

# Spring Branch Independent School District

## Memorial Middle School

2024-2025



# Mission Statement

Memorial Middle School, recognizing the challenge of educating learners for the twenty-first century, accepts the responsibility of providing the optimum learning environment required to prepare these learners to compete successfully in a highly diverse and global community.

## Vision

### Understanding the characteristics of the middle level learner, Memorial Middle School believes:

Opportunities for developing and building self-esteem must be provided.  
Dignity and respect for the uniqueness of each learner is acknowledged. Enrichment should be an integral part of the total curriculum to maximize student achievement.  
All students deserve academic challenges that acknowledge a variety of learning styles.  
Interdisciplinary teaming and the development of thematic units provide lifelong learning experiences.  
A continuum of learning exists among elementary, middle, and high schools.  
The integration of technology provides the learner with the skills necessary to compete in the Information Age.  
A community of learners is developed through the efforts of teams of teachers and students.  
Teachers as facilitators in the classroom produce autonomous learners.  
Cooperative learning promotes an individual's responsibility to a group.  
A safe environment creates a sense of belonging.  
Respect for self and others develops good citizens.  
Parents and the community should contribute mutually in the success of the school.  
Through the implementation of these beliefs, Memorial Middle School creates a culture which best prepares students for the future.

## Core Values

**Every Child:** We put students at the heart of everything we do.

**Collective Greatness:** We, as a community, leverage our individual strengths to reach challenging goals.

**Collaborative Spirit:** We believe in each other and find joy in our work.

**Limitless Curiosity:** We never stop learning and growing.

**Moral Compass:** We are guided by strong character, ethics and integrity.

## Core Characteristics of a T-2-4 Ready Graduate

**Academically Prepared:** Every Child finds joy in learning, has a learner's mindset and is motivated and equipped with the knowledge, skills and competencies to succeed in life.

**Ethical & Service-Minded:** Every Child acts with integrity, is personally responsible for their actions and is a civically-engaged community member.

**Empathetic & Self-Aware:** Every Child appreciates differences, forms secure relationships and cares for their own and others' emotional, mental and physical health.

**Persistent & Adaptable:** Every Child is fueled by their own passions, interests and goals and perseveres with confidence and courage.

**Resourceful Problem-Solver:** Every Child thinks critically and creatively and applies knowledge to find and solve problems.

**Communicator & Collaborator:** Every Child skillfully conveys thoughts, ideas, knowledge and information and is a receptive and responsive listener.

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# Comprehensive Needs Assessment

Revised/Approved: July 31, 2024

## Demographics

### Demographics Summary

**Memorial Middle School** serves students in grades 6-8 within the Spring Branch Independent School District (SBISD).

Enrollment trends showed a decrease of 34 students from the 2022–2023 school year to the 2023–2024 school year.

### Enrollment Trends:

2023-2024: Enrollment – 1,247

2022-2023: Enrollment – 1,281

2021-2022: Enrollment – 1,350

*Source: PEIMS OnDataSuite Fall Dashboard*

The demographic profile of the students at Memorial Middle School has remained relatively consistent during the past three years. The majority of the students are White, followed by Hispanic. About 12% of the students are considered economically disadvantaged during the 2023-2024 school year. During the 2023-2024 school year, 11.5% of the students were identified as Emergent Bilingual/English Learner (EB/EL); 19.2% At-Risk; 4.3% Immigrant; 8.7% of students were identified for special education services; and 29.4% were identified for gifted and talented services.

