# 5-Year Strategic Plan: Final Draft

**Leadership:**

**Goal:** Santa Anna leadership (superintendent and school board) will ensure that every student will graduate with a career pathway and essential skills to independently and confidently live anywhere they choose.

**Action Steps:**

| Time Frame | Process |
|---|---|
| Year One | Start career exploration programming in elementary school.<br>★ Develop and implement career units appropriate for grade level.<br>★ Plan and implement a career fair for district students.<br>★ Investigate certificate programs and vocational training programs/partnerships for high school students. |
| Year One | Provide opportunities for field trips and campus visits.<br>★ Devise a plan to offer a field trip to a local business for every grade PK-6 [Year Zero]<br>★ Throughout the 2021-2022 school year, each elementary grade will visit a designated field trip destination in Santa Anna.<br>★ Develop Educational /Vocational (art, theatre, etc.) field trips |
| Year One | Provide a curriculum with courses that help develop essential skills.<br>★ Soft skill units will be scheduled utilizing tutorial times at the secondary level.<br>★ Basic conversational soft skills will be embedded in elementary instruction. |
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| Year Two | Continuous surveys on website from ex-students to learn from past to improve future learning (to provide mentoring and feedback)<br>★ Determine what information we seek to gain from surveys [Year One]<br>★ Develop and administer surveys to SAISD graduates [Year Two] |
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| Continuous | Leadership continually communicating and educating the community on the benefits of change for our students. |

**Facilities:**

**Goal:** Santa Anna ISD will showcase facilities that attract students that are safe, connected to the outside world, user friendly, integrated with the community, that are clean and well-maintained.

**Action Steps:**

| Time Frame | Process |
|---|---|
| Year One | Capital Project – Speaker System<br>★ Install an improved speaker system in the junior high, band hall, and ag shop.<br>★ Update vehicle fleet with one automobile |
| Year Two | Capital Projects – Freezer and Upgrades<br>★ Purchase and install a new freezer system for the cafeteria. |

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| | ★ Drain water from under the auditorium, assess repairs needed, and install a pump system to keep water out of the old boiler room area.<br>★ Investigate and potentially complete small tennis court repairs.<br>★ Purchase and install an auditorium stage laminate flooring overlay. |
| Year Three | Capital Project – One Playground Equipment Installation<br>★ Purchase and install one component of modern playground equipment. |
| Year Four | Capital Project – School Bus<br>★ Purchase a used school bus to replace the bus with the highest mileage. |
| Year Five | Capital Project – Resurface High School / Junior High Track<br>★ Upgrade track surface |
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| | Improve and upgrade facilities to modern standards, such as a new band hall, Ag building extension, old gym renovation, junior high upgrade/improvements, walkways/awnings to connect campuses and improve safety for elementary pick up/drop off, and a new gym (that includes classrooms). |
| Year Two | ★ Investigate costs, tax rates, current bond costs, and potential allies associated with a school bond election. |
| Year Three | ★ Call for a Bond Election.<br>★ Create a school bond Committee.<br>★ Develop prioritized plans.<br>★ Campaign to pass a school bond. |
| Year Four | ★ Bond election<br>★ Hire Contractors |
| Year Five | ★ Begin construction. |

**Culture & Climate:**

**Goal**:    Provide a culture and climate that promotes and encourages students' self-awareness, personal growth, and professional opportunities.

**Action Steps:**

| Time Frame | Process |
|---|---|
| Year One | Create and implement college and career day for students.<br><br>★ See Leadership Goal |
| Year Two | Increase extracurricular opportunities.<br>★ Investigate (through student surveys) potential extracurricular activities currently not offered. [Year One]<br>★ Implement targeted activities that have both student interest and needed support to create and maintain. [Year Two] |
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| Continuous | Build positive culture and climate for staff. |

| | ★ Annually develop strategies using staff culture levers to enhance district climate. |
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## Academics:

**Goals:**

1. Helping all students to succeed / excel at their optimal level with a plan beyond graduation.
2. Improve academic achievement scores.

