

# District

**LAMAR**CISD

A PROUD TRADITION | A BRIGHT FUTURE

# Improvement Plan

**2018-2019**

**Submitted for Board Approval October 2018**

# Comprehensive Needs Assessment

## Data Sources Reviewed

STAAR Results	PASA Demographics Report
Campus Climate Surveys	PEIMS Data
2018 Accountability Reports	CCMR Data
2017 Operational Audit	Holdsworth Center Information

## Identified Strengths

Lamar CISD continues to grow at a pace of between 3.5% to 4% per year.
The demographics of the district represent the rich diversity of Fort Bend County and the Greater Houston area.
The percentage of students enrolled in Career and Technical Education programs continues to increase.
Lamar CISD is one of the top performing districts in the Houston region.

## Student Achievement

All STAAR and STAAR EOC scores are above the state average.
The district would have earned a B rating for the 2018 accountability if not for the Harvey provision.
All campuses were rated as Met Standard for 2018.
Campuses earned a combined total of 78 Distinction Designations for 2018.

## School Climate and Culture

Most staff members rated their school with an “A” or “B” on the 2018 Campus Climate Survey.
Most parents rated their child’s school with an “A” or “B” on the 2018 Campus Climate Survey.
Most staff members highly rated their campus in the area of Academic Preparation on the 2018 Campus Climate Survey.
Lamar CISD continues work with the Holdsworth Center to improve leadership goals and to build capacity within both schools and district leadership.
Most parents highly rated their campus in the area of Academic Preparation on the 2018 Campus Climate Survey.

### Staff Quality, Recruitment and Retention

The number of teachers with 6+ years of experience is above the state and regional averages.
23.3% of Lamar CISD teachers hold advanced degrees.
The turnover rate for Lamar CISD teachers remains ~3% below the state average.
The district has received the “Grow Your Own Grant” from the Texas Education Agency to increase the number of teachers that come from the ranks of our paraprofessional and support staff.
The district has worked with the Holdsworth Center to establish a “Leadership Pipeline” to help teachers become administrators within the district.
In the last five years Lamar CISD schools have made great strides in diversifying the ethnic and racial composition of their faculties to be more representative of their respective communities.

### Curriculum, Instruction, and Assessment

Over 90% of staff members believe that curriculum, instruction and assessment are aligned to support student learning at their home campus.
The Career and Technical programs are expanding certification offerings and test preparation to increase the number of students meeting CCMR requirements.
The district was one of the first in the Houston region to become certified as a TSIA testing center to help students meet state standards for admission into Community and Technical Colleges.
Curriculum has been horizontally and vertically aligned to improve student performance outcomes.
Over 75% of parents gave high ratings to Career and Technical Education, Special Education and Gifted and Talented programs.

### Community and Student Engagement

Most parents rated their child’s school with an “A” or “B” on the 2018 Campus Climate Survey.
Over 75% of students identified themselves as being proud to go to their school on the 2018 Campus Climate Survey.
The District is actively engaged in character education to help students build a stronger connection with their peers and the community.
The Board of Trustees and Administration of Lamar CISD are actively engaged with The Holdsworth Center in a Districtwide Listening Tour to gather community feedback and help build the District five-year strategic plan.

## School Organization

Over 85% of parents feel their school is well maintained in the 2018 Campus Climate Survey.
Most parents feel that district and campus administration are responsive to student needs in the 2018 Campus Climate Survey.
Efforts are being made to streamline emergency response procedures to ensure consistency across all campuses and facilities.
As a result of the 2017 Operational Audit, the district has reorganized central office services to be more scalable and reflect the needs of a large, fast-growth district.

## Technology

Lamar CISD has a comprehensive technology department that supports the implementation and support of state-of-the-art equipment in the classroom.
The district's integration of the digital learning department into the Academic Department will facilitate better integration of technology into day-to-day instruction.
The district has successfully implemented the Canvas Learning Management System to help teachers better facilitate learning through technology and to improve communication with parents.

