

2019 - 2020 STRATEGIC PLAN



CONSOLIDATED
INDEPENDENT
SCHOOL DISTRICT



Mission: “Developing the Whole Child”

Goose Creek CISD develops and enhances each learner’s intellectual, social, and emotional well-being facilitated by a highly qualified team committed to Growth, Community, Collaboration, Innovation, Success and Determination.



PORTRAIT OF A GRADUATE



COLLABORATIVE RELATIONSHIPS

Shares Responsibility
Partners with Community and Businesses
Team-Oriented Mindset

DYNAMIC LEADER

Inspires Others
Honesty and Integrity
Commitment and Passion

COLLEGE & CAREER READY

Goal Focused
Life Long Learner
Technology and Data Driven

SKILLED COMMUNICATOR

Expresses Ideas Effectively
Active Listener
Values Soft Skills

CRITICAL THINKER

Objective and Reflective
Values Innovation and Creativity
Asks Pertinent Questions



ACADEMIC PERFORMANCE

TARGETS

- ▶ Improve Overall Performance
- ▶ Improve Attendance
- ▶ Strengthen College, Career, Military Readiness
- ▶ Close Achievement Gaps
- ▶ Engagement via Technology

STRATEGIES

- ▶ Create relational capacity standards
- ▶ Implement culturally responsive teaching
- ▶ Continue instructional rounds
- ▶ Utilize attendance committee recommendations
- ▶ Provide college level courses & exam strategies
- ▶ Provide professional learning on technology

MEASURES

- ▶ State Assessment Results
- ▶ Score reports for each Domain
- ▶ Technology Usage Reports
- ▶ Professional Learning schedules/outcomes
- ▶ ESSA Equity Plan Results
- ▶ T-TESS Evaluation Scores
- ▶ Attendance Reports

TARGETS

- ▶ Increase Community Relationships
- ▶ Strengthen Effective Communications

STRATEGIES

- ▶ Feature partnerships in community
- ▶ Actively celebrate district success on all available platforms
- ▶ Provide support to Education Foundation and Partners In Education
- ▶ Provide timely and urgent communications
- ▶ Implement projects that promote overall health and wellness
- ▶ Involvement of all stakeholders in planning and decision-making

MEASURES

- ▶ Alumni recognitions and reports
- ▶ Data analytics on website & social media
- ▶ Partners in Education reports
- ▶ Communications notifications
- ▶ Be Well Baytown project reports
- ▶ Annual Report

TARGETS

- ▶ Maintain and Improve Facilities
- ▶ Provide a Safe and Secure Environment

STRATEGIES

- ▶ Implement energy-efficient programs
- ▶ Provide effective threat assessment training for staff & perform all required safety drills
- ▶ Continue a Preventative Maintenance (PM) program on equipment
- ▶ Increase police and security officer staff as needed & host Emergency Operations training
- ▶ Implement strategies that promote safety & security on campuses

MEASURES

- ▶ Audit reports on energy efficiency
- ▶ Documentation on safety drills
- ▶ Reports on safety incidents
- ▶ Funding sources for additional police and security
- ▶ Internal & External Safety Audits

TARGETS

- ▶ Recruit highly qualified staff who strive for excellence
- ▶ Increase Teacher Retention and Employee Job Satisfaction

STRATEGIES

- ▶ Utilize our featured programs and local partnerships to recruit and retain high quality teaching staff
- ▶ Continue to strengthen our New Teacher Mentor Program
- ▶ Research and implement an Employee Organizational Health Inventory
- ▶ Offer a total compensation package for staff

MEASURES

- ▶ Recruitment reports from identified programs and systems
- ▶ Staff retention and absence reports
- ▶ Enrollment in Clinical Student programs
- ▶ Salary comparison data
- ▶ Organizational Health Survey results and action plans

TARGETS

- ▶ Maintain a 25% or more operating reserve budget
- ▶ Maintain our AAA or higher rating

STRATEGIES

- ▶ Adopt a balanced budget at the operating level on an annual basis
- ▶ Receive and unmodified opinion on the audited Annual Financial Report
- ▶ Develop and maintain long-range capital improvement plan
- ▶ Review financial metrics for superior ratings
- ▶ Consider all cost savings and operating efficiency options