### Demographic Trends: Race/Ethnicity

2023-2024: African American – 23 (1.8%)

2022-2023: African American – 23 (1.8%)

2021-2022: African American – 22 (1.6%)

2023-2024: American Indian-Alaskan Native – \*

2022-2023: American Indian-Alaskan Native – \*

2021-2022: American Indian-Alaskan Native – \*

2023-2024: Asian – 228 (18.3%)

2022-2023: Asian – 245 (19.1%)

2021-2022: Asian – 280 (20.7%)

2023-2024: Hispanic – 240 (19.3%)

2022-2023: Hispanic – 217 (16.9%)

2021-2022: Hispanic – 223 (16.5%)

2023-2024: Native Hawaiian-Pacific Islander – \*  
2022-2023: Native Hawaiian-Pacific Islander – \*  
2021-2022: Native Hawaiian-Pacific Islander – \*

2023-2024: White – 689 (55.3%)  
2022-2023: White – 737 (57.5%)  
2021-2022: White – 763 (56.5%)

2023-2024: Two-or-more – 63 (5.1%)  
2022-2023: Two-or-more – 53 (4.1%)  
2021-2022: Two-or-more – 58 (4.3%)

*Source: PEIMS OnDataSuite Fall Dashboard*

*\*Fewer than five students not shown*

**Additional Student Information:**

2023-2024: At-Risk – 239 (19.2%)  
2022-2023: At-Risk – 229 (17.9%)  
2021-2022: At-Risk – 255 (18.9%)

2023-2024: Economically Disadvantaged – 149 (12.0%)  
2022-2023: Economically Disadvantaged – 154 (12.0%)  
2021-2022: Economically Disadvantaged – 124 (9.2%)

2023-2024: Emergent Bilingual/English Learner – 143 (11.5%)  
2022-2023: Emergent Bilingual/English Learner – 129 (10.1%)  
2021-2022: Emergent Bilingual/English Learner – 112 (8.3%)

2023-2024: Gifted and Talented – 366 (29.4%)  
2022-2023: Gifted and Talented – 395 (30.8%)  
2021-2022: Gifted and Talented – 448 (33.2%)

2023-2024: Homeless – \*  
2022-2023: Homeless – \*  
2021-2022: Homeless – \*

2023-2024: Immigrant – 53 (4.3%)  
2022-2023: Immigrant – 40 (3.1%)  
2021-2022: Immigrant – 33 (2.4%)

2023-2024: Migrant – 0 (0.0%)  
2022-2023: Migrant – 0 (0.0%)  
2021-2022: Migrant – 0 (0.0%)

2023-2024: Special Education – 108 (8.7%)

2022-2023: Special Education – 86 (6.7%)  
2021-2022: Special Education – 78 (5.8%)  
*Source: PEIMS OnDataSuite Fall Dashboard*  
*\*Fewer than five students not shown*

**Attendance Rates:**

2021-2022: 96.9%  
2020-2021: 97.9%  
2019-2020: 99.2%

*Source: 2021-2022 Texas Academic Performance Report (TAPR)*

**Chronic Absenteeism:**

2021-2022: 4.9%  
2020-2021: 2.5%  
2019-2020: 1.2%

*Source: 2021-2022 Texas Academic Performance Report (TAPR)*

**Demographics Strengths**

MMS' demographic strengths include a low percentage of economically disadvantaged and a high number of gifted and talented. Additionally, MMS has maintained an attendance rate above the district average the past few years.

**Problem Statements Identifying Demographics Needs**

**Problem Statement 1:** MMS' ESL and Economically Disadvantaged populations are increasing. **Root Cause:** Changing dynamics of neighborhood and increase in global migration as a result of regional conflict, especially in Europe/western Asia.

**Problem Statement 2:** Student emotional wellness is a high priority. **Root Cause:** Social media

# Student Achievement

## Student Achievement Summary

**Memorial Middle School** implements a rigorous curriculum that is aligned to state standards and continuously revised to produce and prepare all students towards T-2-4 district goals. Students will master rigorous academic standards to ensure college and career readiness. We believe campus administrators and teachers are members of the campus' Professional Learning Committees (PLC). PLC in SBISD is an ongoing collaborative team process used to establish a school-wide culture that develops teacher leadership explicitly focused on building and sustaining school improvement efforts.