## Identified Needs

## Priorities Based off of Identified Needs

### Demographics

With the assistance of The Holdsworth Center, develop long range plans for curriculum alignment, instructional leadership and character education that will reflect the diversity of the community and enable students to be prepared for post-secondary success.	All Superintendent's SMART Goals
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### Student Achievement

Continue to make improvements in the instructional program to align and facilitate growth in CCMR outcomes.	Superintendent's SMART Goal #1
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### School Culture and Climate

Build a comprehensive plan to guide district planning for the next five years based on the input of community stakeholders and information gathered through a listening tour.	Superintendent's SMART Goal #5
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### Staff Quality, Recruitment and Retention

Develop a leadership pipeline that will grow district leaders and help facilitate organizational continuity as the district grows.	Superintendent's SMART Goal #1
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## Identified Needs

## Priorities Based off of Identified Needs

### Curriculum, Instruction, and Assessment

Align curriculum, instruction and assessment from PK through Grade 12 to ensure students have every opportunity to demonstrate College Career and Military Readiness.	Superintendent's SMART Goal #1 & #4
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### Community and Student Engagement

Utilize the character education program to strengthen student connectedness to the school and community as well as help give a solid foundation for social and emotional health.	Superintendent's SMART Goal #3
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### School Organization

Build a comprehensive plan to guide district planning for the next five years.	Superintendent's SMART Goal #5
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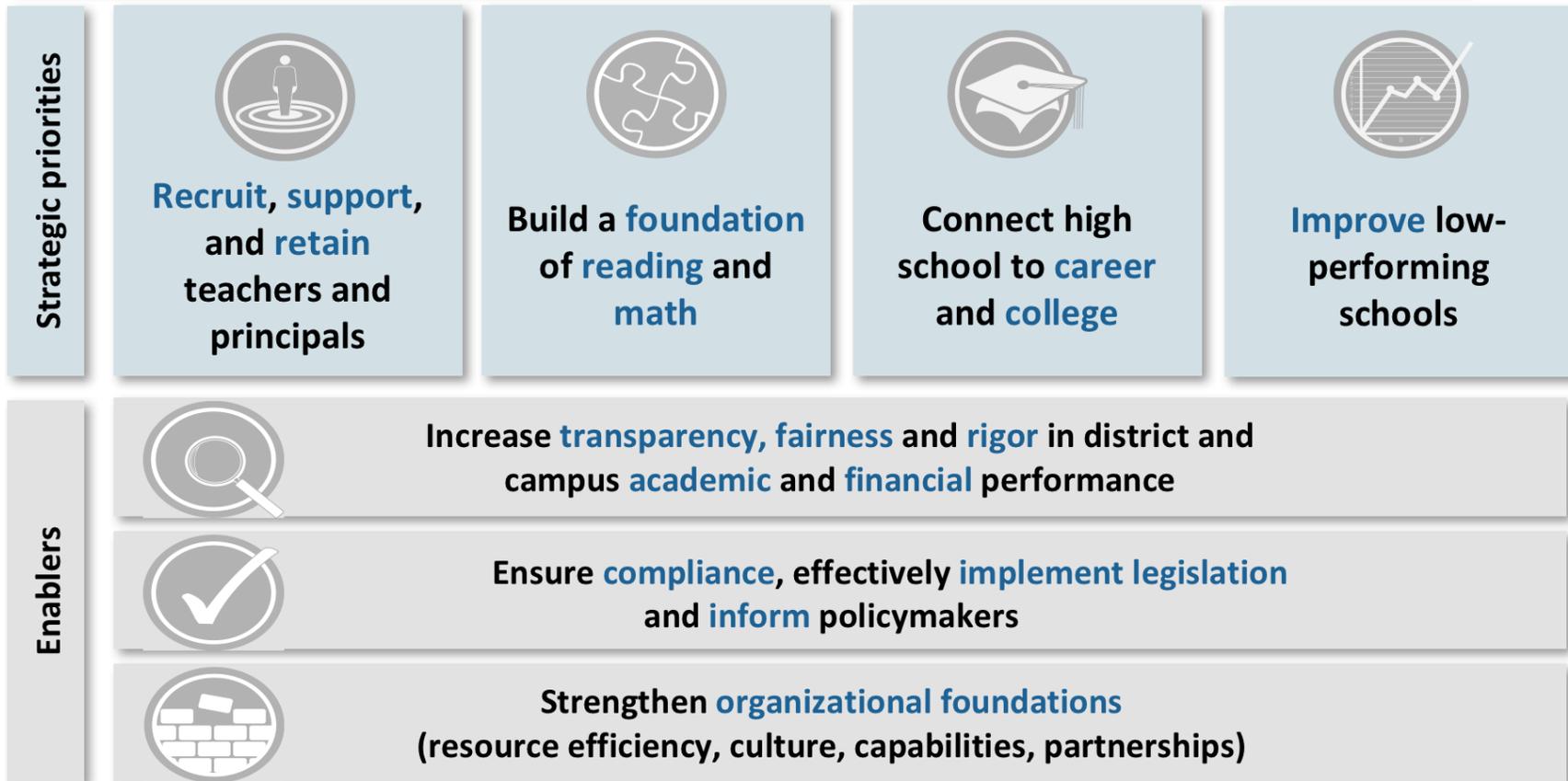
### Technology

