



2023-2024

# STRATEGIC PLAN



## **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.



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**TARGETS**

- ▶ Improve Overall Performance
- ▶ Close Achievement Gaps
- ▶ Improve Attendance
- ▶ Engagement via Technology
- ▶ Strengthen College, Career, Military Readiness
- ▶ Student Growth Measure
- ▶ Develop Social & Emotional Learning

**STRATEGIES**

- ▶ Create relational capacity standards
- ▶ Continue instructional rounds
- ▶ Provide college level courses & exam strategies
- ▶ Continue training for culturally relevant classrooms
- ▶ Utilize attendance committee recommendations
- ▶ Provide professional learning on technology
- ▶ Focus on early childhood learning
- ▶ Expand AVID System

**MEASURES**

- ▶ State Assessment Results
- ▶ Professional Learning schedules/outcomes
- ▶ Score reports for each Domain
- ▶ ESSA Equity Plan Results
- ▶ Attendance Reports
- ▶ Technology Usage Reports
- ▶ T-TESS Evaluation Scores
- ▶ Students taking at least one dual credit
- ▶ Students taking at least one AP course
- ▶ Earned industry based certifications
- ▶ AP Scholarships
- ▶ Scholarship dollars earned
- ▶ Graduation Rate

**TARGETS**

- ▶ Increase Community Relationships
- ▶ Strengthen Effective Communications

**STRATEGIES**

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

**MEASURES**

- ▶ Alumni recognitions and reports
- ▶ Partners in Education reports
- ▶ Be Well Baytown project reports
- ▶ Data analytics on website & social media
- ▶ ParentSquare Analytics
- ▶ Education Foundation Dollars Awarded
- ▶ SHAC Annual Report
- ▶ Campus Website Audits
- ▶ Parent Survey Results

**TARGETS**

- ▶ Provide & Maintain Excellent Facilities
- ▶ Provide a Safe & Secure Environment Conducive to Learning

**STRATEGIES**

- ▶ Provide and maintain energy-efficient systems and programs
- ▶ Continue a Preventative Maintenance (PM) program on equipment
- ▶ Implement strategies that promote safety & security in all environments
- ▶ Maintain updated district standards
- ▶ Create and maintain long range facilities plan
- ▶ Provide effective threat assessment training for staff & perform all required safety drills
- ▶ Increase police and security officer staff as needed & host Emergency Operations training

**MEASURES**

- ▶ Audit reports on energy efficiency
- ▶ Reports on safety incidents
- ▶ Internal & External Safety Audits
- ▶ Documentation on safety drills
- ▶ Yearly review of district standards
- ▶ Update L-R facilities plan every five years
- ▶ Funding sources for additional police and security
- ▶ Reports on safety & cybersecurity incidents
- ▶ TLE Seal for data privacy
- ▶ Work order completion data
- ▶ Student survey data

**TARGETS**

- ▶ Recruit highly qualified staff who strive for excellence
- ▶ Increase teacher retention and employee job satisfaction
- ▶ Develop highly qualified leaders

**STRATEGIES**

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

**MEASURES**

- ▶ Recruitment reports from identified programs and systems
- ▶ Enrollment in Clinical Student programs
- ▶ Organizational Health Survey results and action plans
- ▶ Staff retention and absence reports
- ▶ Salary comparison data
- ▶ Portrait of a leader review
- ▶ Academy participation

**TARGETS**

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

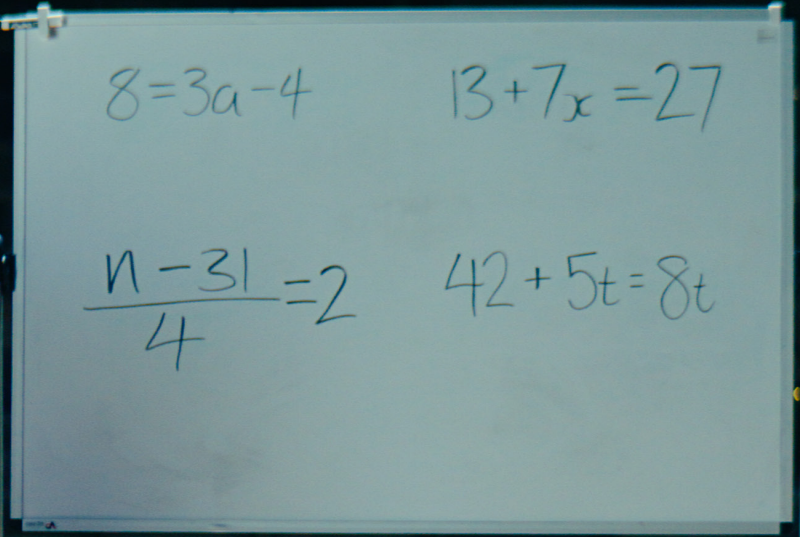
**STRATEGIES**

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

**MEASURES**

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





## MISSION

# DEVELOPING THE WHOLE CHILD

## VISION

We empower every student with knowledge and skills they need to succeed in a global community.

