

Comal Independent School District

District Improvement Plan

2011-2012

Accountability Rating: Recognized



Mission Statement

The mission of the Comal Independent School District is to provide extensive learning opportunities for all students to ensure they become contributing members of our society.

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Comprehensive Needs Assessment

Demographics

Demographics Summary

The Comal Independent School District spans 589 square miles of central Texas, including parts of five central Texas counties: Bexar, Comal, Guadalupe, Hays and Kendall. Within the district are the communities of Bulverde, Canyon Lake, Fischer, Garden Ridge, Hancock, Sattler, Smithson Valley, Spring Branch, Startzville and part of the cities of New Braunfels. The 2011 AEIS report list the total student count for Comal ISD as 17,140. The student demographic break down of the district was 58.5% White, 35% Hispanic, 2.2% African American, 2.5% identified as two or more races and 1.7% other. Comal ISD has an LEP population of 5%. According to the 2011 Child Nutrition Report, 34.8% of all CISD students are classified as economically disadvantaged. This statistic is collaborated by the 2008 United States Census Report, which found that **10.5%** of all CISD families (i.e., one out of every 10 families in the CISD catchment area) are living at or below the federal family poverty level.

An alarming condition within CISD is the growing number of students who are identified as being "at-risk" of academic failure. This classification is used by TEA to denote students that have two or more risk factors that put them at greater risk of dropping out of school. According to the 2011 AEIS Report, greater than 1 out of every 4 (**31%**) CISD school students are considered "at-risk."

Demographics Strengths

Comal ISD has continued to grow in population from and enrollment of 10,412 in the year 2000 to a total student enrollment of 17,140 in 2011. Comal ISD has mirrored the state of Texas' demographic shift in population. An increase in Hispanic population from 20% in 2000 to 35% in 2011. The white population in Comal ISD has seen a shift from 79% in 2000 to 58.5% in 2011. Comal ISD has seen an increase in economically disadvantaged from 20% in 2000 to 34.8% in 2011.

Demographics Needs

The ten year trend indicates an increase of 15% in the Hispanic and an increase 14% in the Economically Disadvantaged population in Comal ISD.

Needs are listed in priority order.

1. Improve the effectiveness of Tier 1 and Tier 2 instruction to meet the educational needs of CISD's At-Risk, Hispanic and Economically Disadvantaged students.
2. Increases student participation in advanced curriculum and courses to improve the academic performance of Economically Disadvantage and Hispanic Students.
3. Additional staff development/support for building background knowledge to meet the prerequisite educational needs of our Economically Disadvantaged and Hispanic students.
4. Building constructive relationships with Economically Disadvantaged students and parents.

Student Achievement

Student Achievement Summary

Comal ISD was Recognized as acknowledged by the 2011 Academic Excellence Indicator System (AEIS). Comal ISD received 72 Gold Performance Acknowledgement (GPA) awards from the Texas Education Agency for outstanding academic performance in 2011. Comal ISD had 22 of its 26 campuses receiving Gold Performance acknowledgements. Comal ISD received three of the 72 GPAs at the district level for Commended Performance: Social Studies and College Ready Graduates and Texas Success Initiative (TSI):Math. The 2011 Performance Based Monitoring Assessment System (PBMAS) for Comal ISD indicates no required action.

The 2011 College Board Summary indicates an increase on 9.2% in the number of students taking AP exams as well as a increase of 23.5% in the number of scores in the 3-5 range.

Student Achievement Strengths

TAKS Met Standard for 2011 (Sum of All grades tested) indicated Comal ISD maintained a level of performance above state and regional comparisons. All Student passing rates 94% Reading/ELA, 90% Mathematics, 95% Writing, 92% Science and 98% in Social Studies.

Special education students increased performance in all subjects.

Comal ISD had an increase in the commended performance of all students groups and subpopulation groups.

Comal ISD is one of only 400 school districts in the country to earn a place on the College Board's Advanced Placement (AP) Honor Roll for increasing access to AP coursework while maintaining or increasing the percentage of students earning scores of 3 or higher on AP exams. Comal ISD has seen an 9.2% increase in the number of students taking AP exams. With and increase of 23.5% scoring 3,4,or 5 on the exam. There has been and increase of 16.7 % of Hispanic students taking AP exams with an increase of 35.6% of the students scoring 3,4,5 on the exams.

Student Achievement Needs

Comal ISD has seen a decrease in writing performance as indicated by 2011 AEIS data. As well as a decrease in SAT writing performance scores from 2009 through 2011.

Comal ISD did not meet AYP in 2011 due to the 2% CAP of students taking TAKS M assessments. Testing coordinators and special education teachers will obtain additional training on the selection of appropriate state assessment for special education students.

Although Comal ISD saw great gains in the commended performance , the economically disadvantaged students score commended on average 13% less often than their peers. Hispanic students on average score commended 10% less often on state standardized assessments.

Technology

Technology Summary

Over the past few years CISD has taken great strides to set in place a foundation for technology in accordance with the Texas Long-Range Plan for Technology. The Comal Independent School District Technology plan has provided for the development of a robust infrastructure making technology available to every campus and administrative building in the district. Connectivity outside the school walls sets the stage for all teachers to incorporate technology into their curriculum and provide all students the opportunity for collaborative and interactive technological learning. Streamlining and centralizing administrative tasks is also now within reach.