Integrate technology into curriculum through the use of tools such as Canvas to help teachers make the most out of the curriculum	Superintendent's SMART Goal #4
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*Please Note: Activities funded through federal programs or State Compensatory Education must be identified in the priorities section above.*

# The contents of this plan support the Texas Education Agency Strategic Priorities and Enablers

Every child, prepared for success in college, a career or the military.

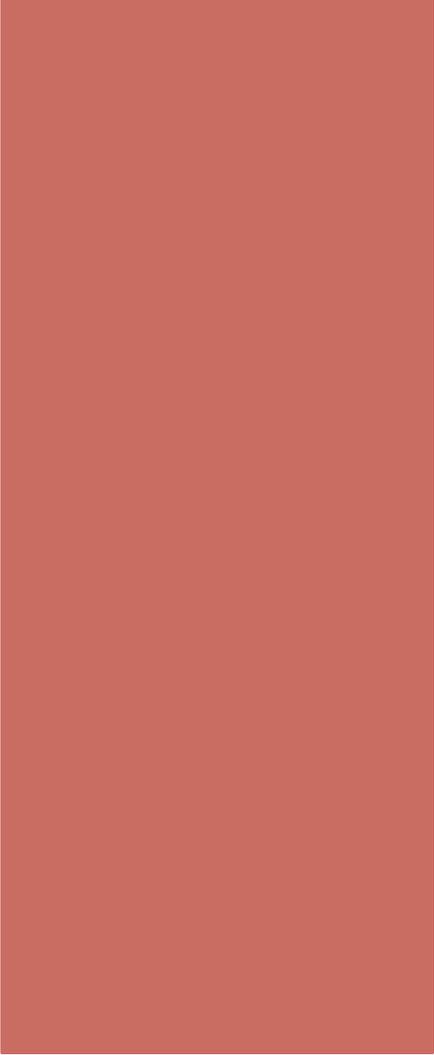




# District

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# Improvement Plan



## GOAL 1

**Instructional Leadership & Programming**

**Goal 1: Empower principals through instructional leadership, to deliver a consistent, planned, monitored instructional program that meets the needs and ensures the success of all students as evidenced by the following: no areas of Improvement Required; a 3% increase in Distinctions from the Texas Education Agency; a 5% increase in CCMR.**

**Superintendent SMART Goal 1:** Student Outcomes  
**Superintendent SMART Goal 4:** Instructional Management  
**Superintendent SMART Goal 5:** Administration and Organization

**Performance Objective 1.1 for the Academics Department:** Principals will receive a variety of best practices training on the leadership competencies shared within the Lamar CISD Leadership Definition, to include professional learning communities, successful mentoring coaching and situational leadership, in order to achieve the Goal 1 targets.

Activity / Strategy	Staff Responsible	Timeline	Resources	Evaluation
T-TESS Analysis	Asst. Sup. of Secondary Education and Secondary principals	By August 2018	Evaluation Reports	Documentation of three areas of refinement
Development of Instructional “Look Fors”	Asst. Sup. of Secondary Education and Secondary principals	By September 2018	Evaluation Reports and administrator insight, T-TESS Rubric, Texas Teaching Standards	Report on the development of specific instructional practices at a campus level based on T-TESS and administrator feedback
Instructional Walks with color tracks	Asst. Sup. of Secondary Education and Secondary principals	From September 2018 – May 2019	Instructional “Look-Fors” based on data collected from biweekly cycles	Report on the documentation developed from each walk, providing reflection on instructional practices at the Tier I level to guide staff growth and PD
Instructional Walks at campus level with administrative teams	Principals, Associates and Assistant Principals	From September 2018 – May 2019	Instructional “look-fors” based on data collected from biweekly cycles	Report on the documentation developed from each walk, providing reflection on instructional practices at the Tier I level to guide staff growth and PD