## CORE VALUES

Goose Creek CISD is committed to:

- ▶ Preparing all students for college and career readiness with the ability to build collaborative relationships, lead dynamically, communicate skillfully, and think critically.
- ▶ Providing a safe and secure environment for all students and staff, including physical, social, and emotional development and support.
- ▶ Building partnerships with families and the community to support our schools in a meaningful way.
- ▶ Creating a culture of mutual respect, dignity, and transparency to build trust with each other and those we serve.
- ▶ Providing every student with equitable access to high-quality instruction, supports, facilities, and other educational resources, even when this means differentiating resource allocation.



33 CAMPUSES

24K STUDENTS

4K STAFF MEMBERS



IMPACT EARLY COLLEGE HIGH SCHOOL  
RANKED 28TH OUT OF THE NATION'S TOP 500 SCHOOLS  
AVID SITE OF DISTINCTION

GOOSE CREEK MEMORIAL HIGH SCHOOL  
AVID NATIONAL DEMONSTRATION SCHOOL  
NATIONAL MODEL GLOBAL BUSINESS CAREER ACADEMY



ROSS S. STERLING HIGH SCHOOL  
NATIONAL MODEL HEALTH SCIENCE CAREER ACADEMY  
TEXAS P-TECH DESIGNATED CAMPUS

ROBERT E. LEE HIGH SCHOOL  
NATIONAL MODEL STEM  
CAREER ACADEMY



STUART CAREER TECH HS  
TEXAS P-TECH  
DESIGNATED CAMPUS



1:1 IPAD INITIATIVE  
DISTRICT-WIDE

Distinguished School

AUSTIN ES  
LEE HS  
GENTRY JS

STATE-OF-THE-ART PRE-K  
EARLY LEARNING ACADEMY & ELEMENTARY  
DUAL-LANGUAGE



1.7K  
GIFTED & TALENTED  
STUDENTS

\$18 MILLION  
IN SCHOLARSHIPS

79 ASSOCIATE DEGREES  
EARNED IN 2022-2023

2,194  
STUDENTS ENROLLED IN AT  
LEAST ONE DUAL CREDIT

949 STUDENTS TAKING AT  
LEAST ONE AP CLASS

47 ADVANCED PLACEMENT  
SCHOLARS



1.6K INDUSTRY  
CERTIFICATIONS  
EARNED

6,831  
STUDENTS  
ENROLLED IN  
AT LEAST ONE  
CAREER &  
TECHNICAL  
EDUCATION  
COURSE

10 CAREER  
ACADEMIES

3 NATIONAL MODEL  
CAREER ACADEMIES

24 CTSO NATIONAL  
COMPETITORS



1 OF 6 SCHOOL  
DISTRICTS IN TEXAS TO  
RECEIVE TLE SEAL FOR  
DATA SECURITY  
& SAFETY

10%  
DECREASE OF  
AGGREGATE TAX RATE

35  
PARTNERS IN  
EDUCATION

\$1.9 MILLION  
EDUCATION FOUNDATION  
AWARDED DOLLARS TO DATE



57 DISTINCTIONS  
EARNED  
IN 2021-2022

25 ATHLETIC PLAYOFF  
APPEARANCES

3 STATE APPEARANCES  
IN ATHLETIC EVENTS

31 CONSECUTIVE  
YEARS  
NATIONAL HISTORY FAIR  
COMPETITORS

61 TMEA ALL  
REGION CHOIR  
STATE QUALIFIERS

3 ORCHESTRA  
SWEEPSTAKES

3 MARCHING BAND  
SWEEPSTAKES  
RECEIVED IN 2021 UIL  
MARCHING CONTESTS



# INSTRUCTIONAL FRAMEWORK



COMPONENT	PLANNING		
ELEMENTS	Standards Alignment	Lesson Design	Instructional Practices
TEACHER ACTIONS	Teachers design learning intentions/success criteria that align to the rigor of the TEKS, ELPS and GCCISD curriculum.	Teachers work collaboratively to design engaging, rigorous lessons that use GCCISD Lesson Structure as a model.	Teachers incorporate instructional practices and processes that authentically engage all students in meaningful learning.
INDICATORS	<ul style="list-style-type: none"> <li>Standards are unpacked in <u>PLCs</u> so that assessments and performance tasks are designed to show what students know and can do.</li> <li>Lessons are clear, logical, sequential, and aligned to standards.</li> <li><u>Learning Intentions and Success Criteria</u> create clarity, provide evidence of learning, and inform next steps.</li> </ul>	<ul style="list-style-type: none"> <li>Planning takes place using a <u>backward design</u> approach during regularly scheduled <u>PLCs</u> with a focus on purposeful student <u>engagement</u>, high-level questioning, and rigorous student tasks.</li> <li>Lessons are <u>TEKS</u> aligned, culturally relevant, <u>linguistically accommodating</u>, and reflect the <u>rigor</u> and complexity of the grade level standards.</li> <li>Lessons align with the <u>GCCISD Lesson Structure</u>.</li> <li>Lessons are designed to connect students' prior knowledge, experiences, and interests.</li> </ul>	<ul style="list-style-type: none"> <li>Lessons provide students opportunities to read, write, think, and <u>engage in academic discourse</u> daily.</li> <li>Lessons use high-yield, <u>instructional strategies</u>.</li> <li>Lessons include <u>checks for understanding</u>, effective questioning, and timely <u>feedback</u>.</li> <li>Lessons are <u>culturally responsive</u> and <u>differentiated</u> based on student needs.</li> </ul>

