 - General Fund: SCE (PIC 30) - 006 - \$3,500, Payroll (61XX) - 199 - General Fund: SCE (PIC 30) - 006 - \$91,376, Payroll (61XX) - 199 - General Fund: Operating (PIC 99) - 006 - \$6,182</p>	Formative			Summative
	Nov	Mar	June	July

Strategy 3 Details	Reviews			
<p>Strategy 3: Laredo ISD's Communications Department will increase community awareness of importance of daily student attendance, dress code, registration periods, first day of school, STAAR Testing, online enrollment, college readiness tests, and all other district marketing campaigns by 3 %.</p> <p>Strategy's Expected Result/Impact: Office of Communications will promote content through the use of district website, social media platforms, school communications applications such as school messenger, radio and television advertisements, public service announcements, press releases, newsletters, media advisories, special events, parades, and timely responses to open records requests to accomplish our intended goals for the district.</p> <p>Staff Responsible for Monitoring: Office of Communications Executive Director Office of Communications Staff Printing/Creative Services Supervisor Instructional Television Coordinator Instructional Television Staff</p> <p>Funding Sources: Contracted Services (62XX) - 199 - General Fund: Basic Instruction (PIC 11) - 883 - \$1,875, Contracted Services (62XX) - 199 - General Fund: Operating (PIC 99) - 883 - \$322, General Supplies (63XX) - 199 - General Fund: Basic Instruction (PIC 11) - 883 - \$8,073, General Supplies (63XX) - 199 - General Fund: Operating (PIC 99) - 883 - \$48, Other Operating Expenses (64XX) - 199 - General Fund: Basic Instruction (PIC 11) - 883 - \$14,427, Capital Outlay (66XX) - 199 - General Fund: Basic Instruction (PIC 11) - 883 - \$3,000, Contracted Services (62XX) - 199 - General Fund: Operating (PIC 99) - 730 - \$32,875, General Supplies (63XX) - 199 - General Fund: Operating (PIC 99) - 730 - \$16,500, Other Operating Expenses (64XX) - 199 - General Fund: Operating (PIC 99) - 730 - \$70,000, Contracted Services (62XX) - 282-ESSER III - 730 - \$70,000, Payroll (61XX) - 199 - General Fund: Basic Instruction (PIC 11) - 883 - \$476,668, Payroll (61XX) - 199 - General Fund: Operating (PIC 99) - 730 - \$452,668</p>	Formative			Summative
	Nov	Mar	June	July
Strategy 4 Details	Reviews			
<p>Strategy 4: Laredo ISD's Student Services Department will provide and implement training for parents of early childhood students on a literacy program that targets literacy development and the components of reading to include learning strategies, vocabulary development and fluency.</p> <p>Strategy's Expected Result/Impact: The performance of ECC students on CPALs reading assessment will increase.</p> <p>Staff Responsible for Monitoring: Assistant Superintendent for CIA Campus Administrators</p>	Formative			Summative
	Nov	Mar	June	July
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Goal 3: Laredo ISD develops and maintains meaningful student-centered relationships with parents, businesses and community leaders in support of campus and district initiatives.

Performance Objective 3: Laredo ISD will provide opportunities for parents and community members to participate in campus activities to maximize the academic achievement and social emotional development of students. The number of parents participating in Site-Based Decision Making Committees per campus will increase from 4 to 6. Active (minimum of 25 hours per semester) parent volunteers throughout the district will increase from 1700 to 1800. The number of parents attending the Parent Academy of Learning Sessions and Life Skills Courses will increase from 400 parent per month to 500.

Evaluation Data Sources: SBDM Committees, Sign In Sheets, Agendas

Strategy 1 Details	Reviews			
<p>Strategy 1: The Title I, Part A Annual Fall Meeting: Each district and school receiving Title I, Part A funds shall convene an annual meeting, at a convenient time, for all parents of participating children shall be invited and encouraged to attend, to inform parents of their school's participation under this part and to explain the requirements and the right of the parents to be involved. ESSA Section 1116 (c)(1) The following must be addressed in the Title I Annual Meeting</p> <ol style="list-style-type: none"> Title I, Part A program participation: Inform parents of the school's participation in the Title I, Part A and the program's intent to improve student achievement Title I, Part A use of funds: Explain how funds will be used to help each child receive high quality education and how to develop and effective Parent & Family Engagement Program (PFE) Parents' right to be involved: Parents can be a volunteer in the child's school, participate in the decision-making committees, assist in the review and revision of the policy, School-Parent Compact and Campus Improvement Plan Written Policy and Compact: Explain the purpose of and review the written PFE Policy and School-Parent Compact Curriculum and Assessment: Describe the school's curriculum, including forms of academic assessment use to measure progress, and state academic standards, including STAAR testing Title I, Part A Program Evaluation: Disseminate and review information from the previous year's program evaluation. Obtain and document parent input and suggestions. <p>Strategy's Expected Result/Impact: Meet federal and state statutory requirements</p> <p>Staff Responsible for Monitoring: Parent Engagement Coordinator, LEAD Parent Liaison, Parent Liaisons and Campus Principals</p> <p>Funding Sources: General Supplies (63XX) - 211 - ESEA Title I: Improving Basic Program - 848 - \$160,000</p>	Formative			Summative
	Nov	Mar	June	July