Consultants Kate Sharpe and Jeanie Nishimura will provide a four-day mentoring and coaching professional development series for district leadership, principals and a select cohort of assistant principals.	Dir. of Staff Development Exec. Dir. of Teaching & Learning, Asst. Superintendent of Elementary Education, Asst. Sup. of Secondary Education	By February 6, 2019 (Campus Principal series completed)  By June 20, 2019 (Cohort of select Assistant Principals series completed)	Federal Title II Funding \$110,000	Observations of principals in simulated mentor/coaching situations will result in 90% positive feedback from trained evaluators.
Texas Teachers Evaluation Support System	Campus Administrators	September 2018 – May 2019	None	Continued development of a teacher's ability to provide high quality instructional practices at the Tier I level resulting in improved walk-through observations.
Texas Principal Evaluation Support System	Asst. Sup. of Secondary Education, campus principals	September 2018 – June 2019	None	Continued development of a principal's ability to ensure all students receive high quality instruction as evidenced in T-P ESS performances.

**Performance Objective 1.2 for the Academics Department:** Each of the activated stages of the Leadership Pipeline will include a minimum of six successful and relevant training activities as submitted by focus groups and based on the leadership competencies, as determined by 90% satisfaction on end-of-year surveys.

**Superintendent SMART Goal 2: Staff Development**

Activity / Strategy	Staff Responsible	Timeline	Resources	Evaluation
The Leadership Pipeline will address the Aspiring Leaders, Bridge and Induction 1.0 and Learning Leaders activities by October 1, 2018.	Chief Academic Officer, Exec. Dir. Teaching & Learning, Asst. Sup. Elem. Education, Mentor Principals	By October 1, 2018	Radical Candor/ Ram Charan materials. Travel funds for visiting campuses.	Feedback loops created for the end of each session.

Calendar of meetings will be established for each of the four activated stages of the pipeline.	Chief Academic Officer, Exec. Dir. Teaching & Learning, Mentor Principals	By September 15, 2018	None	Calendar is approved by the Learning Leaders, Induction Assistant Principals, and teachers and their principals for Bridge Activities.
All four activated areas of the leadership pipeline will complete their scheduled meetings and complete the curriculum developed.	Participants, principals of participants, Chief Academic Officer, Exec. Dir. Teaching & Learning, Asst. Sup. of Elem. Education, Asst. Sup. of Sec. Education	By March 15, 2019	Resources for the activities will be supplied through the General Supplies budget of the Academics Department	Participants will complete an end of course survey indicating 90% satisfaction or above on the identified area of participation in the Leadership Pipeline.

**Performance Objective 1.3 for the Academics Department:** By May of 2019, a realization of highly effective professional learning communities that monitor multiple forms of data to inform instruction, intervention decisions and maximization of student achievement will be created as evidenced by the achievement of Goal 1.

**Superintendent SMART Goal 1:** Student Outcomes  
**Superintendent SMART Goal 2:** Staff Development

Activity / Strategy	Staff Responsible	Timeline	Resources	Evaluation
PLC training for secondary principals and associates by David LaRose (consultant)	Asst. Sup. of Sec. Education, Dir. of Staff Development	August 2018 – April 2019	Title II Funds in the amount of \$9,000.00 for the <i>Learning by Doing Book</i>	Implementation of structured PLC's at campus level
PLC training for assistant principals by T. Mossige/campus principals	Asst. Sup. of Sec. Education, Secondary principals and associates	August 2018 – May of 2019	Learning by Doing Book	Implementation of structured PLC's at campus level
RTI Training (Solution Tree)	Asst. Sup. of Sec. Education	December 2018 & January 2019	High School Allotment Funds	Implementation of a structured RTI process at campus level

**Performance Objective 1.4 for the Academics Department:** By June 15, 2019, systems to improve the area of Student Programs will be evaluated and implemented with quantifiable summative evaluations.