COMPONENT	INSTRUCTION		
ELEMENTS	Aligned Instruction	Engagement	Differentiation
TEACHER ACTIONS	Teachers deliver lessons that are aligned to the TEKS, ELPS, and GCCISD curriculum.	Teachers design lessons that engage all students in the learning process.	Teachers provide multiple instructional methods and opportunities for students to master the content being taught.
INDICATORS	<ul style="list-style-type: none"> <li><u>Learning Intentions and Success Criteria</u> are posted, linked to the <u>TEKS</u> and/or <u>ELPS</u>, clearly communicated, and understood by the students.</li> <li>Instruction follows the GCCISD curriculum, scope and sequence, pacing guide, and approved resources.</li> <li>Students and teachers use academic and content vocabulary daily through reading, writing and <u>academic discourse</u>.</li> <li>Lessons activate students' prior learning to provide relevance and context while building connections to real-world experiences.</li> </ul>	<ul style="list-style-type: none"> <li>Teachers use high-yield, <u>instructional strategies</u> to effectively foster student voice and develop independent learners and thinkers.</li> <li>Students have opportunities to read, write, think, problem solve, and collaborate daily.</li> <li>Students have opportunities to use <u>innovative tools and/or technology</u> that require higher-order thinking skills to enhance opportunities for independent and collaborative learning.</li> <li>Students <u>engage</u> in real world applications and cross-curricular connections relevant to their own lives and cultural backgrounds.</li> </ul>	<ul style="list-style-type: none"> <li>Teachers <u>scaffold</u> and <u>differentiate</u> lessons to address individual needs of all students.</li> <li>Teachers provide enrichment opportunities designed to challenge and enhance student learning.</li> <li>Students have options to show mastery of their learning through variety and choice.</li> <li>Teachers use data to design personalized small groups, intervention, and enrichment opportunities for all students.</li> <li>Students have access to a variety of resources and tools for learning.</li> </ul>



# INSTRUCTIONAL FRAMEWORK



COMPONENT	ASSESSMENT		
ELEMENTS	Aligned Assessment	Goal-Setting	Progress Monitoring
TEACHER ACTIONS	Teachers use assessments aligned to the standards to inform instructional decisions.	Teachers establish goal-setting structures with students to promote self-regulated learning and develop growth mindsets.	Teachers use progress monitoring to measure and adjust for student learning.
INDICATORS	<ul style="list-style-type: none"> <li>• <u>Formative assessments</u> aligned to the <u>Learning Intention</u> are developed by PLC teams to inform instructional decisions.</li> <li>• <u>Summative assessments</u> are aligned to the content, context, and <u>rigor</u> of the TEKS and are used to measure learning at the end of a unit.</li> <li>• Students are assessed using a variety of <u>assessment methods</u>.</li> </ul>	<ul style="list-style-type: none"> <li>• Students self-monitor their own learning by <u>setting goals</u>, developing action steps, and adjusting these goals/steps as needed.</li> <li>• Teachers routinely host individual <u>student conferences</u> that offer opportunities for <u>feedback</u>, self-reflection, and the revision of goals.</li> <li>• Teachers utilize student <u>self-assessment strategies</u> that facilitate reflective student thinking on the pathway toward mastery.</li> </ul>	<ul style="list-style-type: none"> <li>• <u>Checks for understanding</u> are used to measure student progress toward the daily <u>Learning Intention</u>.</li> <li>• <u>Summative assessments</u> are used to determine the effectiveness of instructional practices and student learning outcomes.</li> <li>• Diagnostic assessments are used to establish a baseline for individual student needs and ensure responsive interventions and enrichments.</li> <li>• Student work products (artifacts) are used in the PLC process to inform instruction.</li> <li>• Teachers collaborate during PLCs and with other colleagues to review evidence of student learning, celebrate successes, determine reteaching needs, and develop strategies for <u>differentiated</u> support.</li> </ul>