Strategy 2 Details	Reviews			
<p>Strategy 2: Provide training and support to parents and school personnel on Title I parent/family engagement policies and requirements and best practices to improve student achievement. These trainings take place within the district, in Region 1 ESC area and statewide.</p> <p>Strategy's Expected Result/Impact: Increase student academic performance on state's assessments</p> <p>Staff Responsible for Monitoring: Assistant Superintendent for Student Services Parent & Family Engagement Coordinator LEAD Parent Liaison Campus Administrators Campus Parent Liaisons</p> <p>Funding Sources: Misc. Operating Cost (64XX) - 199 - General Fund: Operating (PIC 99) - 848 - \$3,800, Misc. Contracted Services (62XX) - 282-ESSER III - 848 - \$30,000, Payroll (61XX) - 199 - General Fund: Operating (PIC 99) - 848 - \$1,144, Payroll (61XX) - 211 - ESEA Title I: Improving Basic Program - 848 - \$182,349, Misc. Contracted Services (62XX) - 211 - ESEA Title I: Improving Basic Program - 848 - \$25,000, General Supplies (63XX) - 211 - ESEA Title I: Improving Basic Program - 848 - \$104,000, Misc. Operating Costs (64XX) - 211 - ESEA Title I: Improving Basic Program - 848 - \$28,000</p>	Formative			Summative
	Nov	Mar	June	July
Strategy 3 Details	Reviews			
<p>Strategy 3: The Bilingual/ESL Department will provide information sessions and face-to-face instructional opportunities to promote literacy for parents, families, and communities of EB students.</p> <p>Strategy's Expected Result/Impact: Improve Parental involvement and Emergent Bilingual academic performance.</p> <p>Staff Responsible for Monitoring: Director of Bilingual/ESL Department Bilingual/ESL Strategist Language Acquisition Assistant</p> <p>Funding Sources: Title III MISC. (64XX) - 263 - LEP Bilingual Program Fund - \$25,000</p>	Formative			Summative
	Nov	Mar	June	July
Strategy 4 Details	Reviews			
<p>Strategy 4: Laredo ISD's Instructional Technology Department will develop and conduct a variety of parent informational meetings and trainings at both the district and campus-levels on the use of digital resources, the importance of online safety, digital citizenship, and assisting their children with their school work via our online platforms. In addition, the department will host family events such as STEAM, Hour of Code, or technology nights.</p> <p>Strategy's Expected Result/Impact: Increase parent engagement and knowledge in the use of digital resources and online platforms.</p> <p>Staff Responsible for Monitoring: Director of Instructional Technology Elementary and Secondary IT Coordinators Campus Digital Learning Specialists</p>	Formative			Summative
	Nov	Mar	June	July





Strategy 5 Details	Reviews			
<p>Strategy 5: Laredo ISD's Parent and Family Engagement Department will continue to recruit and implement a parental/community volunteer program at each campus. Volunteers will assist with the implementation of district initiatives and will be involved in the campus and district decision making process.</p> <p>Strategy's Expected Result/Impact: More informed and engaged parents will result in an increase in student academic performance.</p> <p>Staff Responsible for Monitoring: Assistant Superintendent for Student Services Parent and Family Engagement Coordinator Lead Parent Liaison Campus Administrators Campus Parent Liaison</p>	Formative			Summative
	Nov	Mar	June	July
Strategy 6 Details	Reviews			
<p>Strategy 6: Laredo ISD's Parent and Family Engagement Department will provide parents, families and community classes/informational sessions on topics such as: academics, STAAR/EOC testing, academic interventions/tutorials, enrichment, college/career readiness, health/wellness, parenting, life skills courses, computer courses, ESL classes, GED classes and citizenship classes as well as social/family support services.</p> <p>Strategy's Expected Result/Impact: More informed and engaged parents will result in an increase in student academic performance.</p> <p>Staff Responsible for Monitoring: Assistant Superintendent for Student Services Parent and Family Engagement Coordinator Lead Parent Liaison Campus Administrators Campus Parent Liaison</p>	Formative			Summative
	Nov	Mar	June	July
Strategy 7 Details	Reviews			
<p>Strategy 7: The Migrant Program will provide training to parents and staff working with migrant students on reading and math strategies, school readiness resources and graduation requirements and college and career opportunities.</p> <p>Strategy's Expected Result/Impact: Increased student achievement</p> <p>Staff Responsible for Monitoring: Executive Director for Federal Programs, School Improvement & Accountability, Migrant Specialist</p>	Formative			Summative
	Nov	Mar	June	July
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Goal 4: Laredo ISD establishes and maintains efficient organizational support structures that promote positive performance outcomes and be at 100% compliant with financial accountability standards.

Performance Objective 1: Laredo ISD will promote a positive organizational culture that supports growth and provides sustainable practices to attract and retain effective employees. Maintain teacher turnover rate at 10%, which is below the state turnover rate of 17%. Provide a minimum of 3 sessions per semester on preparation for certification exams.

Evaluation Data Sources: Training Agendas, surveys

Strategy 1 Details	Reviews			
<p>Strategy 1: Laredo ISD will continue to embrace the district vision, Leading with Heart, to build/sustain a strong district culture where all LISD staff know they are valued members of our organization. LISD will continue to focus on cultivating effective leadership teams through monthly leadership development sessions for principals and assistant principals. LISD's Leading the Way Fellows program will provide accelerated leadership development. Furthermore, goals and expectations will be communicated to all stakeholders through a centralized monthly calendar.</p> <p>Strategy's Expected Result/Impact: LISD's Leading the Way initiatives will ignite commitment and develop leaders in all campuses and departments, resulting in improved teaching and learning.</p> <p>Staff Responsible for Monitoring: Superintendent Assistant Superintendents District Leadership Team Campus Leadership Teams</p>	Formative			Summative
	Nov	Mar	June	July
Strategy 2 Details	Reviews			
<p>Strategy 2: LISD's Human Resources Department will attract, support and retain teachers by optimizing social media to communicate district initiatives. New teacher cohorts will be created yearly, with periodic district support sessions. First and second year teachers will be assigned mentors. Mentoring/coaching trainings will be provided to district and campus administration who will be providing support. In addition, teachers will be provided opportunities to attend certification exam review sessions and receive reimbursement of exam fees.</p> <p>Strategy's Expected Result/Impact: New/inexperienced teachers will receive support to help them develop their teaching skills, resulting in increased student performance on state assessments.</p> <p>Staff Responsible for Monitoring: Human Resources Director Executive Director for Federal Programs, School Improvement, and Accountability Staff Development Coordinator</p> <p>Funding Sources: Payroll - 199 - General Fund: Operating (PIC 99) - 728 - \$1,763,138, Payroll - 255 - ESEA II, A Training & Recruiting - 728 - \$5,450, Contract Svcs & Software - 199 - General Fund: Operating (PIC 99) - 728 - \$44,654, Supplies - 199 - General Fund: Operating (PIC 99) - 728 - \$28,490, Other Expenses - 199 - General Fund: Operating (PIC 99) - 728 - \$42,956, - 255 - ESEA II, A Training & Recruiting - \$150,000</p>	Formative			Summative
	Nov	Mar	June	July