Therefore, this plan is intended to cover all aspects of the use of technology in CISD for the next three years. The goals and objectives recognize that it is essential to maintain and upgrade the established network's infrastructure while at the same time making a strong commitment in resources to support the individuals who use it. This plan recognizes and supports the belief that successful technology integration into the schools requires a two-step approach to meet the needs of teachers, administrators and support staff. It is essential, that all district employees receive training for successful job performance in a technological workplace, and in addition, it is necessary that professional development be provided so that technology integration into the curriculum is carried out in a pedagogically sound manner. District standards will be put in place to ensure progress is made in supporting user's knowledge, understanding, and capacity for integration of curriculum with technology.

This plan also provides for a review of district policies concerning electronic communication and equipment use, as well as an evaluation of the standards to assure equity and proper use of equipment across the district. In addition, teachers and administrators will come together to establish new standards to monitor the use of technology throughout all curricular areas. Finally, outreach of district technology resources to the community has been initiated and will continue to be developed and expanded.

Recognizing that technology is an ever-changing entity with new and emerging resources becoming available on almost a daily basis, the CISD Technology Plan is intended to be an ongoing process not a final product. Based on scheduled evaluations, items of need will be added to the plan and those that have been completed will be removed. It is the intent of this plan that all students and employees of the district are provided positive, productive experiences and are successful learners in a technological world.

Technology Strengths

Current year StarChart reporting shows growth in the areas of Teaching and Learning and Educator Preparation for teachers in the district. However, the district is still within the parameters of the definition of Developing Tech. Continued efforts will be made to enhance the competency training, evaluation and support systems for teachers and administrators.

The district offers a variety of software programs including curriculum-specific software packages for core subject areas as well as technology tools, webbing and multimedia programs. A district-wide implementation of video on demand and web-based Technology Application curriculum has been successful.

All district staff members have Internet access with e-mail. Teachers are no longer confined to the four walls of the classroom; they can take their students on electronic field trips to sites around the world. Video conferencing is allowing teachers and students to communicate with other classrooms within the CISD and other parts of the world. Principals are using e-mail and blogs/listservs to communicate daily with the staff, parents and community members.

Students have access to the Internet for research and other learning activities. An AUP is required for all students and staff members who access the Internet from within the district.

Video Conferencing/Distance learning equipment has provided the opportunity for students and staff to connect inside and outside the school district for training, collaboration and learning opportunities.

Telecommunications Services

Currently, all students and staff members in the school district have access to the Internet, through a direct connection (as cited in the Current Conditions). LANs are in place on every campus. Over 8000 computers are currently connected across the network.

The district supports Cisco Call Manager with Unity Connection. The core telephony equipment is located at Central Office Support Services and Smithson Valley High School with gateways on all campuses creating complete voice redundancy. The Unity Connection allows the district unified communications between voice messaging and Microsoft Outlook email with the use of wave files. The Unity Connection also allows fax-to-email capability allowing for complete security and privacy with electronic fax transmissions and reduction in the number of fax machines district-wide.

Technology Needs

Provide enhanced training for all staff addressing the SBEC levels of technology skills

Maintain district curriculum frameworks aligning technology TEKS and supporting software as well as evaluation activities for each grade level/core curriculum area

Provide additional opportunities through Staff Development classes, both face-to-face and online, and teacher technologist training that enables teachers to learn how to integrate technology into their curriculum

Provide additional opportunities through Staff Development classes and teacher technologist training that model student-centered learning with project-based activities or collaborative projects

Provide district-wide Instructional Technology Support staffing to develop, improve, and support technology use by teachers and students

Provide additional classroom technology such as: additional classroom computers, classroom projection devices, PDA's, etc.

Provide training for software and web based instructional applications.

Continue infrastructure maintenance/lease agreements for network fiber connectivity and other telecommunication systems

Maintain secondary ISP for equitable and reliable e-learning opportunities

Provide computer access time on campuses outside of the school day for students of the district

Provide teachers/students with the latest, most up-to-date, 21st century learning tools possible.

Comprehensive Needs Assessment Data Documentation

The following data were used to verify the comprehensive needs assessment analysis:

- District goals
- AEIS data - longitudinal
- AEIS data - current
- AYP data
- PBMAS data
- Campus and/or district planning and decision making committee meeting discussions
- Local benchmark or common assessments results
- Number of students assigned to special programs and their academic achievement
- Drop-out rates
- Attendance data
- Discipline records
- Violence and/or violence prevention records
- Student surveys and/or feedback
- Community and/or parent surveys and/or feedback
- Staff surveys and/or feedback
- Prior year budgets/entitlements and expenditures in relation to current year funding and priorities
- State and/or federal planning requirements
- Campus leadership and/or department meetings
- District committee meeting discussions
- Student failure and/or retention rates
- Student Success Initiative (SSI) results
- Prior year(s) campus and/or district improvement plans
- Staff development evaluations, surveys, and/or needs assessment(s)
- Study of best practices
- Texas Assessment of Knowledge and Skills (TAKS) results including TAKS (Accommodated), TAKS-M, and TAKS-Alt
- Linguistically Accommodated Testing (LAT) data
- Texas Primary Reading Inventory (TPRI) or Tejas LEE results
- Texas English Language Proficiency Assessment System (TELPAS) results
- Advanced Placement (AP) and/or International Baccalaureate (IB) test results
- SAT and/or ACT test results










- Tobacco, alcohol, and other drug-use data
- Special education population, including performance, discipline, attendance, and mobility
- Homeless population, including performance, discipline, attendance, and mobility
- Migrant population, including performance, discipline, attendance and mobility
- At-Risk population, including performance, discipline, attendance and mobility
- ELL population, including performance, discipline, attendance and mobility
- Gifted population, including performance, discipline, attendance and mobility
- Career and Technical Education (CTE) population, including performance, discipline, attendance and mobility
- College Readiness Data
- Class size data
- Texas STaR Chart



























Goals

Goal 1: Comal ISD will provide premier academic programs which will ensure all students will have the necessary skills to continue their educational training, begin a career, and be able to solve the problems they are confronted with on a daily basis.