MEASURES

- ▶ Fund balance reports
- ▶ Instructional expenditures per student
- ▶ Acquisition of capital assets & improvements
- ▶ Bond, FIRST, and annual audit reports
- ▶ Operating expenditures per student



COMMUNITY ENGAGEMENT



OPERATIONAL EXCELLENCE



ORGANIZATIONAL DEVELOPMENT



FINANCIAL STEWARDSHIP



GOAL: INCREASE ACADEMIC ACHIEVEMENT

Our primary purpose as a school district is to educate our students and prepare them for future success in college, career, and/or military service. This requires that our students develop a solid foundation in their ability to read, solve equations, and solve problems. Goose Creek CISD is working diligently to ensure that our focus is always on student learning, and collaboration with staff to ensure our instructional practices are effective. Initiatives such as Instructional Rounds and Professional Learning Communities are hallmarks of our district.



Accountability Score

STRATEGIES

- ▶ Identify district-wide non-negotiables and create/revise Instructional Focus Documents for all content areas and grade levels.
- ▶ Establish district standards and expectations for building and nurturing relationships with our customers and co-workers.
- ▶ Host one or more social family event per campus each year.
- ▶ Implement teacher-to-teacher modeling and instructional support.
- ▶ Expand Instructional Rounds with a focus to develop level of next work, aligned to PLC's and improved instructional support.

KEY MEASURES

- ▶ Curriculum Documents
- ▶ State Assessment Results
- ▶ TAPR Report
- ▶ Training Schedules
- ▶ Survey Results (parents, students and staff)



College, Career, Military Readiness

STRATEGIES

- ▶ Increase dual credit offerings at all high school campuses.
- ▶ Provide students opportunities to take college entrance exams.
- ▶ Incorporate test taking strategies in high school ELA classes for college entrance exams.

KEY MEASURES

- ▶ College, Career, and Military Readiness Score in Domain 1



Closing the Gaps

STRATEGIES

- ▶ Identify and provide professional development, texts, and resources that promote culturally responsive teaching.
- ▶ Implement a comprehensive professional development plan with identified high-yield strategies to support underserved populations.

KEY MEASURES

- ▶ Professional Development Plans
- ▶ Professional Development trainings
- ▶ ESSA Equity Plan Results
- ▶ Domain 3 Score



Improved Attendance Rates

STRATEGIES

- ▶ Implement a district attendance committee to provide recommendations for campus incentives. Incentives will be highlighted based on recommendations.

KEY MEASURES

- ▶ Attendance Reports



Increase Student Engagement Using Technology

STRATEGIES

- ▶ Provide professional development with staff to increase awareness, proficiency, and student engagement using technology.
- ▶ Educational technology staff will model, assist, and coach teachers in classrooms with technology implementation.

KEY MEASURES

- ▶ Technology Usage Reports
- ▶ T-TESS Walkthroughs & Evaluations



GOAL: STRENGTHEN COMMUNITY PARTNERSHIPS

Goose Creek CISD's partnership with our city and community businesses is vital to our future goals. Local partnerships allow the community to support our schools in a meaningful way. Through partnerships, such as Partners in Education, Education Foundation, and Be Well Baytown, our students gain mentors, workforce experience, resources, and health education. When we strengthen our community partnerships, we provide more opportunities and experiences for our students.



Increase Community Relationships

STRATEGIES

- ▶ Feature GCCISD partnerships on our website, social media platforms, and publications
- ▶ Provide alumni recognitions and fundraising events to support our Education Foundation.
- ▶ Attain 100% participation from all Goose Creek schools in the Chamber of Commerce's Partners in Education program.
- ▶ Implement related activities and projects to promote overall health and wellness with our Be Well Baytown partnership.

KEY MEASURES

- ▶ Key documents listed in strategies
- ▶ Recognitions to alumni
- ▶ Education Foundation reports
- ▶ Partners in Education annual reports and data
- ▶ Be Well Baytown reports and project data



Strengthen Effective Communications

STRATEGIES

- ▶ Actively promote positive events and celebrations using social media platforms, district themes, and print publications
- ▶ Communicate pertinent information to the community in a timely manner via website, calls, emails, and SMS
- ▶ Provide district presentations to community groups and organizations about key events, future projects, and continual progress
- ▶ Expand the concept of district-wide committees to include a broad membership of educators, parents, administrators, and business stakeholders.