Strategy 3 Details	Reviews			
<p>Strategy 3: LISD's Human Resources Department will collaborate with outside agencies to provide high quality review sessions for teachers pending certifications in key areas such as: Bilingual, ESL, PPR and Content Areas. Certification renewal reminders will be sent to identified teachers to ensure that certification testing timelines are met.</p> <p>Strategy's Expected Result/Impact: The quality and number of certification review sessions will increase as indicated on teacher passing rates.</p> <p>Staff Responsible for Monitoring: Human Resources Director Human Resources Administrator</p>	Formative			Summative
	Nov	Mar	June	July
Strategy 4 Details	Reviews			
<p>Strategy 4: LISD's Human Resources Department will implement targeted hiring strategies using district application software focused on recruiting a more diverse staff. Through this system, substitute teacher hires will be identified and trained in effective classroom strategies, ensuring that campus and student needs are met.</p> <p>Strategy's Expected Result/Impact: Teacher absences and vacancies will be filled with effective personnel, resulting in improved student learning and performance.</p> <p>Staff Responsible for Monitoring: Human Resources Director Human Resources Administrator</p>	Formative			Summative
	Nov	Mar	June	July
Strategy 5 Details	Reviews			
<p>Strategy 5: LISD will continue to implement a teacher compensation plan designed to recruit, retain, and reward quality teachers through the Teacher Incentive Allotment (TIA) and will utilize software to identify teachers meeting criteria.</p> <p>Strategy's Expected Result/Impact: Increase the recruitment and retention of highly qualified teachers that will positively impact student, campus and district performance.</p> <p>Staff Responsible for Monitoring: Assistant Superintendent for CIA Assistant Superintendent for Finance and Business Services Human Resources Director</p>	Formative			Summative
	Nov	Mar	June	July
Strategy 6 Details	Reviews			
<p>Strategy 6: Laredo ISD will continue to host/attend job fairs and recruit personnel/ interview personnel to decrease open positions. Additionally, Laredo ISD will continue to create a positive organizational culture that supports growth and provides sustainable practices to retain district employees (including substitute teachers) through monthly recognition activities and end of the year award ceremonies.</p> <p>Strategy's Expected Result/Impact: Teacher and staff retention will increase; the number of open positions will decrease.</p> <p>Staff Responsible for Monitoring: Human Resources Director District Leaders Campus Administration</p>	Formative			Summative
	Nov	Mar	June	July
<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 4: Laredo ISD establishes and maintains efficient organizational support structures that promote positive performance outcomes and be at 100% compliant with financial accountability standards.

Performance Objective 2: Laredo ISD will implement organizational structures that effectively respond to and support the compliance of all federal, state and local mandates and policies. The percent of teachers completing 20 hours of instructional technology professional development will increase from 90% to 93%.

Evaluation Data Sources: Audits, Compliance Reports, Improvement Plans, Training Agendas, Sign In-Sheets

Strategy 1 Details	Reviews			
<p>Strategy 1: Laredo ISD's Technology Services and Instructional Technology Department will develop and implement acceptable use policies (AUP) for our district's electronic communication and data management systems to include the creation and dissemination of the annual AUP mandatory training. In addition, the department will adopt a cybersecurity plan that will address the steps necessary to prevent, mitigate, resolve, and recover from cybersecurity issues and incidents to include the dissemination of the annual cybersecurity mandatory training.</p> <p>Strategy's Expected Result/Impact: Compliance with state and federal mandates. Increased awareness of acceptable use and cybersecurity policies. Decrease in staff falling victim to cybersecurity phishing attempts.</p> <p>Staff Responsible for Monitoring: Executive Director for Technology Services Director of Instructional Technology Information Security Analyst Campus Administrators Elementary and Secondary IT Coordinators</p> <p>Funding Sources: Miscellaneous Contracted Services (62XX) - 199 - General Fund: Operating (PIC 99) - 934 - \$37,500</p>	Formative			Summative
	Nov	Mar	June	July
Strategy 2 Details	Reviews			
<p>Strategy 2: The Superintendent of Schools will pursue opportunities to grow and empower steadfast leaders through evidence-based practices that will champion consistent learning, improvement, and self-directed growth to maintain, meet, or excel in local, state, and federal accountability standards, thus decreasing student performances classified as "below", and increasing student outcomes at the "meets" and "masters" levels.</p> <p>Strategy's Expected Result/Impact: Reduce number of low performing schools.</p> <p>Staff Responsible for Monitoring: Superintendent and Staff</p> <p>Funding Sources: Misc. Contract Services (62XX) - 199 - General Fund: Operating (PIC 99) - 701 - \$29,475, General Supplies (63XX) - 199 - General Fund: Operating (PIC 99) - 701 - \$10,500, Misc. Operating Costs (64XX) - 199 - General Fund: Operating (PIC 99) - 701 - \$45,200, Payroll (61XX) - 199 - General Fund: Operating (PIC 99) - 701 - \$551,693</p>	Formative			Summative
	Nov	Mar	June	July