COMPONENT	LEARNING ENVIRONMENT		
ELEMENTS	Classroom Environment	Equitable Learning Environment	Classroom Communities
TEACHER ACTIONS	Teachers create a safe & orderly classroom that builds an environment that fosters every student's social and emotional development.	Teachers build and maintain classroom communities with high academic and behavioral expectations for all.	Teachers create learning communities that engage all students in authentic learning experiences.
INDICATORS	<ul style="list-style-type: none"> <li>• Campus staff members establish and communicate high expectations for all stakeholders.</li> <li>• <u>Systems, routines and procedures</u> are implemented and maintained to ensure students demonstrate responsibility, ownership, and independence.</li> <li>• The <u>physical arrangement</u> of student seating, learning spaces, and materials assist in maximizing learning time.</li> <li>• Teachers develop and maintain positive and professional student/teacher relationships.</li> <li>• Character education lessons are implemented daily in elementary and weekly in secondary.</li> </ul>	<ul style="list-style-type: none"> <li>• Teachers select and use resources that are relevant, actively <u>engage</u> students, support <u>social and emotional needs</u>, and respect diversity.</li> <li>• Teachers are intentional when creating student groups and partnerships across all ability levels and backgrounds.</li> <li>• Teachers provide opportunities for students to receive <u>feedback</u> from teachers and peers.</li> </ul>	<ul style="list-style-type: none"> <li>• Teachers establish classroom norms and expectations.</li> <li>• Teachers provide opportunities for <u>academic discourse</u>.</li> <li>• Teachers create a classroom community that fosters the development of positive relationships.</li> <li>• Teachers design rigorous academic expectations to meet the <u>social and emotional</u> needs of each student.</li> <li>• Teachers develop classroom communities that are culturally relevant and embrace diversity and inclusiveness.</li> </ul>





## 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

- ▶ Implement Instructional Framework in all content areas and grade levels.
- ▶ Implement teacher-to-teacher modeling and instructional support.
- ▶ Instructional Rounds with learning walks and improved data-driven instructional support.
- ▶ Implement a comprehensive professional development plan with identified high-yield strategies to support underserved populations.
- ▶ Sustain the Early Learning Academies model district-wide to improve early childhood literacy for all students.

#### KEY MEASURES

- ▶ Curriculum Documents
- ▶ State Assessment Results
- ▶ TAPR Report
- ▶ Training Schedules
- ▶ Beginning of the Year/End of the Year Assessment Results

<b>OVERALL FOR 2021-2022</b> <h1>89 B</h1>	2021-2022	89	<b>DISTINCTIONS EARNED IN 2021-2022</b> <h1>57</h1>
	2020-2021	N/A	
	2019-2020	N/A	
	2018-2019	87	

#### STUDENT ACHIEVEMENT

<h1>84 B</h1>		
COMPONENT	SCORE	% GRADE
STAAR Performance	76	40%
College, Career & Military Readiness	94	40%
Graduation Rate	80	20%

#### SCHOOL PROGRESS

<h1>92 A</h1>		
COMPONENT	SCORE	% GRADE
Academic Growth	85	0%
Relative Performance	92	100%

#### CLOSING THE GAP

<h1>84 B</h1>		
COMPONENT	SCORE	% GRADE
Academic Achievement	27.0	50%
Graduation Rate	6.7	10%
English Language Proficiency	10.0	10%
School Quality	30.0	30%



## 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.
- ▶ Continue to implement the AVID system at all secondary campuses with fidelity.

### KEY MEASURES

- ▶ College, Career, and Military Readiness Score in Domain 1
- ▶ AVID Coaching & Certification Instrument Findings
- ▶ Number of AP Scholars
- ▶ Number of Earned Industry Based Certifications
- ▶ Number of students taking AP and Dual Credit Courses

### COLLEGE, CAREER, & MILITARY READINESS

2019-2020	2020-2021	2021-2022	2022-2023
NA	75*	94	TBD

### NUMBER OF INDUSTRY-BASED CERTIFICATIONS EARNED:

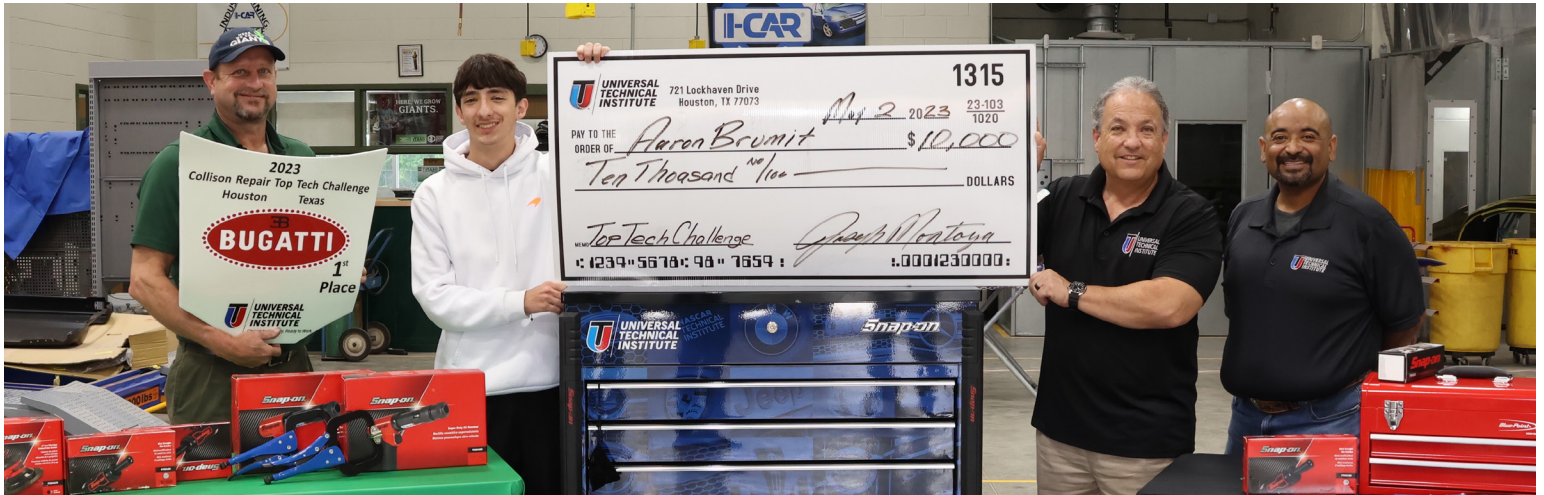
2019-2020	2020-2021	2021-2022	2022-2023
1,270	1,116	1,661	1,596