KEY MEASURES

- ▶ Data analytics on website and social media
- ▶ District Website Updates and School Messenger Reports
- ▶ Community Presentations
- ▶ Annual report for community



GOAL: DELIVER OPERATIONAL EXCELLENCE

Our schools must always be safe places for learning. Goose Creek is committed to the safety of every student in the classroom and on their campuses. Our strategic plan focuses on implementing strategies to reduce safety and security threats to our schools. Reference the GCCISD Emergency Operations Plan (EOP) for detailed safety protocols.



Maintain and Improve Facilities, Safety, and Security Systems

STRATEGIES

- ▶ Perform an audit to identify methods of reduce energy usage and costs per year.
- ▶ Implement energy-efficient systems and projects based on audit recommendations.
- ▶ Continue to implement a Preventative Maintenance (PM) program to improve equipment life and reduce maintenance and systems down time.

KEY MEASURES

- ▶ Program Audits (ABM)
- ▶ Review PM Schedules and Programs



Provide a Safe and Secure Environment for all Staff and Students

STRATEGIES

- ▶ Implement strategies that promote safety and security to reduce safety incidents on campus, such as Positive Behavior Intervention & Supports, Social Emotional Learning, and Friends for Life/Crime Stoppers.
- ▶ Provide effective threat assessment training for staff and perform all required safety drills.
- ▶ Increase police and security officer staff as needed.
- ▶ Host training for all staff regarding our Crisis Intervention Response and Emergency Operations Plan.

KEY MEASURES

- ▶ PEIMS code reports on violent incidents
- ▶ Internal/External Safety Audits (GCCISD and HCDE)
- ▶ Internal/External Safety Drills and Training documentation
- ▶ Funding sources for additional police and security personnel.



GOAL: DEVELOP ORGANIZATIONAL EXCELLENCE

It goes without saying that teachers have the greatest impact on student learning. Teaching is a profession that demands that we consistently work to get our best and brightest into our classrooms. Our GCCISD Human Resources department has begun to implement strategies and initiatives to recruit the best and provide ongoing support for our teachers and support staff.



Recruit Highly Qualified Staff who Strive for Excellence

STRATEGIES

- ▶ Utilize our high school CTE Career Academies and Future Teacher Career Academy to “Grow Our Own” through partnerships with BAER2 “Baytown Area Education Recruitment & Retention,” and other programs.
- ▶ Strengthen our partnerships with local universities to increase the placement of Pre-Service Clinical Student Teachers and identify potential new university partnerships.

KEY MEASURES

- ▶ Recruitment reports from identified programs and systems
- ▶ Enrollment in UHCL Program
- ▶ Student Teacher performance reports



Increase Teacher Retention and Employee Job Satisfaction

STRATEGIES

- ▶ Research and implement an Employee Organizational Health Inventory to develop a baseline for continuous improvement on employee job satisfaction
- ▶ Continue to strengthen our 3-year New Teacher Mentor Program with enhanced professional development opportunities and additional support services.
- ▶ Offer a total compensation package for our employees targeted at meeting the specific needs and assets of our organization.

KEY MEASURES

- ▶ Salary Comparison data
- ▶ Staff Satisfaction Survey
- ▶ Staff Retention/Tenure reports
- ▶ Staff Absenteeism



GOAL: PROVIDE EXCELLENCE IN FINANCIAL MANAGEMENT

FROM TEA: The Texas public education system is funded through local property tax collections, state funding and federal dollars. The Permanent School Fund – the country’s largest educational endowment – also contributes to the system each year. Much of the state and federal funding is then distributed to school systems based on weighted per-pupil funding formulas.



Maintain Unassigned Fund Balance Minimum: 3 Months (25%) Operating Reserve

STRATEGIES

- ▶ Adopt a balanced budget at the operating level on an annual basis
- ▶ Develop and maintain long-range capital improvement plan and seek financial resources needed to accomplish goals of the District
- ▶ Consider all cost savings and operating efficiency options
- ▶ Analyze current and historical data of District and peers, applying benchmarking to compare key metrics with other districts.