Strategy 3 Details	Reviews			
<p>Strategy 3: Laredo ISD's Accountability Team will monitor the implementation of Targeted Improvement Plans at the end of each cycle and make necessary adjustments based on observations and formative data.</p> <p>Strategy's Expected Result/Impact: Meet state and federal accountability targets and exit identification of Targeted Support.</p> <p>Staff Responsible for Monitoring: Executive Director for Federal Programs, School Improvement, and Accountability Coordinators for School Improvement CIA Executive Directors Curriculum, Instruction and Assessment Team Campus Leadership Teams</p>	Formative			Summative
	Nov	Mar	June	July
Strategy 4 Details	Reviews			
<p>Strategy 4: Laredo ISD will conduct consultation meetings with stakeholders to review Title I, II, III and IV purpose and requirements, funding amounts, identified needs, use of funds, program status and evaluation of effectiveness.</p> <p>Strategy's Expected Result/Impact: 100% Compliance with federal requirements</p> <p>Staff Responsible for Monitoring: Executive Director for Federal Programs, School Improvement, and Accountability Campus Administrators</p>	Formative			Summative
	Nov	Mar	June	July
Strategy 5 Details	Reviews			
<p>Strategy 5: Laredo ISD's Board of Trustees will be kept abreast of the ongoing operations of the District while ensuring adequate support and resources are provided in order to effectively implement data-driven transformations to increase student outcomes in local, state, and federal accountability mandates.</p> <p>Strategy's Expected Result/Impact: Monthly board committee reports</p> <p>Staff Responsible for Monitoring: Board of Trustees, Superintendent and Cabinet Members</p> <p>Funding Sources: Misc. Contract Services (62XX) - 199 - General Fund: Operating (PIC 99) - 702 - \$4,750, General Supplies (63XX) - 199 - General Fund: Operating (PIC 99) - 702 - \$1,500, Misc. Operating Costs (64XX) - 199 - General Fund: Operating (PIC 99) - 702 - \$453,750, Payroll (61XX) - 199 - General Fund: Operating (PIC 99) - 702 - \$68,448</p>	Formative			Summative
	Nov	Mar	June	July
<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 4: Laredo ISD establishes and maintains efficient organizational support structures that promote positive performance outcomes and be at 100% compliant with financial accountability standards.

Performance Objective 3: Laredo ISD will generate, leverage, and strategically utilize all resources through sound, fiscally responsible practices in support of positive district performance outcomes. Maintain Tax Collection Percentages at 97.64% or higher. 100% of purchases over \$50,000 will have prior board approval on procurement process. The number of applications for competitive grants will increase from 14 to 20.

Evaluation Data Sources: Staffing Reports, Comparability Reports, Tax Collection Reports, Procurement Documentation, Grant Applications

Strategy 1 Details	Reviews			
<p>Strategy 1: Laredo ISD's Procurement Department will use it's documented procurement procedures which reflect applicable State, and local laws and regulations, provided that the procurement's conform to applicable federal laws.</p> <p>Strategy's Expected Result/Impact: The Procurement Department will obtain the best product/service at the best value for the District for all personnel in order to accomplish their goals and objectives. All purchases over \$50,000 will be timely presented to the Board of Trustees for formal approval.</p> <p>Staff Responsible for Monitoring: Assistant Superintendent for Finance and Business Services. Director of Procurement</p> <p>Funding Sources: 62XX - Contracted Services - 199 - General Fund: Operating (PIC 99) - 729 - \$22,875, 64XX - Other Operating Costs - 199 - General Fund: Operating (PIC 99) - 729 - \$25,000, 63XX - General Supplies - 199 - General Fund: Operating (PIC 99) - 729 - \$6,400, Payroll (61XX) - 199 - General Fund: Operating (PIC 99) - 729 - \$449,313</p>	Formative			Summative
	Nov	Mar	June	July

Strategy 2 Details	Reviews			
<p>Strategy 2: Laredo ISD's Grant Department will continually focus on funding that address Effective School Framework applying essential actions by A) Researching Federal, State, Local, and Private funding sources for opportunities to increase special revenues necessary to build organizational capacity and increase student learning opportunities; B) Assist District personnel in the research, analysis, design, strategies, goals, objectives, planning, development of the application narratives, budget, required documents, reports, program management, implementation, accountability and compliance that C) Increases Supplemental Funding, D) Improves Instructional Outcomes; E) Provides funding for Special Projects; F) Increases Community Partnerships/Participation/Outreach; G) Enhances Academic and Vocational Programs, and H) Increases School Safety and Security for all students and staff.</p> <p>Strategy's Expected Result/Impact: The Grant Department will increase grant funded special revenue programs from 23 to 30 applications and/or funding amount from \$32,510,993.04 in 2022-2023 to \$60,609,412.00 in 2023-2024 including entitlements, formulary/discretionary, competitive grants, crowd sourcing, and/or private non-profit funding sources. The American Rescue Program (ARP) funds will decrease incrementally and as a result the amount of funding will also decrease for 2023-2024. However, there maybe increases in state funding opportunities addressing school safety/security, staff retention, educational programs, and other legislative initiatives.</p> <p>Staff Responsible for Monitoring: School Board of Trustees, Superintendent, Assistant Superintendents, Grant Writer/Research Analyst, Department Directors, Program Directors, Principals, Assigned Accountants, Finance Manager, Assistant Superintendent for Finance and Business Support Services, Executive Director for Federal Programs, Human Resources, School Improvement and Accountability, Career and Technology Education, and Director Special Education</p> <p>Funding Sources: Professional and Contracted Services - 199 - General Fund: Operating (PIC 99) - \$0, Supplies and Materials - 199 - General Fund: Operating (PIC 99) - 849 - \$5,700, Other Operating Expenses - 199 - General Fund: Operating (PIC 99) - \$0, Capital Outlay - 199 - General Fund: Operating (PIC 99) - \$0, Payroll - 199 - General Fund: Operating (PIC 99) - 849 - \$150,527</p>	Formative			Summative
	Nov	Mar	June	July
Strategy 3 Details	Reviews			
<p>Strategy 3: Laredo ISD's Tax Office will utilize direct mail tax statements, local newspaper media, the web based online payment option, and the assistance of our delinquent tax attorneys to maintain or increase tax collections.</p> <p>Strategy's Expected Result/Impact: The Tax Office will sustain or increase the current tax collections of 96%.</p> <p>Staff Responsible for Monitoring: Assistant Superintendent for Finance and Business Services Director of Tax Office</p> <p>Funding Sources: Misc. Contract Services (62XX) - 199 - General Fund: Operating (PIC 99) - 703 - \$460,475, Misc. General Supplies (63XX) - 199 - General Fund: Operating (PIC 99) - 703 - \$12,005, Misc. Operating Costs (64XX) - 199 - General Fund: Operating (PIC 99) - 703 - \$17,395, Payroll (61XX) - 199 - General Fund: Operating (PIC 99) - 703 - \$519,760</p>	Formative			Summative
	Nov	Mar	June	July