Performance Objective 1: Increase academic performance for "All student" population while addressing specific needs of students identified as special populations, economically disadvantaged, and/or at-risk by the Fall of 2012.

Summative Evaluation:
















Strategy Description	Staff Responsible for Monitoring	Evidence that Demonstrates Success	Formative Reviews			
			Nov	Jan	Mar	June
1) Provide on-going professional development to support the varied academic and demographic student needs related to: differentiated instruction, homelessness, and teaching with poverty in mind.(Programs such as Capturing Kids Hearts, A Framework for Understanding Poverty, and Teaching with Poverty in Mind)	Director of Staff Development; Executive Director for Special Programs	sign in sheets; evaluation feedback forms; increased academic performance on local and state assessments.				
	Funding Sources: Title II Budget, Title III Budget, Local Revenue					
2) Increase awareness on the needs of migrant students to ensure appropriate services are in place.	Director of Staff Development; Executive Director for Special Programs	sign in sheets; agenda; migrant liaison reports				
	Funding Sources: Title II Budget					
3) Develop an engaging, interactive student link on the CISD website to communicate resources available to assist in areas of need (i.e. academic, financial, social, emotional, etc.)	Counselors and Academic Deans; Technology Department	link added to website with up-to-date information; student accessibility to site				





















4) Provide training to RtI campus teams to ensure consistency and fidelity to the RtI process by developing and using an on-line toolbox.	Executive Director for Special Programs; Director for Special Education; Coordinator of Special Programs At-risk Coordinator	Appropriate interventions are utilized to accelerate student learning. Also, documentation for students recommended for Special Education services/testing shows RtI process was followed to the fullest extent.				
Funding Sources: Compensatory Ed. Budget						
5) Provide district-wide staff development on sexual abuse, neglect, and other maltreatment of students.	Director of Staff Development; Executive Director for Special Programs	sign in sheets; student referrals to CPS as deemed in accordance with the law.				
6) The abstinence based program taught in middle school will include a sexual abuse component in 6th and 7th grade, with a specific discussion about Sex and the Law in 8th grade.	Science Coordinator; SHAC Committee	Worth the Wait campus schedules; lesson plans				
7) Provide on-going training in ESL, SIOP and TELPAS in order to increase the number of ELL students reaching proficiency by their 4th year of instruction in the United States.	Coordinator for Bilingual/ESL; Director of Staff Development	student academic performance reflects progress toward proficiency over a four year period.				
8) Ensure fidelity to the SMI, SRI, and MSTAR in order to target instruction and monitor the progress of students struggling in math and reading.	Coordinator for ELA; Coordinator for Math	Usability reports; lesson plans; tiered instruction implemented based on student needs.				
9) Increase ESL opportunities for parents of ELL students to encourage more parental involvement from underrepresented families.	Coordinator for Bilingual/ESL; Executive Director for Special Programs	Attendance logs; record of classes offered				
10) Investigate possibility of offering an elective study skills class at the high school level.	Assistant Superintendent for Curriculum and Instruction, Campus counselors	Course guides and course selection fair participants.				
 = Discontinue  = No Progress  = Some Progress  = Considerable  = Accomplished						

Goal 1: Comal ISD will provide premier academic programs which will ensure all students will have the necessary skills to continue their educational training, begin a career, and be able to solve the problems they are confronted with on a daily basis.

Performance Objective 2: Improve student and community perceptions of school climate and culture as evidenced by student and community surveys and feedback by Fall of 2012.

Summative Evaluation:

Strategy Description	Staff Responsible for Monitoring	Evidence that Demonstrates Success	Formative Reviews			
			Nov	Jan	Mar	June
1) Build capacity for parent and community involvement through training opportunities, summits, volunteer options, and committee participation. Specifically providing opportunities for parent involvement in addition to PTA membership.	Parent Liaison; Keystone Project Manager; Executive Director for Special Programs; Assistant Superintendent for Academics and Student Services	Increased parent and community participation in trainings, summits, committees, and other venues as evidenced by sign in sheets,				
2) Develop a comprehensive guidance and counseling program to address issues with bullying, sexual abuse, neglect, depression, dating violence and other maltreatment of students.	Assistant Superintendent for Academics/Student Services; Lead Counselors	Guidance curriculum developed and taught; counselor lesson plans and year-at-a-glance documents.				
3) Provide staff development on raising awareness of mental health issues facing students and how to intervene effectively.	Keystone Project Manager; Executive Director for Special Programs; Director of Staff Development	Agendas of trainings; attendance sheets				
4) Evaluate ease and access to district and campus websites for navigational purposes.	CFO	Usability of district website; reduced number of complaints.				
5) Expand the Olweus bullying program to all elementary campuses, while focusing on the bully, the bystander, and victim. Increase positive leadership capacity of students through programs such as 7 habits of successful teens.	Keystone Project Manager	Site locations added				