A top priority in SBISD is literacy. Students receive the opportunity and skill set to experience meaningful literacy experiences that are rigorous and engaging. With their peers, students in SBISD listen, speak, read and write through the content areas with a commitment that they will become lifelong readers and writers. SBISD is driven by standards, focused on strategies, differentiated, and guided by student data. Numeracy is also a top priority in SBISD. Our goal is to provide academic experiences that build confident and creative mathematical thinkers. Students identified for special education (SPED) services or as Emergent Bilingual/English Learner (EB/EL) are also a district focus.

### **Below is a summary of the STAAR Redesign Reading passing rates for 2023 (Baseline Year):**

6th Grade Reading - 96% Approaches; 89% Meets; 63% Masters

7th Grade Reading - 97% Approaches; 88% Meets; 67% Masters

8th Grade Reading - 96% Approaches; 87% Meets; 61% Masters

SPED All Grades Reading - 67% Approaches; 32% Meets; 11% Masters

EB/EL All Grades Reading - 91% Approaches; 70% Meets; 45% Masters

*Source: 2022-2023 Texas Academic Performance Report (TAPR)*

### **Below is a summary of the STAAR Redesign Mathematics passing rate for 2023 (Baseline Year):**

6th Grade Mathematics - 97% Approaches; 88% Meets; 56% Masters

7th Grade Mathematics - 88% Approaches; 66% Meets; 13% Masters

8th Grade Mathematics - 97% Approaches; 92% Meets; 61% Masters

End of Course Algebra I - 100% Approaches; 99% Meets; 88% Masters

SPED All Grades Mathematics - 61% Approaches; 38% Meets; 13% Masters

EB/EL All Grades Mathematics - 93% Approaches; 78% Meets; 57% Masters

*Source: 2022-2023 Texas Academic Performance Report (TAPR)*

## Student Achievement Strengths

- Masters rates stayed the same or increased in RLA, Science and Social Studies.
- In spite of increasing at-risk numbers, STAAR scores have held steady or improved in all areas.
- Passing rates increased on the end of course Algebra I exam.

**Problem Statements Identifying Student Achievement Needs**

**Problem Statement 1:** Student emotional wellness is a high priority. **Root Cause:** Social media

**Problem Statement 2:** Special Education and EL student numbers are on the rise. **Root Cause:** Better identification methods and new immigrants from war torn regions.

# Staff Recruitment and Retention

## Staff Recruitment and Retention Summary

The Talent strategy is to recruit and retain the best employees at Memorial Middle School to support students. For employees and support personnel, this includes recruitment processes and hiring practices to develop and retain staff to meet the unique needs of each department and/or campus. Increased creativity and flexibility in our staffing, compensation, and benefit plans will help SBISD attract and retain qualified individuals. In order to meet our strategic goals, attract and retain the best talent, we focus our efforts on the following key areas:

- Recruitment and Retention of instructional, non-instructional, paraprofessional, and auxiliary staff
- Onboarding processes
- Staffing and Performance Management
- Competitive Compensation and Benefits
- Benefits Training opportunities

### Teacher by years of experience:

2023-2024: Beginning – 1.0 FTE (1.4%)

2022-2023: Beginning – 2.0 FTE (2.8%)

2021-2022: Beginning – 2.0 FTE (2.6%)

2023-2024: 1-5 Years – 10.0 FTE (14.4%)

2022-2023: 1-5 Years – 11.1 FTE (15.5%)

2021-2022: 1-5 Years – 13.5 FTE (17.8%)

2023-2024: 6-10 Years – 12.0 FTE (17.3%)

2022-2023: 6-10 Years – 15.0 FTE (21.0%)

2021-2022: 6-10 Years – 13.0 FTE (17.2%)

2023-2024: 11-20 Years – 27 FTE (38.9%)

2022-2023: 11-20 Years – 24.1 FTE (33.7%)

2021-2022: 11-20 Years – 28.3 FTE (37.3%)