Strategy 4 Details	Reviews			
<p>Strategy 4: Laredo ISD will assign class size reduction teachers to campuses not meeting federal targets (Closing the Gap in student achievement and academic growth) to ensure small group instruction.</p> <p>Strategy's Expected Result/Impact: Increased student achievement</p> <p>Staff Responsible for Monitoring: Executive Director for Federal Programs, School Improvement, and Accountability Coordinators for School Improvement CIA Executive Directors Curriculum, Instruction and Assessment Team</p> <p>Funding Sources: - 255 - ESEA II, A Training & Recruiting - \$600,000</p>	Formative			Summative
	Nov	Mar	June	July
<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 4: Laredo ISD establishes and maintains efficient organizational support structures that promote positive performance outcomes and be at 100% compliant with financial accountability standards.





Performance Objective 4: Laredo ISD will implement and sustain a system of internal controls to ensure 100% compliance with Federal, State and Local laws and regulations impacting district operations. 100% of expenditures aligned to program or grant guidelines and requirements.

Evaluation Data Sources: EDGAR Manual, Audit Reports

Summative Evaluation: Some progress made toward meeting Objective

Next Year's Recommendation: Try to meet performance despite additional requests made.

Strategy 1 Details	Reviews			
<p>Strategy 1: Laredo ISD's Internal Auditor will identify those areas as low/moderate/high risk by requiring that a Risk Assessment be completed by district staff of all corresponding units within the audit universe.</p> <p>Strategy's Expected Result/Impact: Audit reports to the Laredo ISD Board Trustees/Superintendent.</p> <p>Staff Responsible for Monitoring: Internal Auditor</p> <p>Funding Sources: 6399 General Supplies - 199 - General Fund: Operating (PIC 99) - 733 - \$5,500, 6249 Copier Maintenance - 199 - General Fund: Operating (PIC 99) - 733 - \$875, 6100 Payroll - 199 - General Fund: Operating (PIC 99) - 733 - \$165,087</p>	Formative			Summative
	Nov	Mar	June	July
Strategy 2 Details	Reviews			
<p>Strategy 2: Laredo ISD's Federal Programs Department will monitor the use of state and federal funds to ensure compliance with state and federal guidelines and that expenditures are aligned to comprehensive needs assessment and campus improvement plan.</p> <p>Strategy's Expected Result/Impact: 100% of expenditures are reasonable, necessary, allocable and aligned to strategies listed on campus improvement plan.</p> <p>Staff Responsible for Monitoring: Executive Director for Federal Programs, School Improvement & Accountability, Campus Administrators</p>	Formative			Summative
	Nov	Mar	June	July

Strategy 3 Details	Reviews			
<p>Strategy 3: Laredo ISD will purchase and maintain insurance coverage, implement protocols and safety programs designed to protect district assets, buildings, and vehicles from potential damage and loss.</p> <p>Strategy's Expected Result/Impact: Financial loss will be minimized.</p> <p>Staff Responsible for Monitoring: Executive Director of Health and Occupational Safety Director of Safety/Risk/Emergency Management</p> <p>Funding Sources: Misc. Contracted Services (62XX) - 199 - General Fund: Operating (PIC 99) - 857 - \$24,000, Misc. Contracted Services (64XX) - 199 - General Fund: Operating (PIC 99) - 857 - \$1,920,900</p>	Formative			Summative
	Nov	Mar	June	July
Strategy 4 Details	Reviews			
<p>Strategy 4: The Financial Management Department will prepare the annual budget and process transactions through a centralized financial system and distribute reports to Board of Trustees, Superintendent, administration, employees and taxpayers in an accurate, timely, and efficient manner.</p> <p>Strategy's Expected Result/Impact: Un-modified opinion on annual financial audit report. Annual Comprehensive Financial Report will reflect compliance with standards. Excellence in Financial reporting- GFOA Certificate of Achievement Submission of annual budget in accordance with reporting standards</p> <p>Staff Responsible for Monitoring: Assistant Superintendent for Finance and Business Services Accounting Manager Accounting & Budget Coordinator Benefits & Payroll Manager</p> <p>Funding Sources: Payroll Cost (61XX) - 199 - General Fund: Operating (PIC 99) - 727 - \$1,964,524, Contracted Services (62XX) - 199 - General Fund: Operating (PIC 99) - 727 - \$310,500, General Supplies (63XX) - 199 - General Fund: Operating (PIC 99) - 727 - \$34,000, Misc. Operating Cost (64XX) - 199 - General Fund: Operating (PIC 99) - 727 - \$128,000</p>	Formative			Summative
	Nov	Mar	June	July
<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 4: Laredo ISD establishes and maintains efficient organizational support structures that promote positive performance outcomes and be at 100% compliant with financial accountability standards.





Performance Objective 5: Laredo ISD will monitor the execution of organizational structures designed to promote safety, efficiency and accuracy in the management and use of district resources. Increase the percent of breakfast meals served at the district level from 1% to 1.5% . Inventory Items scanned will increase from 93% to 95%. Transportation will increase route efficiency by decreasing route time by 38% (32 to 20 minutes). Decrease school bus accidents from 14 to 6. Work orders completed for the district will increase from 85% to 88%. Number of campuses rated an "A" in Cleanliness Survey will increase from 80% to 90%.