KEY MEASURES

- ▶ Fund Balance
- ▶ Acquisition of capital assets & improvements
- ▶ Operating expenditures per student
- ▶ Instructional expenditures per student



Bond Credit Rating Maintain AAA or higher (with PSF Guarantee)

STRATEGIES

- ▶ Ensure the District receives and unmodified opinion on the audited Annual Financial Report (AFR).
- ▶ Review financial metrics to ensure the District maintains a superior rating on schools FIRST report.

KEY MEASURES

- ▶ Bond rating
- ▶ Annual audit
- ▶ FIRST rating



2018-2019
OVERALL SCORE | **87**

SCORE: 82

**STUDENT ACHIEVEMENT****STAAR Performance****College, Career, & Military Readiness****Graduation Rate Score**

SCORE: 89

**SCHOOL PROGRESS****Academic Growth****Relative Performance**

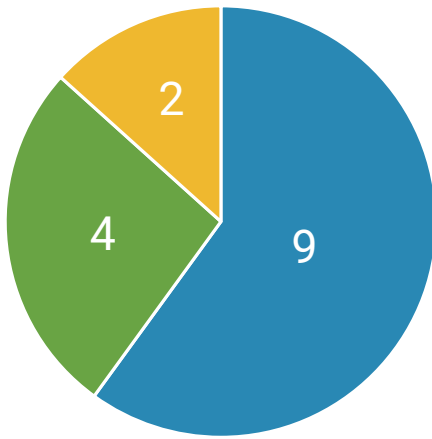
SCORE: 82

**CLOSING THE GAPS**

Component	Score	% of Grade
Grade Level Performance	52	50%
Graduation Rate	13	10%
English Language Proficiency	100	10%
College, Career, and Military Readiness	100	30%

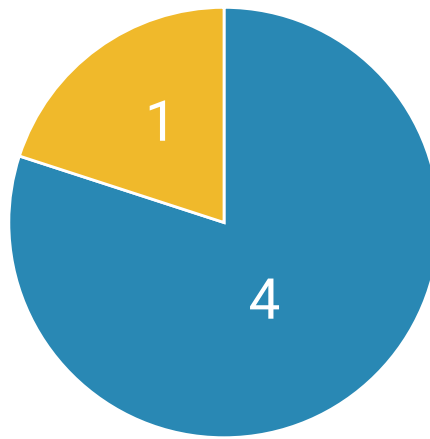
*Districts with one of more D rated campus cannot score an A in this domain.

ELEMENTARY SCHOOLS



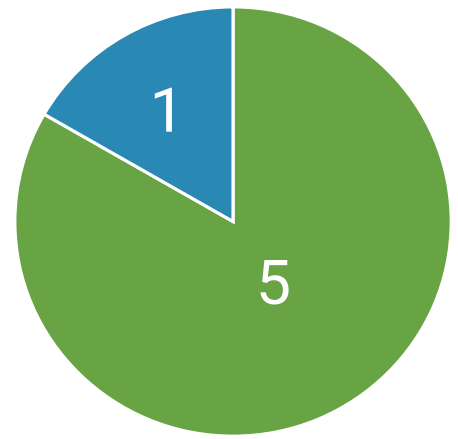
- SHOWED GROWTH IN 2019
- DID NOT SHOW GROWTH IN 2019
- SAME SCORE IN 2018 AND 2019

JUNIOR SCHOOLS



- SHOWED GROWTH IN 2019
- DID NOT SHOW GROWTH IN 2019
- SAME SCORE IN 2018 AND 2019

HIGH SCHOOLS



- SHOWED GROWTH IN 2019
- DID NOT SHOW GROWTH IN 2019
- SAME SCORE IN 2018 AND 2019

Accountability Performance

Measure	2018-2019	2017-2018
Overall Score	87	78
Student Achievement Score	82	75
School Progress Score	89	80
Closing the Gaps Score	82	72
STAAR Performance, Approaches Grade Level or Above (All Subjects)	75%	73%
STAAR Performance, Meets Grade Level or Above (All Subjects)	45%	42%
STAAR performance, Masters Grade Level (All Subjects)	19%	16%
College, Career, and Military Readiness Rate	62%	47%
Four-Year Graduation Rate	90.1%	91.0%
Five-year Graduation Rate	92.5%	91.1%
Six-Year Graduation Rate	91.5%	93.7%
Students Who Grew a Year Academically (All Subjects)	70	68



HERE, WE GROW GIANTS.