6) Develop partnerships with business/industry to build capacity in workforce development strategies, economic development, and future innovative programs.	Director of CTE	increased partnerships leading to more innovative program offerings for our students.				
7) Develop partnership with PTA council to improve district-communication.	Assistant Superintendent for Academics/Student Services	Dissemination of critical information to PTA Council Attend campus PTA meetings when appropriate				
8) Provide programs that decrease high-risk behaviors (i.e. suicide prevention, drug abuse, etc.) and increase positive decision making.	Keystone Project Manager	Records/log books from counselors; surveys from students and community				
9) Continue to promote outreach activities at the campus level to draw parents to the schools, particularly at the elementary and middle school level. (Family Fun nights, Movie nights, Academic Fairs.)	Campus principals and campus personell					
10) Promote community involvement through feeder pattern spirit and community projects. (Such as Rachel's Challenge and Shattered Dreams)	High School Principals and feeder pattern adminstration	Community actiivites, news reports and calendar documentation				
 = Discontinue  = No Progress  = Some Progress  = Considerable  = Accomplished						

Goal 1: Comal ISD will provide premier academic programs which will ensure all students will have the necessary skills to continue their educational training, begin a career, and be able to solve the problems they are confronted with on a daily basis.

Performance Objective 3: Increase the use of the writing process K-12 as evidenced by lesson plans, classroom observations, walkthroughs, and locally developed assessments by the Fall of 2012.

Summative Evaluation:

Strategy Description	Staff Responsible for Monitoring	Evidence that Demonstrates Success	Formative Reviews			
			Nov	Jan	Mar	June
1) Provide training on new writing genres.	Coordinator of ELA; ELA Specialists	sign in sheets of attendance to quarterly meetings; participation with on-line training courses.				
2) Investigate the need for HS credited courses that provide students an opportunity to improve writing skills.	ELA Coordinator; Assistant Superintendent for Academic/Student Services	report submitted that address need based on TAKS/STAAR/CBA data.				
3) Ensure each campus implements a writing initiative that aligns with district and state expectations. Increase writing across all curriculum areas with strategies such as journaling, writing centers with editing and peer review.	ELA Coordinator; ELA Specialists	CIP; walkthroughs; increased performance on local and state writing assessments				
4) Provide on-going staff development on differentiating writing instruction in terms of content, process, and product.	ELA Coordinator; Director of Staff Development	increased performance on local and state writing assessments; sign in sheets for attendance to trainings/workshops				
5) Continue implementation of SIOP strategies at the secondary level to improve writing abilities of ELLS.	ELA Coordinator; ELA Specialists; Bilingual/ESL Coordinator	walkthroughs, student work samples, improved performance on TELPAS				
6) Increase and support writing across disciplines through content specific resources and examples provided during staff development. Investigate possible "Writing across the Curriculum" as the secondary level.	All Academic Coordinators and Specialists	walkthroughs, agenda, sign-in sheets, improved writing performance on local and state assessments.				
7) Provide staff development specific to the writing process to increase teacher and administrator knowledge and skills.	ELA Coordinator; ELA Specialist	sign in sheets, agendas, improved performance on local and state assessments.				

8) Investigate a peer mentor model approach to supporting and increasing writing performance.	Assistant Superintendent for Academics/Student Services ELA Coordinator	Review of model programs and determination of implementation.				
 = Discontinue  = No Progress  = Some Progress  = Considerable  = Accomplished						

Goal 1: Comal ISD will provide premier academic programs which will ensure all students will have the necessary skills to continue their educational training, begin a career, and be able to solve the problems they are confronted with on a daily basis.

Performance Objective 4: Increase math and science performance in the area of problem solving as evidenced by local and state assessments by Fall of 2012.

Summative Evaluation:

Strategy Description	Staff Responsible for Monitoring	Evidence that Demonstrates Success	Formative Reviews			
			Nov	Jan	Mar	June
1) Implement AIMS resources in math and science to enhance problem solving skills.	Math and Science Coordinators; Math Specialist	increased student performance on local and state assessments				
2) Provide comprehensive staff development in the following areas: 1. developing effective assessments 2. integrating writing as a problem solving process 3. singapore math strategies at the elementary level 4. implementing focused intervention strategies based on SMI and MSTAR data 5. implement SIOP strategies	Math and Science Coordinators; Math Specialist	increased student performance on local and state assessments				
3) Increase the level of difficulty of questions on the 2nd grade CBA's to better prepare students for the rigor of 3rd grade standards in math.	Math Coordinator; Math Specialists	increased student performance on 3rd grade CBA's and state assessments.				
4) Provide quarterly professional development at the secondary level in each of the cores subject areas in order to analyze student performance and focus on strategies to improve problem solving skills.	Math and Science Coordinators; Math Specialists	sign in logs, agenda, increased performance on local and state assessments				
5) Provide regular updates to teachers concerning STAAR assessment and released information from TEA concerning math and science curriculum and assessments. Introduce the use of Project Share OnTRACK materials to be used at the secondary level.	Math and Science Coordinators	PD logs, emails, quarterly meetings, sign in sheets, agendas				
6) Continue the phase in process of the College and Career Readiness Curriculum in middle school to ensure more students are enrolled and successful at Algebra 1.	Math Curriculum Coordinator, Campus math teachers.	Increase in middle school Algebra participation, successful participation on Algebra EOC.				


















 = Discontinue  = No Progress  = Some Progress  = Considerable  = Accomplished

Goal 1: Comal ISD will provide premier academic programs which will ensure all students will have the necessary skills to continue their educational training, begin a career, and be able to solve the problems they are confronted with on a daily basis.

Performance Objective 5: Increase the percent of college and career ready students, as evidenced by AEIS data by fall of 2012.