Evaluation Data Sources: Food Production/Meals Served Reports, Inventory Reports, Transportation Route Times, Accident Reports, Cleanliness Surveys

Strategy 1 Details	Reviews			
<p>Strategy 1: Laredo ISD's Transportation Department will increase route efficiency by decreasing dead-head miles by 20% and idle time by 15%, which will assist with our current Bus Driver shortage.</p> <p>Strategy's Expected Result/Impact: Route Operations will continue to screen route mileage and student ridership in order to improve response times</p> <p>Staff Responsible for Monitoring: Transportation Supervisor, Route, Specialist, & Dispatcher</p> <p>Funding Sources: - 199 - General Fund: Operating (PIC 99) - 877 - \$2,257,997, - 199 - General Fund: Special Education (PIC 23) - 877 - \$2,257,997</p>	Formative			Summative
	Nov	Mar	June	July
Strategy 2 Details	Reviews			
<p>Strategy 2: Laredo ISD's Maintenance and Operations Department will periodically monitor completed work orders to ensure an increase from 85% to 88%.</p> <p>Strategy's Expected Result/Impact: To increase the total of completed work orders in a timely manner</p> <p>Staff Responsible for Monitoring: Maintenance Director, Supervisors, & Work Orders Clerk</p> <p>Funding Sources: Payroll - 199 - General Fund: Operating (PIC 99) - 936 - \$4,618,817, Services - 199 - General Fund: Operating (PIC 99) - 936 - \$685,534, Materials and Supplies - 199 - General Fund: Operating (PIC 99) - 936 - \$1,060,048, Misc. Operating Costs and Travel - 199 - General Fund: Operating (PIC 99) - 936 - \$14,000, Capital Outlay - 199 - General Fund: Operating (PIC 99) - 936 - \$9,000, Services and Equipment - 282-ESSER III - 936 - \$2,080,386</p>	Formative			Summative
	Nov	Mar	June	July

Strategy 3 Details	Reviews			
<p>Strategy 3: Laredo ISD's Postal Department will provide timely and efficient mail service within Laredo ISD during regular hours of operations.</p> <p>Strategy's Expected Result/Impact: District correspondence will be delivered in a timely, efficient and cost-effective manner.</p> <p>Staff Responsible for Monitoring: Director, Supervisor, Postal Clerk</p> <p>Funding Sources: Payroll - 199 - General Fund: Operating (PIC 99) - 734 - \$49,417, Services - 199 - General Fund: Operating (PIC 99) - 734 - \$6,000, Supplies - 199 - General Fund: Operating (PIC 99) - 734 - \$61,500</p>	Formative			Summative
	Nov	Mar	June	July
Strategy 4 Details	Reviews			
<p>Strategy 4: Laredo ISD's Technology Services department will provide all employees and students with reliable, accessible data and WIFI network to ensure all stakeholders have the resources needed to be successful. In addition, the department will ensure that the district is compliant with the Children's Internet Protection Act (CIPA) with appropriate filtering systems in place, policies, and procedures.</p> <p>Strategy's Expected Result/Impact: Students will be successful in performing academically and staff will have resources to be effective and efficient.</p> <p>Staff Responsible for Monitoring: Executive Director of Technology Services Information Security Analyst Director of Instructional Technology Elementary and Secondary IT Coordinators Campus Administrators Digital Learning Specialists</p>	Formative			Summative
	Nov	Mar	June	July
Strategy 5 Details	Reviews			
<p>Strategy 5: Laredo ISD's Child Nutrition Program will increase breakfast participation through various meal service delivery methods- Breakfast By the Hallway, Breakfast In the Classroom, Grab n Go Breakfast by school entryways, and Second Chance Breakfast. Implementing these meal service ways CNP may attain an increase in breakfast participation from 1% - 1.5%. In addition, Breakfast Smoothies (through Smoothie2U initiative) particularly in high schools may get students motivated to have breakfast at school and thus increase high school breakfast participation as well.</p> <p>Strategy's Expected Result/Impact: Research indicates that students that have breakfast are more alert, learn better and have more energy throughout the day. CNP expects to have a variety of breakfast choices in school menu so that the students participate in having breakfast. The end result is students will be successful in performing academically.</p> <p>Staff Responsible for Monitoring: CNP Director, CNP Coordinator, Cost Analyst, CNP Dietitian, Area Supervisors and Cafeteria Managers</p> <p>Funding Sources: Child Nutrition Program - 101 - Child Nutrition Program Fund - 946 - \$23,889,691</p>	Formative			Summative
	Nov	Mar	June	July





Strategy 6 Details	Reviews			
<p>Strategy 6: Laredo ISD's Fixed Assets Department will conduct annual inventory checks for campuses and departments and assist with the disposal of depreciated assets.</p> <p>Strategy's Expected Result/Impact: Annual Inventory report of items scanned at campuses and departments will increase by 1% from previous year.</p> <p>Staff Responsible for Monitoring: Director Fixed Assets, Custodial Services, Textbooks and Records Fixed Assets Coordinator, Fixed Assets Warehouse Coordinator, Database Specialist, Warehouse Specialist, Inventory Clerks, Warehouse Inventory Clerks</p> <p>Funding Sources: 6200 Contracted Maintenance & Repairs - 199 - General Fund: Operating (PIC 99) - 736 - \$26,450 , 6300 General Supplies & Parts - 199 - General Fund: Operating (PIC 99) - 736 - \$15,000, 6400 Misc. Operations Cost - 199 - General Fund: Operating (PIC 99) - 736 - \$2,250, 6600 Other Equipment - 199 - General Fund: Operating (PIC 99) - 736 - \$1,050, 6100 Payroll - 199 - General Fund: Operating (PIC 99) - 736 - \$493,775</p>	Formative			Summative
	Nov	Mar	June	July
Strategy 7 Details	Reviews			
<p>Strategy 7: Laredo ISD's Textbook Department will assist campuses in periodically monitoring textbook inventory and providing reports on lost items.</p> <p>Strategy's Expected Result/Impact: Decrease textbook losses by 5%.</p> <p>Staff Responsible for Monitoring: Director Fixed Assets, Custodial Services, Textbooks and Records Textbooks Supervisor, campuses administrators</p> <p>Funding Sources: 6200 Contracted Services & Repair - 199 - General Fund: Operating (PIC 99) - 737 - \$40,675, 6300 General Supplies - 199 - General Fund: Operating (PIC 99) - 737 - \$7,000, 6400 Misc. Operations Cost - 199 - General Fund: Operating (PIC 99) - 737 - \$2,800, 6100 Payroll - 199 - General Fund: Operating (PIC 99) - 737 - \$162,050</p>	Formative			Summative
	Nov	Mar	June	July
Strategy 8 Details	Reviews			
<p>Strategy 8: Laredo ISD's Records Department will destroy records that have met or exceeded their scheduled retention period on a yearly basis.</p> <p>Strategy's Expected Result/Impact: Update warehouse records inventory and identify records that have met maturity dates for destruction</p> <p>Staff Responsible for Monitoring: Director Fixed Assets, Custodial Services, Textbooks and Records Records Supervisor, campuses and departments administrators</p>	Formative			Summative
	Nov	Mar	June	July