**Superintendent SMART Goal 1:** Student Outcomes  
**Superintendent SMART Goal 2:** Staff Development

Activity / Strategy	Staff Responsible	Timeline	Resources	Evaluation
Developing roadmap for Early College High Schools and students earning Associate Degrees while enrolled in Lamar CISD.	Asst. Sup. of Sec. Education, Exec. Dir. of Teaching & Learning, Exec. Dir. of Student Programs Dir. of Advanced Studies	By February 1, 2019	None	Creation of a 3-year plan for Lamar CISD to establish Early College High Schools.
Recruitment and retainment of Dual Credit Certified Teachers, by increasing participation rates in the Grow Your Own Grant program and through professional learning for principals about importance of hiring teachers with dual credit certification.	Asst. Sup. of Secondary Education, Exec. Dir. of Student Programs, Dir. of Advanced Studies, Dir. of Federal Programs	By January 15, 2019	TEA Grow Your Own Grant	Increasing the number of dual credit certified staff by 10 teachers.
Create a menu of standard reports (from On Data Suite and Eduphoria) based on STAAR performance that will be provided to principals before the end of June each year.	Dir. of Research, Assessment, & Accountability, Coordinator for Student Achievement, Specialist for Student Assessment	By February 8, 2019	None	Presentation of menu to principals in May 2019  Principal Meetings: May 2, 2019 (Elementary) May 21, 2019 (Secondary)
Train instructional directors and Teaching and Learning personnel on the proposed reports menu and accompanying resources from On Data Suite and Eduphoria Aware to gather feedback.	Dir. of Research, Assessment, & Accountability, Coordinator for Student Achievement, Specialist for Student Assessment	February 8, 2019 with follow-up on May 2, 2019 (Elementary) May 21, 2019 (Secondary)	None	Presentation of menu to principals by May 2019  Constructive feedback to evaluate and edit the menu of reports for training in June 2019

Execute training for principals on selected, focused reports that will sustain continuous improvement in an 'academy' type setting that will allow them to exchange ideas with program directors and Teaching & Learning personnel. GT facilitators will write a complete daily curriculum utilizing depth and complexity elements for all grade levels and Roadmaps.	Exec. Dir. of Student Programs, Exec. Dir. of Teaching & Learning, Dir. of Research, Assessment, & Accountability, Coordinator for Student Achievement	By Aug. 15, 2019	Extra-duty pay	Implementation and principal support survey in October 2019 with the 2019-2020 Campus Improvement Plans. Regular curriculum will reflect appropriate levels of depth and complexity appropriate to the gifted student.
Utilize district staff development days and times to improve teacher proficiency in industry certification preparation and alignment of course curriculum with certification exams.	Dir. of CTE, CTE Coordinator and CTE teachers	Early Release Days	Certification training and vendor resources	Certification exam results; Increase passing rates by 4% for industry-related certification exams (From 72% to 76%).

**Performance Objective 1.5 for the Human Resources Department:** By May 1, 2019, the recruitment and selection process for the assignment of top tier administrators will be aligned with the District's leadership definition and clearly communicated throughout Lamar CISD as evidenced by a 90% positive response on a district survey.

Activity / Strategy	Staff Responsible	Timeline	Resources	Evaluation
A district-wide committee will provide feedback and input on a revised selection process.	Lead Staffing Specialist	October 2018 - March 2019	None	Proposed changes will be approved through the Cabinet by April 2019.
The Community Relations Department will design and deploy an action plan for the broad based communication of the new administrator selection process by May 1, 2019.	Lead Staffing Specialist, Dir. of Community Relations	By May 1, 2019	District webpage, principals' weekly email and cohort communications.	All available avenues of communication to the district will be verified as active no later than the last day of May 2019.
A feedback survey will be given to participants in the initial deployment of the leadership selection process by August 30, 2019	Lead Staffing Specialist, Chief HR Officer	By August 30, 2019 (Data collected)  By September 15, 2019 (final report prepared)	A survey containing relevant research related to the selection process committee	Survey results will be shared no later than the last Cabinet meeting of September 2019.

# District

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# Improvement Plan

## GOAL 2

**System & Program Review**

**Goal 2: To increase efficacy, innovation and financial responsibility, all given department initiatives and systems will be reviewed for direct impact on student learning and/or quality performance as evidenced by their sunseting, innovating or continuance.**

**Performance Objective 2.1 for the Human Resources Department:** Directors for each given area will design specific activities and strategies that will evaluate the return on investment, inclusion of best practices, and overall efficacy of the programs and approaches they oversee.

<b>Activity / Strategy</b>	<b>Staff Responsible</b>	<b>Timeline</b>	<b>Resources</b>	<b>Evaluation</b>
Human Resources will review the onboarding process of new employees for unnecessary redundancy.	Chief HR Officer, Dir. of Staffing & Records Management	By January 31, 2019	Winocular	Recommendations for new electronic workflow process.
A new workflow process will be implemented to maximize employee time on onboarding tasks.	Chief HR Officer, Dir. of Staffing & Records Management	By April 1, 2019	Winocular	By the September 15, 2020 paycheck, years of service and degrees will be accurate for 95% of all new teaching employees.
New personnel action review procedures will be implemented.	Chief HR Officer, Dir. of Staffing & Records Management, Lead Staffing Specialist	By July 1, 2019	Technology Services and Munis	Reduced number of personnel actions that require a second review resulting in a significant savings of personnel hours.
A total review of all personnel action processes will be conducted to determine which require second reviews.	Dir. of Staffing & Records Management, Lead Staffing Specialist	By February 28, 2019	Auditors and Munis	Recommendation for new streamlined processes will be submitted to the Chief HR Officer by March 9, 2019.
Current staffing guidelines will be reviewed for 2019-2020.	Chief HR Officer, Dir. of Staffing & Records Management	By February 1, 2019	Existing staffing guidelines, existing student/ratio data and existing allocation data	New guidelines will be approved by the second week of February 1, 2019.
Granular predictions for each campus will be developed to determine the alignment between the demographer's report and actual enrollment patterns.	Dir. of Digital Learning	By February 1, 2019	Skyward	Report to be produced for HR no later than February 15, 2019.