Summative Evaluation:

Strategy Description	Staff Responsible for Monitoring	Evidence that Demonstrates Success	Formative Reviews			
			Nov	Jan	Mar	June
1) Provide resources to students to increase awareness and interest in post-secondary opportunities.	Assistant Superintendent for Academics/Student Services; Advanced Academics Coordinator	Students utilize district resources to explore post secondary options (i.e. Academic and Career Counselors, My College Quickstart, Career Cruising, Generation Texas).				
2) Promote Advanced Academics and CTE courses and career pathways during course selection process. Increase communication with students and parents concerning CTI courses and career path options.	Assistant Superintendent for Academics/Student Services; Advanced Academics Coordinator; Director of CTE; Counselors	Increase student enrollment in CTE and advanced courses.				
3) Recruit, train, and retain qualified staff who are eligible to teach dual credit.	Assistant Supt. for Administrative Services; Assistant Superintendent for Academics/Student Services; Advanced Academics Coordinator; HS Principals	Increased participation in Dual Credit by increasing staff eligible to teach the courses.				
4) Provide content-based professional development to broaden/deepen the teacher's knowledge in their content area through the use of college/university resources/professors.	All Academic Coordinators	Improved performance on local and state student assessments.				
5) Continue the phase in process of the CCRC curriculum at the middle school level in Math and ELA.	Assistant Superintendent for Academics/Student Services; Math and ELA Coordinators	updated CCRC scope and sequence; updated course guides.				












6) Increase the enrollment of students in Pre-AP, Dual Credit, and AP courses at the high school.	Assistant Superintendent for Academics/Student Services; Advanced Academics Coordinator	Increased enrollment in advanced academics classes.				
7) Promote college and career ready initiatives through "Generation Texas" activities	Assistant Superintendent for Academics/Student Services; Advanced Academics Coordinator; 6-12 Counselors	Designated activities during college awareness week (aka Generation Texas).				
8) Provide comprehensive professional development on: 1. implementation of college and career ready standards; 2. utilization of Readistep and MSTAR data to drive instruction; 3. Implementation of Pre-AP strategies and differentiated instruction; 4. Implementation of new requirements for transition planning for SPED students at age 13.	Assistant Superintendent for Academics/Student Services; Advanced Academics Coordinator; Executive Director for Special Programs; All Academic Coordinators; Director of Staff Development	attendance sign in sheets; walkthroughs/observations; increased performance on local and state assessments.				
9) Provide professional development opportunities for Pre-AP, AP and dual credit teachers while encouraging peer collaboration to increase the overall instruction in all advanced courses.	Assistant Superintendent of Curriculum and Instruction; Director of Staff Development and Accountability; Curriculum Coordinator for Advance Academics	Increased performance of students on SAT, ACT and AP exams.				
 = Discontinue  = No Progress  = Some Progress  = Considerable  = Accomplished						

Goal 2: Comal ISD will provide exceptional facilities for our growing student body and will foster a safe, secure, and positive learning environment.

Performance Objective 1: Improve transportation services to support efficient and safe transport of students.

Summative Evaluation:

Strategy Description	Staff Responsible for Monitoring	Evidence that Demonstrates Success	Formative Reviews			
			Nov	Jan	Mar	June
1) Continue to update technology to meet the demands of transporting a growing population of bus riders.	Director of Transportation	We have piloted a GPS System on ten buses. We are now installing antennas to get full coverage on GPS in order to better track and manage fleet. We have twelve wireless cameras installed on area buses to assist with student management. We are working with our department staff, district campuses and the public to inform them of our Transfinder routing system. We have been making improvements to our Transportation webpage. Our shop employees have been trained on the Dossier Maintenance program in order to better track Preventative Maintenance.				
	Funding Sources: Local Revenue					
2) Acquire new buses based on student population growth.	Director of Transportation	We are purchasing buses based on growth and/or age of the bus set to 15 year life span.				
	Funding Sources: Local Revenue					
3) Pave and fence hill country terminal at SVMS.	Director of Transportation	Project has been changed and will now have new construction to the facility.				
	Funding Sources: Local Revenue					
4) Provide new shop vehicle for CL terminal.	Director of Transportation	Funds have been set aside for purchase.				
	Funding Sources: Local Revenue					
5) Integrate camera systems in middle school buses to improve student management and reduce discipline issues.	Director of Transportation	We are installing digital/wireless cameras as funds are made available, currently we have twelve systems.				
	Funding Sources: Local Revenue					

6) Recruit, train, and maintain driver staffing at all three locations; maintain competitive salaries.	Director of Transportation	We continue to recruit and train staff to transport students from all area campuses along with maintaining the natural turnover due to extended illnesses.				
	Funding Sources: Local Revenue					
7) Provide cross training in department to build bench strength.	Director of Transportation	We have cross-training taking place with six of our employees learning each other's job duties.				
	Funding Sources: Local Revenue					
 = Discontinue  = No Progress  = Some Progress  = Considerable  = Accomplished						

Goal 2: Comal ISD will provide exceptional facilities for our growing student body and will foster a safe, secure, and positive learning environment.

Performance Objective 2: Focus on improving maintenance and operational services that supports the needs of the individual campuses and overall district.