Strategy 9 Details	Reviews			
<p>Strategy 9: Laredo ISD's Custodial Services will utilize the Compu-Clean software services to improve the levels of cleanliness at campuses.</p> <p>Strategy's Expected Result/Impact: Maintain cleanliness levels above 90% based on Compu-Clean Inspections reports</p> <p>Staff Responsible for Monitoring: Director Fixed Assets, Custodial Services, Textbooks and Records Custodial Services Coordinator, Custodial Services Supervisors</p> <p>Funding Sources: 6200 Contracted Services & Repair - 199 - General Fund: Operating (PIC 99) - 856 - \$25,063, 6300 General Supplies - 199 - General Fund: Operating (PIC 99) - 856 - \$79,554, 6400 Misc. Operations Cost - 199 - General Fund: Operating (PIC 99) - 856 - \$1,547, 6600 Other Equipment - 199 - General Fund: Operating (PIC 99) - 856 - \$2,710, 6300 General Supplies - 282-ESSER III - 856 - \$97,200, 6100 Payroll - 199 - General Fund: Operating (PIC 99) - 856 - \$1,385,576</p>	Formative			Summative
	Nov	Mar	June	July
Strategy 10 Details	Reviews			
<p>Strategy 10: Laredo ISD's Support Services Departments will adhere to allocated yearly budgets and ensure documented expenditures are aligned to federal, state and district guidelines.</p> <p>Strategy's Expected Result/Impact: Reduce the number of budget amendments requested during the fiscal year.</p> <p>Staff Responsible for Monitoring: Assistant Superintendent for Plant Facilities and Support Services Department Directors</p> <p>Funding Sources: 6399-General Supplies - 199 - General Fund: Operating (PIC 99) - 937 - \$1,650, 6411-Travel O/D - 199 - General Fund: Operating (PIC 99) - 937 - \$4,600, 6645-Computer Equipment - 199 - General Fund: Operating (PIC 99) - 937 - \$1,450, 6200-Copier Maintenance - 199 - General Fund: Operating (PIC 99) - 937 - \$875, 6100-Payroll - 199 - General Fund: Operating (PIC 99) - 937 - \$542,219</p>	Formative			Summative
	Nov	Mar	June	July
Strategy 11 Details	Reviews			
<p>Strategy 11: The Performance Arts Center will maximize the utilization of its facilities by a 15 percent increase. More student activities and performances will be recruited.</p> <p>Strategy's Expected Result/Impact: LISD will have a higher number of participation in swimming classes, employee wellness and events .</p> <p>Staff Responsible for Monitoring: Performance Arts Center Facilitator- Swimming Coaches - Assistant Superintendent for Plant Facilities and Support Services</p> <p>Funding Sources: Payroll - 199 - General Fund: Operating (PIC 99) - \$40,000, Contracted Services - 199 - General Fund: Operating Variable (PIC 99) - \$282,068, General Supplies - 199 - General Fund: Operating (PIC 99) - \$70,240</p>	Formative			Summative
	Nov	Mar	June	July
<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 4: Laredo ISD establishes and maintains efficient organizational support structures that promote positive performance outcomes and be at 100% compliant with financial accountability standards.

Performance Objective 6: Laredo ISD will ensure the timely completion of all construction or improvement projects by adhering to established timelines and allocated budgets. 85 % of construction projects will be completed within the timeline and allocated budget.

Evaluation Data Sources: Completion Status Reports, Budget Reports

Strategy 1 Details	Reviews			
<p>Strategy 1: Laredo ISD's Construction Department will coordinate the formation of committees that will review the construction project's scope, assignment of Architect/Engineer to projects, final construction plans, feasibility cost estimates, and recommendation to the Board to ensure accountability and best value.</p> <p>Strategy's Expected Result/Impact: Analyze the objectives and requirements of the project. Planning Construction Budget and Construction Timeline.</p> <p>Staff Responsible for Monitoring: Construction Department Director, Assistant Superintendent for Plant Facilities and Support Services.</p> <p>Funding Sources: GENERAL SUPPLIES - 199 - General Fund: Operating (PIC 99) - 938 - \$4,000, TRAVEL - 199 - General Fund: Operating (PIC 99) - 938 - \$2,500, COMPUTER EQUIPMENT - 199 - General Fund: Operating (PIC 99) - 938 - \$4,000, Copier - 199 - General Fund: Operating (PIC 99) - 938 - \$875, Payroll - 199 - General Fund: Operating (PIC 99) - 938 - \$247,776</p>	Formative			Summative
	Nov	Mar	June	July
Strategy 2 Details	Reviews			
<p>Strategy 2: Laredo ISD's Construction Department will develop and implement a process for preparing a feasibility study for all district projects that includes a reasonable budget, complete assessment, and proper compliance per all applicant codes to ensure the building of adequate educational facilities.</p> <p>Strategy's Expected Result/Impact: Construction Documents and budget approval.</p> <p>Staff Responsible for Monitoring: Construction Director and Staff</p>	Formative			Summative
	Nov	Mar	June	July
Strategy 3 Details	Reviews			
<p>Strategy 3: Laredo ISD's Construction Department will monitor the completion of 100% of its approved construction projects whether it be replacement and /or renovations while adhering to school district and Texas Education Agency building and safety codes by the year 2023-2024</p> <p>Strategy's Expected Result/Impact: Construction and Closeout Phase</p> <p>Staff Responsible for Monitoring: Construction Director and Staff</p>	Formative			Summative
	Nov	Mar	June	July
<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>				