Projections utilizing the demographic report and the new prediction data will develop the staffing allocations. Projections will be aligned with budgetary resources.	Chief HR Officer, Chief Financial Officer, Asst. Superintendent of Elementary Education and Asst. Superintendent of Secondary Education	By April 1, 2019	Demographic report, historical trend data, Skyward trend report and current data on enrollment	Staffing allocations will be distributed to all principals no later than the April 1, 2019. Principals' Meeting reflecting the achievement of 98% accuracy on instructional staffing by Oct. 1, 2019.
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**Performance Objective 2.2 for the Teaching and Learning Department:** Teaching and Learning and Special Programs Departments will review and evaluate the usage and efficacy of all materials, programs, systems, and structures of given departments, as evidenced by a written report to the Executive Directors and follow-through on related improvements.

Activity / Strategy	Staff Responsible	Timeline	Resources	Evaluation
A review of the integration of the TA TEKS into the general curriculum Roadmaps will be conducted.	Dir. of Digital Learning, Digital Learning Specialists	By September 1, 2018	None	Critique of the current status will be submitted by September 15, 2018.
A systemic integration that addresses any areas of concern as a result of the TA TEKS and Roadmap evaluation will be designed and implemented.	Dir. of Digital Learning, Digital Learning Specialists and Curriculum Coordinators	By October 1, 2018	None	Implementation of the 8 <sup>th</sup> grade assessment of student skills will yield target goals for the district in the years 2019 through 2024.
Federal Programs will conduct an annual evaluation of activities assisted with Title I, Part A funds at the district level.	Exec. Dir. of Student Programs, Dir. of Federal Programs, principals	From May 1 to May 15	None	Program Evaluation for Title I, Part A funds reserved at the LEA level
Federal programs director will train campuses administrators to annually evaluate programs assisted with Title I, Part A funds.	Exec. Dir. of Student Programs, Dir. of Research, Assessment and Accountability, Dir. of Federal Programs, principals	By June 1, 2019	None	Program Evaluation(s) for Title I, Part A Campuses
Re-design New Teacher Induction program to accommodate differences in years of experience and to provide a range of sessions.	Exec. Dir. of Teaching & Learning, Dir. of Staff Development	By May 31, 2019	Survey feedback collected from new teachers	New Lamar CISD teachers will complete a survey at the end of the New Teacher Induction series in August 2019

A District-wide committee will evaluate universal screeners for K-5 reading and mathematics and select new screening tools to be implemented district-wide in the 2019-2020 school year.	Exec. Dir. of Teaching & Learning, Exec. Dir. of Student Programs	November 1, 2018 through February 1, 2019  Final recommendation will be presented March 7, 2019	None	Proposed changes will be approved by the Cabinet and Elementary Principals by March 7, 2019.
Create an updated Response to Intervention (Rtl) manual to serve as a resource for campus administrators and teachers.	Dir. of Special Education, Exec. Dir. of Teaching & Learning, Exec. Dir. of Student Programs	January 18, 2019	None	Updated manual will be approved by Cabinet and all principals by January of 2019.
Implement new procedures to track student progress in Response to Intervention program.	Dir. of Special Education	November 30, 2018	SuccessED	Intervention documentation in SuccessED will be current and complete for all students being supported through the Rtl process. Records will be audited by the district Special Education team.
Conduct an in-depth evaluation of the Lamar CISD Homebound instructional program.	Dir. of Special Education, Special Education facilitators, homebound teachers	February 2019	None	Findings will be reviewed by Special Education team and recommendations for program updates to be made for the 2019-2020 school year will be presented to Cabinet and District Leadership Team in February 2019.
A formal evaluation and responsive improvements of the Inclusion Program will be conducted.	Task Force including principals, inclusion teachers, Dir. of SPED, Exec. Dir. of Teaching & Learning	April 1, 2019	None	Findings of the task force and a plan of implementation for strategic improvements will be completed no later than April 1, 2019.
Cross-curricular lessons, connecting elementary social studies and English language arts, will be added to the Lamar CISD K-5 curriculum.	K-12 Social Studies Coordinator, Elementary ELAR Coordinator	July 1, 2019	Local Funds – Extra Duty Pay \$15,000	Lessons will be available in Canvas for teachers to begin using August 1, 2019.