### NUMBER OF STUDENTS TAKING AT LEAST 1 DUAL CREDIT COURSE

2019-2020	2020-2021	2021-2022	2022-2023
1,062	1,317	1,885	2,194

### GRADUATION RATE

2019-2020	2020-2021	2021-2022	2022-2023
92.5	94	94.90	94.30



### SCHOLARSHIP DOLLARS EARNED

2019-2020	2020-2021	2021-2022	2022-2023
\$14,255,584	\$16,474,914	\$18,441,475	\$18,692,523



### Improved Attendance Rates

#### STRATEGIES

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

#### KEY MEASURES

- ▶ Change STARR Action Plan to Campus Improvement Plan.
- ▶ Quarterly report on efforts/measures to improve attendance and truancy

### ATTENDANCE RATE

2019-2020	2020-2021	2021-2022	2022-2023
95.35%*	93.23%*	93.18%	93.1%



### 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

### TECHNOLOGY T-TESS PERCENTAGE (ACCOMPLISHED/DISTINGUISHED RATINGS)

2019-2020	2020-2021	2021-2022	2022-2023
25%	46%*	21%	27%v

\* COVID-related impact on statistic.





## Social Emotional Learning

### STRATEGIES

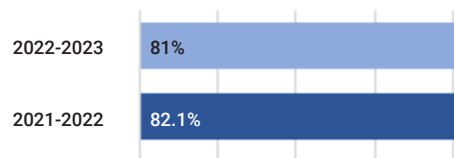
- ▶ Identify and provide professional development, texts, and resources that promote culturally responsive teaching.
- ▶ Maintain district standards and expectations for building and nurturing relationships with our customers and co-workers.
- ▶ Host one or more social family event per campus each year.
- ▶ Continue strategies that promote social emotional learning, such as Positive Behavior Intervention & Supports and Character Strong.
- ▶ Continue strategies to address bullying concerns as recommended by the Anti-Bullying Committee.
- ▶ Continue strategies to promote a positive district climate of equity, diversity, and inclusion, as recommended by the Student Advocacy Committee.

### KEY MEASURES

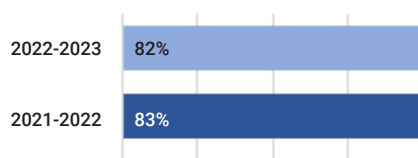
- ▶ Professional Development Plans & Trainings
- ▶ Domain 3 Score
- ▶ Survey Results (parents, students and staff)

## STUDENT SURVEY ON SOCIAL EMOTIONAL LEARNING

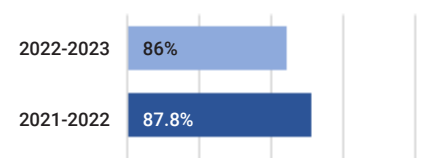
I feel that most of my teachers really enjoy teaching me and care about me.



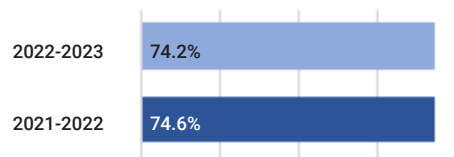
Most of my teachers have high expectations for ALL students (not just some students).



My school is welcoming to all students, parents, and community members of all backgrounds.



I feel that I belong in my school.



Graphs represent percentage of students who strongly agree or agree with the statement.

Only secondary was surveyed in 2021-2022.



## 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 and School Health Advisory Committee (SHAC).

#### 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
- ▶ SHAC Annual Report to the School Board
- ▶ Participant rate at community events
- ▶ Percent of employees participating in the Get On the Bus campaign



### 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
- ▶ Campus Website Audits
- ▶ District Website Updates
- ▶ ParentSquare Analytics
- ▶ ParentSquare Survey Results
- ▶ Community Presentations
- ▶ Education Foundation Dollars Awarded



PARENT SATISFACTION WITH SCHOOL WEBSITES

**84%**

AVERAGE SOCIAL MEDIA ENGAGEMENT PER MONTH

**40.6K**

PARENT SATISFACTION WITH SCHOOL COMMUNICATION

**88%**

### KEY INITIATIVES

- ▶ Here, We Grow Giants Campaign & Recognitions
- ▶ Goose Creek At-A-Glance Quarterly Magazine
- ▶ Social Media & Press Releases
- ▶ Goose Call Podcast
- ▶ School Dedication & Ribbon Cutting Events
- ▶ Strategic Plan Action Team & Student Advocacy Committee
- ▶ Website & App Management
- ▶ Crisis Communications
- ▶ Branding Resources
- ▶ Marketing & Advertising
- ▶ ParentSquare
- ▶ GooseTalks
- ▶ Spanish Outreach
- ▶ Bond 2023