Summative Evaluation:

Strategy Description	Staff Responsible for Monitoring	Evidence that Demonstrates Success	Formative Reviews			
			Nov	Jan	Mar	June
1) Improve the exterior and the interior appearance of district facilities.	Director of Maintenance	Custodial shifts have been adjusted to provide more cleaning time during unoccupied building times.				
2) Continue preventative Maintenance program.	Director of Maintenance	Department personnel routinely check to ensure proper operation of equipment and minimize downtime.				
3) Install GPS tracking system to vehicles used by electricians, hvac techs and plumbers to improve allocation of resources.	Director of Maintenance	Eight department vehicles have GPS tracking devices installed. Additional vehicles will be equipped as budgeted funds are approved.				
4) Install GPS tracking system to all vehicles used by telephone/data and security/fire techs to improve allocation resources.	Director of Technology					
5) Begin providing security equipment and facilities monitoring for the secondary campuses.	Director of Maintenance	All District facilities are protected by fire alarm and fire suppression alarms, as well as, intrusion alarms. All systems are monitored 24/7/365 by a third party monitoring service.				
= Discontinue = No Progress = Some Progress = Considerable = Accomplished						

Goal 3: Comal ISD will equip, train, and utilize 21st Century technology in all classrooms to prepare our students for the challenges of the future.

Performance Objective 1: All district employees will increase technological understanding and competencies on computer skills in order to increase productivity as it pertains to their job assignment.















Summative Evaluation:

Strategy Description	Staff Responsible for Monitoring	Evidence that Demonstrates Success	Formative Reviews			
			Nov	Jan	Mar	June
1) Provide online, on-demand training opportunities for CISD staff members that will increase their productivity and technology skills.	Chief Technology Officer, Instructional Technology staff	Improved job performance and decreased paper usage.				
	Funding Sources: Local Revenue					
 = Discontinue  = No Progress  = Some Progress  = Considerable  = Accomplished						

Goal 3: Comal ISD will equip, train, and utilize 21st Century technology in all classrooms to prepare our students for the challenges of the future.

Performance Objective 2: All professional staff will increase the effective use of technology as it pertains to their job assignment.

Summative Evaluation:









Strategy Description	Staff Responsible for Monitoring	Evidence that Demonstrates Success	Formative Reviews			
			Nov	Jan	Mar	June
1) Increase use of technology to encourage paperless communication.	Chief Technology Officer	Increase in creation of online accounts by parents.				
2) Expand online and distance learning opportunities for staff development.	Chief Technology Officer, Instructional Technology staff	Increased number of participation in online offerings				
3) Provide professional development for key leadership in Comal ISD.	Chief Technology Officer, Instructional Technology staff	Development of technology integration rubric				
 = Discontinue  = No Progress  = Some Progress  = Considerable  = Accomplished						

Goal 3: Comal ISD will equip, train, and utilize 21st Century technology in all classrooms to prepare our students for the challenges of the future.

Performance Objective 3: Technology will be used as a resource in order to assist students in crossing the digital divide by ensuring that every student is technology literate and has the competencies necessary for success in the 21st century.

Summative Evaluation:


















Strategy Description	Staff Responsible for Monitoring	Evidence that Demonstrates Success	Formative Reviews			
			Nov	Jan	Mar	June
1) Increase computer to student ratio.	Chief Technology Officer	Decrease student to computer ratio				
2) Administer post assessment for grade 8 to ensure proficiency on the technology application TEKS.	Chief Technology Officer, Instructional Technology staff	Increase performance on 8th grade assessment				
3) Provide training for innovative solutions for advanced instruction.	Chief Technology Officer, Instructional Technology staff	Increase participation in technology staff development				
4) Improve or expand integration of instructional technology programs into curriculum to focus on closing gaps for special needs/struggling students.	Chief Technology Officer; Executive Director for Special Programs	Increased scores on local/state assessments for Special Education/Bilingual students				
5) Provide adaptive assistive technology (including augmentative communication) devices and services based on individual student needs.	Executive Director for Special Programs; Instructional Media Specialist	Increased number of items checked out to teachers				
6) Extend iPod project for ELL into the high schools and specific special education students.	Chief Technology Officer; Instructional Media Specialists	Increased number of devices issued				
7) Increase parent/community awareness of instructional resources by showcasing technology and instructional resources used by students and staff.	Chief Technology Officer; Instructional Technology staff	Successful attendance at all three events				

8) Create technology infused lessons that correlate with the core curriculum.	Chief Technology Officer; Instructional Technology coordinator	Lessons posted online and utilized by staff				
 = Discontinue  = No Progress  = Some Progress  = Considerable  = Accomplished						

Goal 3: Comal ISD will equip, train, and utilize 21st Century technology in all classrooms to prepare our students for the challenges of the future.

Performance Objective 4: Increase the equity and access to technology resources throughout the district.

Summative Evaluation:









Strategy Description	Staff Responsible for Monitoring	Evidence that Demonstrates Success	Formative Reviews			
			Nov	Jan	Mar	June
1) Improve Network infrastructure and bandwidth.	Chief Technology Officer; Network Engineer	Increased speeds to internet sites				
2) Increase overall productivity, efficiency, and customer service in technology services.	Chief Technology Officer; Network administrator	Successful survey results (3 or higher)				
3) Purchase client management software to increase productivity and efficiency with the Mac clients.	Chief Technology Officer, Network administrator	Decreased downtime for mac repairs				
4) Encourage 21st century learning by allowing access to Web 2.0 tools.	Chief Technology Officer	Teacher usage reports for web accessible tools				
 = Discontinue  = No Progress  = Some Progress  = Considerable  = Accomplished						

Goal 4: Comal ISD will foster an atmosphere where there is timely, open communication with all of our communities, parents, staff, and students.