Provide professional development and curriculum resources to support implementation of Readers' and Writers' Workshop in all ELAR classrooms.	Elementary and Secondary ELAR Coordinators	By February 18, 2019 (multiple sessions in June and July 2019)	Federal Title II Funding \$30,000	Fidelity of implementation will be measured through classroom walkthroughs conducted by campus administrators and district leadership team.
Develop a K-5 numerical fluency program to supplement the Lamar CISD mathematics curriculum and support students' development of number sense.	K-12 Mathematics Coordinator, K-5 Mathematics Coach	K-3 Program September 1, 2018 4-5 Program July 1, 2019	None	Increase in student performance on assessments of numerical fluency including universal screeners and STAAR
Provide professional development and curriculum to guide teachers in preparing students in Grades 7-12 to participate in the Science and Engineering Fair of Houston.	K-12 Science Coordinator, K-8 Science Coach	By February 1, 2019	Local Funds - \$5,000	Success of the program will be assessed by the number of students participating in the Science and Engineering Fair of Houston in February 2019 and the quality of their projects.
Perform an in-depth analysis of student enrollment in Secondary performing arts programs to identify campuses that fall below the goal of 34% of overall campus enrollment in high schools, 44% of overall seventh & eighth grade campus enrollment in junior high schools, and 99% of overall campus enrollment in middle schools.	Dir. of Performing & Visual Arts	August 2018 to August 2019	Skyward enrollment data	Establish criteria in annual evaluation to ensure accountability. Report findings to Asst. Supt of Secondary Education.
Provide support to campus administrators on strategies to increase program enrollment in Secondary performing arts programs. Support will be provided on early dismissal days through collaborative meetings of like disciplines and on designated campus visit days.	Dir. of Performing & Visual Arts	August 2018 to August 2019	Skyward enrollment data	Campuses meeting expectations on performing arts program enrollment and deficient campuses showing at least 2% growth.

**Performance Objective 2.3 for the Financial and Support Services Departments:** By May 1, 2019, the processes involved in the execution of a purchase order in Munis will be analyzed to create a 50% increase in time efficacy.

Activity / Strategy	Staff Responsible	Timeline	Resources	Evaluation
Consultants will be selected to review the existing practices.	Chief Financial Officer, Chief Technology Information Officer	By December 1, 2018	\$9,000.00	Recommendations will be provided to a preselected task force.
A task force consisting of Support Service and Finance departments will review current procedures and recommend adjustments.	Dep. Superintendent of Support Services, Chief Financial Officer	By September 15, 2018	None	A report of recommendations will be produced for the head administrator of all associated departments.
Training on practices recommended by the task force. will begin by June 1, 2019.	Dep. Superintendent of Support Services, Chief Financial Officer	By June 1, 2019	None	Following training, a 50% time saving in employee work will be realized.

**Performance Objective 2.4 for the Support Services Department:** By May 1, 2019, a comprehensive facilities review and a strategic plan for the update and maintenance of existing District facilities will be completed.

Activity / Strategy	Staff Responsible	Timeline	Resources	Evaluation
A consulting architect will be selected from the list of preapproved professionals in this field.	Dep. Superintendent of Support Services, Exec. Dir. of Facilities & Planning	By November 1, 2018	None	Selection is made, architect is notified and has accepted.
Architects in conjunction with facilities and planning will develop a systemic approach for evaluating existing facility needs by February 28, 2019.	Exec. Dir. of Facilities & Planning	By February 28, 2019	Local funds	Status reports on each Lamar CISD facility.
A task force will be created to determined Lamar CISD capacity to perform maintenance repairs versus those requiring bond resources.	Dep. Superintendent of Support Services, Exec. Dir. of Facilities & Planning and relevant department directors	By April 1, 2019	None	A timeline and report of Lamar CISD maintenance repairs will be created, as well as, and itemized list of proposed bond items.