### TOP ORGANIC POSTS FOR 2022-2023

**REACHED 17,778 USERS**

**PLAYED 23.6K TIMES**

**GOOSE CREEK CISD 100% COMPLIANT IN EMERGENCY COMMUNICATIONS**





## GOAL: DELIVER OPERATIONAL EXCELLENCE

Our schools must always be safe places for learning. Goose Creek is committed to the safety of every student and staff member 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. We strive to provide facilities where our students will thrive and where our employees have everything they need to educate and support our students through every facet of their education.



### Provide and Improve Facilities, Safety, and Security Systems

#### STRATEGIES

- ▶ Perform an audit to identify methods to reduce energy usage and utility costs per year.
- ▶ Provide and maintain energy-efficient systems and programs based on audit recommendations.
- ▶ Continue to implement a Preventative Maintenance (PM) program to improve equipment life span, reduce reactive maintenance, and decrease systems down time.
- ▶ Create and maintain a long-range facilities plan.
- ▶ Maintain updated district standards via coordination across departments.

#### KEY MEASURES

- ▶ Review PM Schedules and Programs
- ▶ Project Measurement and Verification (M&V) Review
  - » ABM Energy Performance Contract
  - » Refrigeration Technologies
  - » Retro Commissioning Project Reports (RCx)
- ▶ Review and Update the Long-Range Facilities Plan Every Five Years
- ▶ Yearly Review of District Standards



### Provide a Safe & Secure Environment Conducive to Learning

#### STRATEGIES

- ▶ Continue implementation of strategies that promote safety and security to reduce safety incidents on campus, such as safety drills, Friends for Life/Crime Stoppers, DARE, and GREAT.
- ▶ 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.
- ▶ Continue implementation of strategies that promote the protection and privacy of data, including targeted professional development, enhancing cultural awareness around cybersecurity, and related curriculum development and implementation.

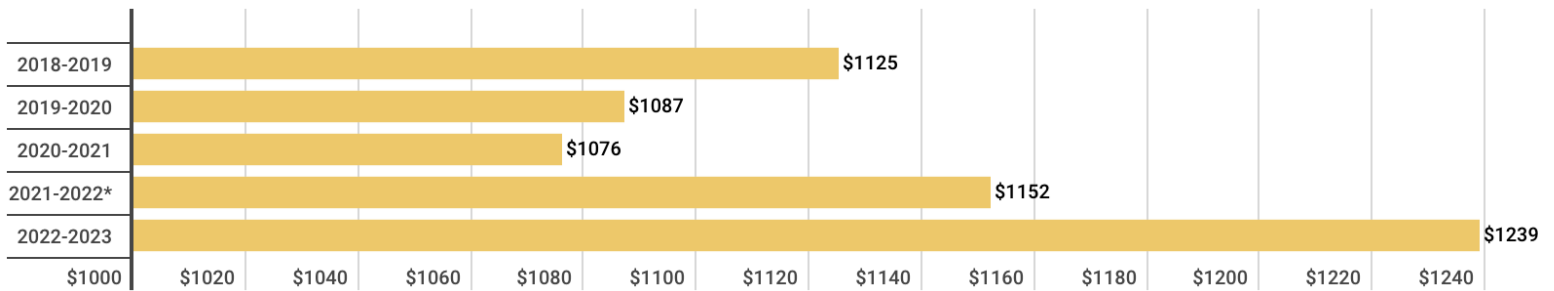
#### KEY MEASURES

- ▶ 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
- ▶ Obtain the Trusted Learning Environment (TLE) Seal by 2023-2024
- ▶ Work Order Completion Data
- ▶ Student Survey Date
- ▶ Number of successfully completed safety drills

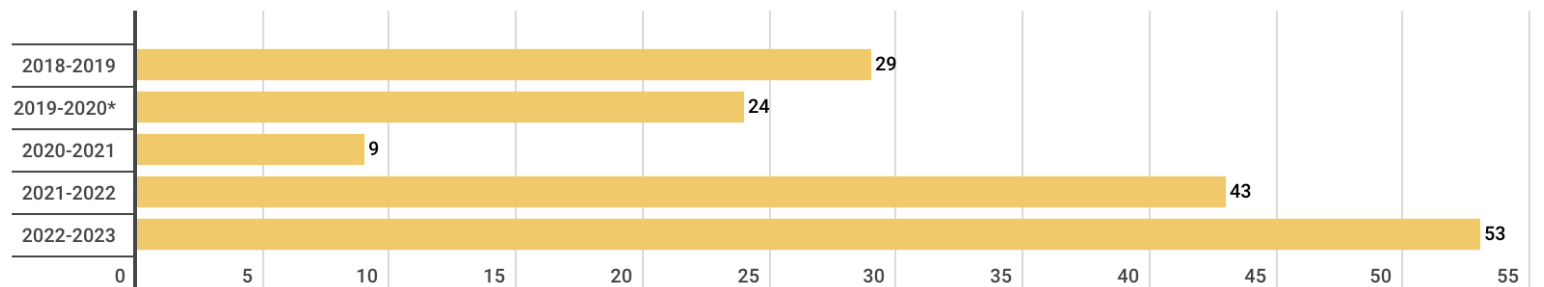


76.7% of GCCISD students feel physically safe in their school.