Performance Objective 1: Two-way communication and involvement of all stakeholders, including community, parents, and staff, will increase.

Summative Evaluation:

Strategy Description	Staff Responsible for Monitoring	Evidence that Demonstrates Success	Formative Reviews			
			Nov	Jan	Mar	June
1) Total redesign in September 2011	Assistant Superintendent for Admin. Services	Added news briefs and budget updates.				
2) Promote opportunities for parents and patrons to subscribe to Hot News listserv and podcasts. Campus promotion at back-to-school events.	Assistant Superintendent for Admin. Services	Increase use of listserv by campuses and district.				
3) Continue to hold informational meetings/town hall meetings on critical issues as needed.	Assistant Superintendent for Admin. Services	Budget discussions at Chambers of Commerce, Rotary, Lions clubs. STAAR parent nights, Leadership NB, Strategic Planning Committee Awareness summits				
4) Continue to upgrade and update Comal ISD website and make it even more user friendly.	Assistant Superintendent for Admin. Services	Redesign in February 2011 made it user friendly. Update news a minimum of twice a week. Relevant "buttons" on home page.				
5) Promote School Board's vision and goals through all communication tools available including website, cable TV, publications, etc.	Assistant Superintendent for Admin. Services	School Board meeting updates and news releases, bond newsletter, election and appointment of Board members.				
6) Seek all opportunities to explain the student accountability system - TAKS, AEIS, NCLB, AYP - through the website, School Life, mass media community.	Assistant Superintendent for Admin. Services Director for Accountability	KGNB *Schools in Session*, School Board meeting updates, news releases, School Life, Parent information nights (3).				
7) Support schools' and departments' parent involvement efforts through effective communications strategies.	Assistant Superintendent for Admin. Services	Promotion of coverage of Parent involvement summits (February and April) and campus activities for Parent Resource Centers. Increased campus Facebook activity.				

8) Review and revise all pertinent district instructional documents annually to ensure that established philosophies are aligned with procedures and policies: a. Review all student handbooks annually in June, Publication date in July b. Review, revise, and align the Student Code of Conduct to TASB standards annually in June, Publication date in July c. Review and revise K-12 Grading and Reporting procedures from January - April, Publication in July d. Review all Course Guides in October, Publication in January	Assistant Superintendent for Academics/Student Services					
 = Discontinue  = No Progress  = Some Progress  = Considerable  = Accomplished						

Goal 4: Comal ISD will foster an atmosphere where there is timely, open communication with all of our communities, parents, staff, and students.

Performance Objective 2: Increase CISD partnerships with parents, community, and business.

Summative Evaluation:















Strategy Description	Staff Responsible for Monitoring	Evidence that Demonstrates Success	Formative Reviews			
			Nov	Jan	Mar	June
1) Promote PTA involvement and set goals to increase membership in each school's PTA.	Principals	PTA Council met 4 times during the year. More than 100 participants each meeting. High number of events, meetings at campus level throughout the year.				
	Funding Sources: Local Revenue					
2) Promote volunteering in public schools to increase parental involvement.	Principals Assistant Superintendent for Admin. Services	Evening parent events at all campuses; technology showcases; Campus communication plans				
	Funding Sources: Local Revenue					
3) Continue partnership with Comal Education Foundation and support as needed.		Promotion of events and programs; directed overhaul of employee giving campaign for increase in donations by \$4,000.				
	Funding Sources: Local Revenue					
4) Support schools' and departments' business/community partnership efforts through effective communication strategies.		Sow Healthy Partnership, Chamber of Commerce; development of Adopt-A-School pilot program, Education Foundation, technology showcases				
	= Discontinue = No Progress = Some Progress = Considerable = Accomplished					

Goal 5: Comal ISD will strive to allocate resources in the most effective and efficient manner to support a positive learning environment, thereby maximizing student achievement.

Performance Objective 1: Work towards expending as much as feasibly possible of general fund budget on instructional purposes.

Summative Evaluation:

Strategy Description	Staff Responsible for Monitoring	Evidence that Demonstrates Success	Formative Reviews			
			Nov	Jan	Mar	June
1) Automate the posting of employee leave by interfacing Time and Attendance software and Subfinder software with Payroll.	Assistant Superintendent for Business Services; Director of Business Services; Executive Director of Technology	Subfinder automation completed April 2010. Time clock automation for monthly employees completed July 2011. The bi-weekly employees should be complete by Dec. 2011.				
	Funding Sources: Local Revenue					
2) Increase campus level support in purchasing by standardizing purchases of furniture, fixtures, and equipment for new and existing schools and centralizing some of the purchasing that is taking place on the campuses.	Director of Purchasing	We have a district standard for all FF&E for new schools. We centrally purchase large ticket items for departments and campuses to save money. We are always looking for best purchasing options.				
	Funding Sources: Local Revenue					
3) Reduce filing of paper and records storage for campuses and departments through Districtwide implementation of Docuware.	Director of Purchasing	All areas have been identified for conversion of records or use of electronic records have been trained on Docuware and are using it.				
	Funding Sources: Local Revenue					
4) Begin establishing in-house records destruction and recycling program.	Director of Purchasing	Documents currently destroyed 2-3 times a year. In-town schools have recycling bins. Currently looking for a convenient recycling program for hill country schools.				
	Funding Sources: Local Revenue					