**Performance Objective 2.5 for the Finance Department:** By May 15, 2019, a multi-year forecast of resources, expenditures, and reserve balances—to be measured through the use of key financial metrics—will be utilized to plan for the continued financial stability of the District.

Activity / Strategy	Staff Responsible	Timeline	Resources	Evaluation
Five year forecasts for personnel will be collected from all departments of Lamar CISD.	Cabinet	By November 15, 2018	None	Spreadsheet of all personnel projections including mean salaries for positions will be created.
Estimated resources and expenditures will be utilized in conjunction with personnel projections to create three scenarios of financial forecasts.	Chief Financial Officer, Chief HR Officer and staff	By June 1, 2019	Software	Three scenarios will be presented to the superintendent based on all available data at this point in time.

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# Improvement Plan

## GOAL 3

**Safe & Responsive School Environment**

**Goal 3: All students and staff will continue to learn and work in a safe and responsive environment to student needs.**

**Superintendent SMART Goal 3: Student Services**

**Performance Objective 3.1 for the School Safety Department:** By June 1, 2019, all safety and security procedures will be thoroughly reviewed and a minimum of three intentional strategies will be deployed to help create a safer and more responsive environment for all students and staff.

<b>Activity / Strategy</b>	<b>Staff Responsible</b>	<b>Timeline</b>	<b>Resources</b>	<b>Evaluation</b>
A classroom intruder latch bolt will be installed on every classroom door in the District.	Executive Director of Facilities & Planning	By January 1, 2019	2017 bond funds	Installation schedule
Front-entry vestibule electric locks will be installed on every campus in the District.	Executive Director of Facilities & Planning	By January 1, 2019	2017 bond funds	Installation schedule
A District safety & security committee will be established to provide annual feedback on safety and security progress and initiatives.	School Safety Coordinator	By June 1, 2019	Utilize existing staff and resources	Meeting schedule
All campuses and departments will implement the Standard Response Protocol and provide associated reports to the School Safety Department.	School Safety Coordinator	By June 1, 2019	Utilize existing staff and resources	Training schedule, monthly reports
The Raptor Visitor Registry System will be updated to include silent alarms at all campuses and District facilities.	School Safety Coordinator, Director of Technology Integration	By June 1, 2019	Utilize existing staff and resources	Software upgrade schedule
All District and Campus Emergency Operations Plans will be reviewed to determine appropriate adjustments.	School Safety Coordinator	By June 1, 2019	Utilize existing staff and resources	Recommendation/report from the School Safety Department
The School Security Officer Program will be reviewed to determine appropriate adjustments.	Chief of Staff, School Safety Coordinator	By June 1, 2019	Utilize existing staff and resources	Recommendation/report from the Office of the Chief of Staff

**Performance Objective 3.2 for the Student Services Department:** By June 1, 2019, implementation of the Lamar CISD Whole Child Safety & Wellness Program will have been successfully deployed in grades K-12 as evidenced by a 10% reduction in self-harm behaviors.

<b>Activity / Strategy</b>	<b>Staff Responsible</b>	<b>Timeline</b>	<b>Resources</b>	<b>Evaluation</b>
Campus counselors will submit a log of activities in their current job roles.	Asst. Sup. of Elementary Education and the Dir. of Student Services	By August 1, 2018	None	Each campus in the district will have submitted job responsibilities for a typical day, week and month.
Task reassignments will occur which will provide the necessary daily time for the implementation of the Whole Child Wellness Program.	Principals, Asst. Sup. of Elementary Education	By August 26, 2018	None	Counselor logs will indicate the implementation of the Whole Child Wellness Program.
All high school teachers will be trained in recognizing and responding appropriately to students experiencing psychological stress.	Dir. of Student Services and Consultants	By Aug 26, 2018 (August Staff Development Days)	Title IV funding of \$45,000.00	Feedback loop from secondary teachers in attendance will indicate a minimum of 50% increase in the sense of efficacy after training.
Elementary and secondary counselors will implement "Character Counts" with monthly classroom visits and active follow-through supports.	All levels of counselors	Monthly basis as determined by each campus's principal and calendar of activities.	Character Counts Program and Resources	Skyward records will indicate a reduction in physical aggression, and principal anecdotal reports on office visits for disruptive behavior will indicate a 25% reduction in the first year.
Information on the App providing immediate connection for students to the suicide hotline, bullying hotline and other support services will be provided to all secondary students.	Dir. of Student Services and Consultants	By September 15, 2018	None	Base line data will be gathered for evaluative comparisons.