### MAINTENANCE COST PER STUDENT



### SAFETY/SECURITY INCIDENTS



\* COVID-related impact on statistic.

96% of GCCISD staff successfully passed simulated cyber-security phishing attacks in the most recent cyber reports.



## 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 various pathways including the 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 Partnering Universities
- ▶ 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 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
- ▶ Exit survey reports



### Develop Highly Qualified Leaders Who Make a Significant Impact

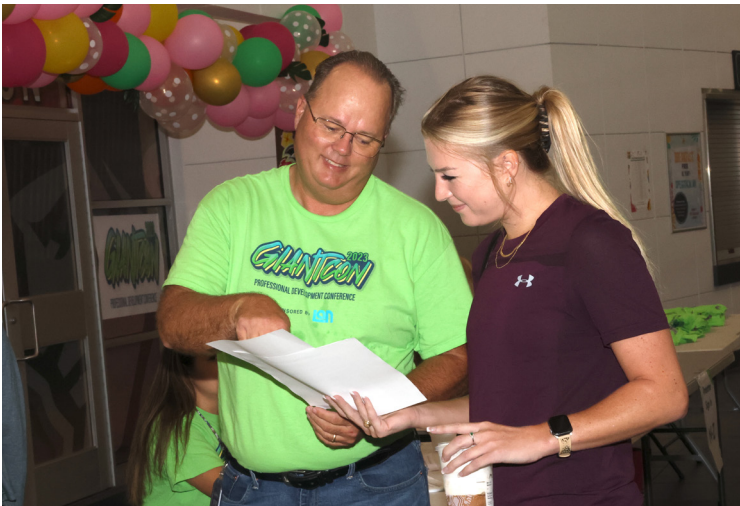
#### STRATEGIES

- ▶ Implement targeted academies, such as Pathways and LEAD, to develop a pipeline of leadership within the District.
- ▶ Implement a Campus Leadership Academy for new administrators.
- ▶ Implement a mentor program for all first-year principals.
- ▶ Use the “Portrait of a Leader” document as a coaching tool to articulate leadership expectations.

#### KEY MEASURES

- ▶ Portrait of a Leader Document
- ▶ Administrator promotion and retention
- ▶ Academy participation





**PERCENTAGE OF STAFF WHO ANSWERED YES WHEN ASKED:  
WOULD YOU RECOMMEND GCCISD AS A GREAT PLACE TO WORK?**

2019-2020	2020-2021	2021-2022	2022-2023
89.5%*	89%	92.5%	TBD

**EMPLOYEE RETENTION**

2019-2020	2020-2021	2021-2022	2022-2023
83.5%	86.7%	82.5%	TBD



## 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 an unqualified 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

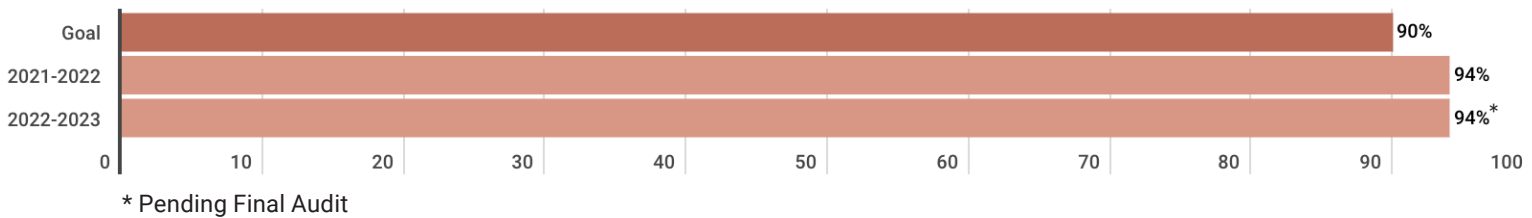
- ▶ Bond rating
- ▶ Annual audit
- ▶ FIRST rating