Title I

1.1: Comprehensive Needs Assessment

The district develops a comprehensive plan that is available to all district staff, parents and public. Campuses establish a schoolwide planning team that includes administrators, teachers, support staff, parents and community and/or business representatives that establish a purpose and set expectations for all student groups. Multiple sources of data are reviewed including demographics, student achievement, processes and programs and perceptions. The team identifies strengths and weaknesses in each of the four areas and are then addressed in their campus improvement plans.

The Every Student Succeeds Act requires that a Title I Schoolwide Program include a comprehensive needs assessment of the entire school (s) based on information that includes how students are meeting the state's challenging academic content and achievement standards.

The recommended activities for the Comprehensive Needs Assessment are:

- Establish a planning team of educators, parents, community members, and business representatives to review campus data and create a vision for schoolwide reform
- Use data to create a campus profile that drives the Campus Improvement Plan

This critical process is the prework to the development of the district and campus improvement plans and decisions regarding the justification for use of federal and other funds.

Committees determine the type of data to be analyzed, identify areas of priority and needs and make connections between comprehensive needs assessment and district/campus improvement plans

2.1: Campus Improvement Plan developed with appropriate stakeholders

The stakeholders involved in the development of our campus improvement plans include parents, teachers, principals, paraprofessionals, and other members of the community. A variety of information is reviewed including the priorities of the state (Recruit and Retain Teacher and Principals, Provide a Foundation of Reading and Math, Connect High School to Career and College and Improve Low-Performing Schools), the 4 areas of multiple measures (Demographics, Student Achievement, Perceptions and Processes and Programs) and district goals. A comprehensive plan is developed in coordination and integration with other federal, state and local services, resources and programs. The campuses set their performance objectives based on the goals of the district. The schools then develop strategies that strengthen the academic program in the school, increase the amount and quality of learning time and help provide an enriched and accelerated curriculum. The strategies must address the needs of all children in the school, but particularly the needs of those at risk of not meeting the challenging state academic standards.

2.2: Regular monitoring and revision

District and campus improvement plans are evaluated through formative reviews in November, March and June. During the formative reviews, the campus committees evaluate the strategies and changes and adjustments are made if necessary. At the end of the school year (July), the campuses conduct a summative review to evaluate the performance objectives and determine if campus/district will continue or discontinue the strategy depending on the impact on student performance.

2.3: Available to parents and community in an understandable format and language

The district and campus comprehensive needs assessment and improvement plans are posted on the district and school websites in both English and Spanish. Hard copy of plans in both languages are available for any staff member or parent upon request.

2.4: Opportunities for all children to meet State standards

Laredo ISD teachers utilize the C.A.R.E.S. documents as their primary source of scope and sequence for their instruction. All campuses follow a process and have established protocols for planning instructional activities within their Professional Learning Communities. The planning includes identifying learning objectives that are bite-size and the creation of exit tickets that are aligned to the TEK and at the rigor of the state assessment. Implementation of the Fundamental Five (Framing the Lesson, Working in the Power Zone, Frequent, Small-Group, Purposeful Talk about the Learning, Recognize and Reinforce, and Write Critically) practices is monitored through classroom observations done by campus and district administrators. The district conducts formative assessments such as content-based assessments, benchmarks, fluency checks, teacher observations and other assessments to monitor student progress. Data is analyzed after each assessment and prescriptive tutorials are planned and provided during after school and weekend sessions. In addition, our curriculum included a social emotional learning component to address the social and emotional needs of our students.

2.5: Increased learning time and well-rounded education

This school year, the focus was to continue to close the learning gap and prepare students for new state assessments. Every campus in our district had a tutorial plan that included after school and weekend sessions for accelerated learning and enrichment activities. We also included lock-ins where campuses could focus on identified TEKS based on benchmark data and provide prescriptive activities during the two hour sessions. The activities also included well rounded education activities such as STEAM activities and college readiness sessions. In addition, students were provided with intervention activities (small group instruction and online intervention programs) during the school day.

2.6: Address needs of all students, particularly at-risk

Students are identified as at-risk if they meet any of the 14 state criteria. Once identified, students are provided with supplemental resources, additional learning time through after school and weekend tutorials, access to online intervention programs to target skills not currently mastered in the different content areas and access to credit recovery activities and a non-traditional high school setting.

3.1: Annually evaluate the schoolwide plan

The District's Schoolwide Plan is evaluated annually. All activities included in our plan are reviewed and evaluated for effectiveness. We begin by analyzing data to measure fidelity of implementation and impact on student outcomes. We then evaluate the impact and recommendations for continuation or

modification of plan.

4.1: Develop and distribute Parent and Family Engagement Policy

The district has a written Parent and Family Engagement Policy that is evaluated for content and effectiveness during the annual evaluation by parents and family members. Campuses are also required to convene their Campus Parent Advisory Committees to review and revise the schools' Parent and Family Engagement Policy, along with the Parent, Teacher Student Compact. The policy is distributed to stakeholders during the Annual Title I Meeting in both English and Spanish. The Parent, Teacher, Student Compact is also shared and reviewed with parents during parent conferences.

4.2: Offer flexible number of parent involvement meetings

The district offers a variety of parent involvement meetings including informative sessions, trainings and conferences, ESL classes, etc. The campus Parent and Family Engagement liaisons hold monthly informative sessions on different topics from literacy development, parenting skills, bullying prevention, etc. The meetings are held during morning, afternoon or evening sessions to encourage participation.

5.1: Determine which students will be served by following local policy

Students identified as having dyslexia may be served as part of our local criteria.