5) Help campuses and departments in booking travel in the most cost effective manner.	Assistant Superintendent for Business Services; Director of Business Services	We allow campuses and departments to use the district american express card to book and pay for airline and hotels. We have purchased cards for travel that have not been passed out yet due to budget constraints.				
	Funding Sources: Local Revenue					
6) Improve Business Services' customer service and communications in dealing with public, campuses and departments.	Assistant Superintendent for Business Services; Director of Business Service	Provide school finance information at annual Key Leadership training for community members. Hold annual business office procedure trainings. Customer Service training for all support services staff to be provided November 2012. Monthly meetins with business office to improve communication and service.				
	Funding Sources: Local Revenue					
7) As part of annual budget preparation, monitor class size ratio and compare to Schools First acceptable range.	Assistant Superintendent for Business Services Director of Business Service	Class size ratio has been within school first acceptable range since inception of the rating in 2001-2002.				
	Funding Sources: Local Revenue					
 = Discontinue  = No Progress  = Some Progress  = Considerable  = Accomplished						

Goal 5: Comal ISD will strive to allocate resources in the most effective and efficient manner to support a positive learning environment, thereby maximizing student achievement.

Performance Objective 2: Maintain a healthy fund balance that represents at least 3 months of operating expenses.

Summative Evaluation:

Strategy Description	Staff Responsible for Monitoring	Evidence that Demonstrates Success	Formative Reviews			
			Nov	Jan	Mar	June
1) Work with Personnel in balancing teacher's salaries and class size ratios while staying within budget constraints.	Assistant Superintendent for Business Services	Balanced budgets adopted for the last seven years.				
2) Monitor annual budget requirements and fund balance to maintain TEA optimum fund balance.	Assistant Superintendent for Business Services	Board adopted a General Fund Balance Policy in July 2011. General fund balance to be maintained at 25% of annual operating expenditures.				
3) Continually evaluate and analyze unnecessary expenditures through online requisitioning analysis and peer district comparisons.	Assistant Superintendent for Business Services	All purchases approved thru online requisition system. Process works and is evidenced by sweeping of the unspent appropriation for last seven years.				
4) Seek alternative funding opportunities (grants) with help of Special Programs Department.	Assistant Superintendent for Business Services	Receiving \$5.9 million in Keystone Safe Schools grant funds from 2007-08 to 2011-2012. Comal Alcohol Reduction team grant of \$500,000 per year for three years starting in 2010-11. Department of Defense grant started in 2009-2010; \$608,400 to be received over three years.				
= Discontinue = No Progress = Some Progress = Considerable = Accomplished						

Goal 6: Comal ISD will recruit, develop, retain, and reward exceptional staff to maximize the learning of each student.

Performance Objective 1: Increase personnel services to ensure a highly qualified staff is recruited, trained, and retained.

Summative Evaluation:

Strategy Description	Staff Responsible for Monitoring	Evidence that Demonstrates Success	Formative Reviews			
			Nov	Jan	Mar	June
1) Evaluate department staffing needs and make recommendations for additional staff in the C&I department during budget cycle.	Assistant Superintendent for Academics/Student Services					
2) Strive to recruit and retain highly qualified special programs personnel in shortage areas (i.e. OT, PT, etc.)	Assistant Superintendent for Admin. Services; Executive Director for Special Programs	Advertise state-wide. Analyze turnover rates in special programs.				
3) Provide specific staff development to keep school staff informed of new developments in special program requirements.	Assistant Superintendent Admin. Services; Executive Director for Special Programs	Ongoing professional development provided to teachers and para-professionals.				
4) Recognize employees for achievements and for going above and beyond.	Assistant Superintendent for Admin. Services	Continue recognition through media, awards, and presentations.				
5) Enhance communication with employees regarding benefits and other HR-related matters.	Assistant Superintendent for Admin. Services	Email blasts to all employees regarding benefits information and other HR topics as needed.				
= Discontinue = No Progress = Some Progress = Considerable = Accomplished						

Goal 7: Comal ISD will develop and implement a variety of career and technology educational programs that provide the graduate with specific skills needed in the workforce.

Performance Objective 1: Promote Career and Technical programs that lead to specialized certification/skills and/or college credit for students.

Summative Evaluation:

Strategy Description	Staff Responsible for Monitoring	Evidence that Demonstrates Success	Formative Reviews			
			Nov	Jan	Mar	June
1) Promote opportunities to participate in the development of local articulation agreements (Tech Prep) to promote a seamless transition to post secondary education with Communications committee Tech Prep.	Director of Career and Technology Education					
Funding Sources: Carl D. Perkins						
2) Develop, implement and promote sustainable partnerships to ensure program alignment with business and industry standards for current and emerging occupations. Seek mentorships.	Director of Career and Technology Education					
Funding Sources: Carl D. Perkins						
3) Ensure academic success with state assessments: TAKS success, Tech Prep opportunities, Dual Credit, Apprenticeships, Internships, coherent sequence, statewide articulations, job shadowing, licensures and certification opportunities.	Director of Career and Technology Education					
Funding Sources: Local Revenue - \$100.00, Carl D. Perkins - \$100.00						
4) Strengthen the Guidance: Involve counselors in CTE programs, develop four year plans for all students and involve counselors in postsecondary education experiences, career awareness and workforce trends.	Director of Career and Technology Education					
= Discontinue = No Progress = Some Progress = Considerable = Accomplished						

State Compensatory

Budget for District Improvement Plan:

<u>Account Code</u>	<u>Account Title</u>	<u>Budget</u>
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Personnel for District Improvement Plan:

<u>Name</u>	<u>Position</u>	<u>Program</u>	<u>FTE</u>
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