**GOOSE CREEK CONTINUES TO MAINTAIN AAA BOND RATING**

**FINANCIAL INTEGRITY RATING SYSTEM OF TEXAS (FIRST) AUDIT RATING**



**FUND BALANCE %**

2019-2020	2020-2021	2021-2022	2022-2023
50%	42%	42%	26%



**TOTAL BOND REQUEST: \$386,310,000**

<b>\$342,310,000</b>	<b>PROPOSITION A</b>		
<b>\$285,000,000</b>	<b>STERLING HIGH SCHOOL REPLACEMENT</b>		
<b>\$24,000,000</b>	<b>SAFETY &amp; SECURITY</b> <ul style="list-style-type: none"> <li>Exterior doors on open options</li> <li>Upgrade/open options tie-in</li> <li>Upgrade exterior door hardware and numbering</li> <li>Upgrade intercom systems</li> <li>Gunshot/vape detection systems and silent panic alert technology</li> <li>Bullet-resistant film on selected campuses</li> <li>Police vehicles</li> <li>Telephone refresh</li> <li>Security camera refresh</li> </ul>		
<b>\$15,000,000</b>	<b>FACILITY CONDITION ASSESSMENT</b> <ul style="list-style-type: none"> <li>Upgrades and renovations to mechanical, electrical, and plumbing systems</li> <li>Roof repairs and replacements</li> <li>Replace and repair building foundation systems and site deficiencies</li> <li>Repair and replacement of interior finishes</li> </ul>		
<b>\$6,200,000</b>	<b>TRANSPORTATION</b> <ul style="list-style-type: none"> <li>Replace 35 buses</li> <li>Equipment, specialized tooling, and technology refresh</li> </ul>		
<b>\$6,200,000</b>	<b>LEE HIGH SCHOOL RENOVATION</b> <ul style="list-style-type: none"> <li>Close Carnegie St. and redesign the east side of the property to include lanes for students, parents, and buses</li> <li>Relocate &amp; redesign tennis courts</li> <li>Fencing to fully enclose campus and ensure safety of our students.</li> <li>Green space for extracurricular activities.</li> </ul>		
<b>\$5,400,000</b>	<b>ATHLETICS</b> <ul style="list-style-type: none"> <li>Strength &amp; conditioning upgrades</li> <li>High school gyms/fields (bleachers/scorecards upgrades)</li> <li>Bathroom renovation at Sterling baseball</li> <li>Baseball/softball cages renovation</li> <li>High school tracks resurfacing</li> <li>High school/junior school tennis courts resurfacing</li> <li>Womens weight rooms facility upgrade at high schools</li> </ul>		
<b>\$510,000</b>	<b>OLD SAN JACINTO ELEMENTARY SCHOOL DEMOLITION</b>		



\$20,000,000

**PROPOSITION B**

\$20,000,000

**TECHNOLOGY**

- Network Hardware Refresh
- Elementary & Junior School Mobile Device Refresh




\$24,000,000

**PROPOSITION C**

\$24,000,000

**STALLWORTH STADIUM RENOVATION**



 **\$100,000**  
Taxable Value

 **\$6.67**  
Per Month

 **\$80.04**  
Per Year

 **Homeowners 65+**  
will have zero tax impact.



# PORTRAIT OF A GRADUATE



*Developing the Whole Child*

<p><b>COLLABORATIVE RELATIONSHIPS</b></p> <ul style="list-style-type: none"> <li>Shares Responsibility</li> <li>Partners with Community and Businesses</li> <li>Team-Oriented Mindset</li> </ul>	<p><b>DYNAMIC LEADER</b></p> <ul style="list-style-type: none"> <li>Inspires Others</li> <li>Honesty and Integrity</li> <li>Commitment and Passion</li> </ul>
<p><b>COLLEGE &amp; CAREER READY</b></p> <ul style="list-style-type: none"> <li>Goal Focused</li> <li>Life Long Learner</li> <li>Technology and Data Driven</li> </ul>	<p><b>SKILLED COMMUNICATOR</b></p> <ul style="list-style-type: none"> <li>Expresses Ideas Effectively</li> <li>Active Listener</li> <li>Values Soft Skills</li> </ul>
<p><b>CRITICAL THINKER</b></p> <ul style="list-style-type: none"> <li>Objective and Reflective</li> <li>Values Innovation and Creativity</li> <li>Asks Pertinent Questions</li> </ul>	

## Vision

We empower every student with the knowledge and skills they need to succeed in a global community.

# PORTRAIT OF A LEADER



## DEVELOPS A SHARED VISION

- Collaborates with others to create ownership
- Develops a plan for success, is goal driven, focused, and decisive
- Provides a meaningful and clear direction for others to follow
- Fosters innovative problem solving
- Commits to growing others

## LEADS WITH INTEGRITY

- Makes decisions in the best interest of students
- Values service before self
- Builds trust with others and is trustworthy
- Promotes equity and fairness
- Exhibits a strong work ethic

## MAKES STRATEGIC DECISIONS

- Applies best practices
- Stays well informed
- Relies on research, expertise, and experience
- Employs a growth mindset as a life-long learner

## COMMUNICATES EFFECTIVELY

- Articulates high expectations for all
- Provides clarity and specificity
- Engages in active listening
- Conveys passion and enthusiasm

## BUILDS RELATIONAL CAPACITY

- Exhibits positive interpersonal skills
- Develops trusting relationships
- Demonstrates empathy and care towards others
- Promotes inclusiveness
- Values and models customer service

## COLLABORATES WITH STAKEHOLDERS

- Seeks input from others/gives all stakeholders a voice
- Values diverse ideas/thinking
- Builds collective efficacy
- Leverages the talents of others

**Mission**  
Developing the Whole Child

HERE,  
WE GROW  
**GIANTS**



GOOSE CREEK CISD  DEVELOPING THE WHOLE CHILD