**Action Steps:**

| Time Frame | Process |
|---|---|
| Year Zero | Increase CCMR Accountability Rating to 100% by developing a TSI testing site at SAISD.<br>★ SAISD is now a TSI testing site |
| Year One | Develop an accelerated instruction plan for students, providing all appropriate resources.<br>★ Develop a master schedule that allows flexibility in transitioning from 7th math to Algebra I<br>★ Investigate potential course acceleration plans to offer high school credit to eighth grade and college credit early in high school. |
| Year One | Increase CTE certifications and develop CTE Pathways by recruiting highly qualified teachers and beginning 4-year graduation plans in 8th grade.<br>★ Investigate CTE pathways in the master schedule.<br>★ Create opportunities for parents and students to review the 4-year high school academic plan at the end of 8th grade.<br>★ Identify and share career pathways with students and parents. |
| Year One | Use data driven instruction and the TEKS Resource Guide with fidelity while holding teachers accountable to create vertically aligned curriculum.<br>★ Administrators develop a feedback loop to teachers to discuss curriculum embedded in lesson plans.<br>★ Offer curriculum alignment opportunities during staff professional development time. |
| Year Two | Investigate to add technology, art, and music classes for elementary students, and technology, robotics, and home ec courses at the secondary level.<br>★ Develop a plan to review teacher certifications, paraprofessional backgrounds, and student interests to determine feasibility of additional course offerings. [Year One]<br>★ Implement up to two additional offerings for SAISD students. [Year Two] |

## Community Engagement:

**Goal:** Develop positive partnerships between children, schools, parents, and businesses where all stakeholders are supportive of each other to enhance student growth.

**Action Steps:**

| Time Frame | Process |
|---|---|
| Year One | Develop volunteer opportunities at Santa Anna ISD to encourage community service. <br> ★ Expand National Honor Society service hours opportunities. <br> ★ Create community service events for SAISD students to support the community of Santa Anna. |
| Year One | Create and implement Academic Nights to strengthen the bond between school and parents. <br> ★ Develop and implement quarterly academic events to showcase student skills. <br> ★ Create a supplementary budget to support an academic night each 9 weeks. |
| Year One | Use data driven instruction and the TEKS Resource Guide with fidelity while holding teachers accountable to create vertically aligned curriculum. <br> ★ Administrators develop a feedback loop to teachers to discuss curriculum embedded in lesson plans. <br> ★ Offer curriculum alignment opportunities during staff professional development time. |
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| Year Two | Create partnerships with local businesses for local field trips and internships. <br> ★ See Leadership action steps for community field trips. [Year One] <br> ★ Build relationships with community businesses to support internships or employment. [Year Two] |
| Year Two | Create and implement a Parent University to celebrate parent involvement in the schools. <br> ★ Create a system of rewarding parents for engaging in school activities that support students. Determine the level of credits needed and what type of certificate parents can earn. [Year One] <br> ★ Organize a calendar that includes activities for parent involvement. [Year Two – Summer prior to school year] <br> ★ Implement and communication Parent University program. [Year Two] |
| Year Two | Develop a program to encourage adult and student mentors for students to build positive relationships. <br> ★ Create opportunities for high school students to volunteer as mentors for elementary students (reading, lunch buddies, etc.). [Year One] <br> ★ Investigate potential adult mentor programs to benefit SAISD students. [Year Two] <br> ★ Recruit qualified adults to mentor students as volunteers. [Year Two] |
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| Year Three | Reorganize a Parent-Teacher organization (PTO) to enhance communication between schools and parents. <br> ★ Building on Academic Nights and Parent University in years one and two to increase the number of active parents in SAISD. [Year One and Year Two] <br> ★ Hold an open forum for parents and community members to discuss the implementation of a SAISD Parent – Teacher – Organization (PTO). [Year Three] |

**Technology:**

**Goals:**

1. Improve the infrastructure to address connectivity and bandwidth issues.
2. Implement technology in PK-12 with consistent application across grade levels and create technology professional development for teachers.

**Action Steps:**

| Time Frame | Process |
|---|---|
| Year One | Create technology professional development to enhance usage by staff members.<br>★ Develop ongoing targeted PD plan for Seesaw, Flip-Grid, and Schoolology.<br>★ Differentiate tech PD for different user groups based on expertise. |
| Year One | Technology director will collaborate with teachers to ensure software selection supports consistent application usage.<br>★ Survey and collaborate on effective software, eliminating technology not effectively used. |
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| Year Two | Ensure technology TEKS are implemented across grade levels with completion evaluation completed by administrators.<br>★ Create a template of technology TEKS for each grade level to begin implementation. [Year One]<br>★ Administrators will create an accountability matrix to ensure technology TEKS are in place. [Year Two] |
| Year Two | Develop consistent technology infrastructure.<br>★ Collaborate between maintenance and technology to map a plan of fiber pathways between buildings. [Year One]<br>★ Install fiberoptic cables between buildings to enhance connectivity. [Year Two] |

**Staff:**

**Goal:** Recruit, retain, incentivize, and develop staff where employees are appreciated, helpful to each other, have a choice in professional development, and are equally important regardless of role.

**Action Steps:**

| Time Frame | Process |
|---|---|
| Year One | Enhance collaboration and communication, developing clear expectations for all roles.<br>★ Continue collaboration the committee work and communication through multiple platforms. [Year Zero]<br>★ Develop written expectations for all district roles and perform employee evaluations for all employees. [Year One] |
| Year One | Develop and implement an incentive program for staff, including lunch or longevity bonuses to develop a sense of community and family.<br>★ Continue Wednesday free lunches for staff and longevity bonuses at Christmas. [Year Zero] |

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| | ★ Develop and implement team building activities in August professional development. [Year One and beyond] |
| Year One | Hire staff that are highly qualified and willing to do the little things to help each other, striving to be a district that loves kids. <br> ★ Investigate mentor/mentee relationships with support log and potential stipend. |
| Year One | Create professional development that offers choice and the continued support/training to grow towards mastery. <br> ★ Offer staff a choice of professional development items (menu PD). [Year Zero] <br> ★ Help and support teachers to develop a personal long range professional development plan. [Year One] |
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| Year Three | Implement the Teacher Incentive Allotment <br> ★ Develop a Teacher Incentive Allotment Plan to submit to TEA. [Year One] <br> ★ Collect student data, including student growth measurements, student learning objectives (SLOs), and teacher observation data to determine qualifying teachers. [Year Two] <br> ★ Disperse funds for teachers that met the TIA standards and remain in the district. [Year Three] |

**Character:**

**Goal:**

1. Work collaboratively as a staff to prepare students for success.
2. Santa Anna ISD commits to enhancing awareness of bullying and diversity and training students to become advocates of victims.

**Action Steps:**

| Time Frame | Process |
|---|---|
| Year One | Staff will set acceptable limits for acceptable student behaviors, expectations, and classroom processes. <br> ★ Campuses will complete a collaborative activity to utilize Positive Behavior Supports (PBIS) to set positive expectations. [Year One] |
| Year One | Create a group of student mentors to encourage good character. <br> ★ See Community Engagement Goal on mentoring. [Year One] |
| Year One | Teach students empathy, cultural diversity, sexual harassment/consent, bullying, bias, discrimination, drug/alcohol abuse, and student differences. <br> ★ Analyze the greatest student needs on each campus to plan a character presentation system. [Year Zero] <br> ★ Schedule speakers in character topics to present information and interact with students. [Year One] |
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| Year Two | Develop character training for staff, such as teamwork or conflict resolution. <br> ★ Identify potential staff character training programs to implement at SAISD. [Year One] |

| | ★ Create a schedule of character PD opportunities for staff members [Year Two] |
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## Safety:

**Goals:**

1. Santa Anna ISD commits to improve communication and effectiveness of all drills.
2. Santa Anna ISD commits to ensure facilities have safety mechanisms and meet codes.

**Action Steps:**

| Time Frame | Process |
|---|---|
| Year One | Communicate with parents and community the procedures for drills in a variety of ways.<br>★ Drill training for all staff, students, volunteers, substitutes, and community.<br>★ Develop a reunification plan for all drills/situations. |
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| Year Two | Continue development of communication between SAISD, law enforcement, city officials, and the fire department.<br>★ Regularly meet as a safety committee entity and review the most recent safety audit. [Year One]<br>★ Santa Anna City officials to determine the need for a one-way street and/or speed bumps. [Year Two] |
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| Ongoing | Communicate procedures for anonymous reporting. |

## Globally Competitive:

**Goal:** All Santa Anna Mountaineer students will be informed and prepared to compete in a global society, including a plan for vocational, military and/or college readiness.

**Action Steps:**

| Time Frame | Process |
|---|---|
| Year One | Develop soft, essential, and financial skills, along with perseverance and student created goals for life beyond high school.<br>★ Utilize tutorial schedules to support enrichment programs for students not requiring intervention. |
| Year One | Summer bridge program to enhance TSI opportunities for students.<br>★ Apply to become a TSI testing site. [Year Zero]<br>★ Develop a summer program for students to work towards a successful TSI test score, enabling them to pursue dual credit courses. [Year One] |
| Year One | Create ACT/SAT Prep courses.<br>★ Utilize tutorials time to access online ACT/SAT support programs. |
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| Year Two | Share public information explaining Santa Anna ISD PAYS for upper-level courses (dual credit and certificates). |

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| | ★ Promote the dual credit program through social media. [Year One]<br>★ Investigate advertising opportunities to promote SAISD's dual credit program. [Year Two] |
| Year Two | Explore technology opportunities for company certification programs.<br>★ Analyze state CTE certification list for opportunities to use our District of Innovation label to bring in potential tech certification programs. |
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| Ongoing | Communicate procedures for anonymous reporting. |