2023-2024: Over 20 Years – 19.5 FTE (28.1%)

2022-2023: Over 20 Years – 19.2 FTE (26.9%)

2021-2022: Over 20 Years – 19.0 FTE (25.1%)

2023-2024: Total – 69.4 FTE (100%)

2022-2023: Total – 71.5 FTE (100%)

2021-2022: Total – 75.8 FTE (100%)

Source: PEIMS OnDataSuite, Fall Core Teacher Summary Report

## Staff Recruitment and Retention Strengths

MMS has high staff retention. In 2023-2024, 11-20 Years – 27.0 FTE (38.9%)• Over 20 Years – 19.5 (28.1%).

- Regular faculty meetings promote open discussions regarding campus and district issues.
- Minimal discipline issues
- Mentoring program provides new staff with support from master teachers within their assigned subject/grade level.

### **Problem Statements Identifying Staff Recruitment and Retention Needs**

**Problem Statement 1:** MMS' ESL and Economically Disadvantaged populations are increasing. **Root Cause:** Changing dynamics of neighborhood and increase in global migration as a result of regional conflict, especially in Europe/western Asia.

**Problem Statement 2:** Student emotional wellness is a high priority. **Root Cause:** Social media

# Family and Community Engagement

## Family and Community Engagement Summary

### FAMILY ENGAGEMENT

Memorial Middle School provides a sustained and strategic focus on educating, engaging and empowering families that are aligned with the SBISD Family E3 framework, focusing on building the capacity of families and staff to work together for student academic success. The Share a Smile Customer Service commitments are embedded into the Family E3 expectations, emphasizing the importance of customer service at our campus. The campus Translation and Interpretation Procedure asserts our commitment to provide families with information they can understand. Families are invited to attend campus and district events. The Family E3 team conducts an annual needs assessment with our campus to determine family engagement strengths and areas of support.

### COMMUNITY ENGAGEMENT

Memorial Middle School works closely with the SBISD Community Engagement Division to support meaningful, strategic two-way engagement of families, community members, partners, and volunteers. The district traditionally has a large and very committed network of partners and **12,000+** volunteers. During the summer, the Community Engagement team conducts a needs assessment with our campus to determine community engagement strengths and areas of support. We welcome and value volunteers who serve on our campus as mentors and tutors to support student success.

### Family and Community Engagement Strengths

MMS has a highly active and effective PTA.

MMS has hosted family events such as International Day, Newcomers Tea/Coffee, All School Party.

MMS has implemented family engagement strategies such as weekly newsletters, emails, and a family directory.

### Problem Statements Identifying Family and Community Engagement Needs

**Problem Statement 1:** MMS' ESL and Economically Disadvantaged populations are increasing. **Root Cause:** Changing dynamics of neighborhood and increase in global migration as a result of regional conflict, especially in Europe/western Asia.

**Problem Statement 2:** Student emotional wellness is a high priority. **Root Cause:** Social media

# Goals

**Goal 1: STUDENT ACHIEVEMENT.** Memorial Middle School students will master rigorous academic standards to ensure college and career readiness.

**Performance Objective 1: ACHIEVEMENT:** By June 2025, Memorial Middle School will increase student performance on STAAR Redesign Grades 6-8 exams in reading and math by at least 2 percentage points in approaches, 4 percentage points in meets, and 4 percentage points in masters.

2023-24: Reading: 96% (approaches), 91% (meets), 70% (masters); Math: 96% (approaches), 86% (meets), 58% (masters)

2022-23: Reading: 97% (approaches), 88% (meets), 64% (masters); Math: 97% (approaches), 90% (meets), 62% (masters) Baseline Year

**Evaluation Data Sources:** 2023 Texas Academic Performance Report and 2024 Texas Education Agency Data Tables

Strategy 1 Details
<p><b>Strategy 1:</b> Teachers will participate in weekly PLCs to define essentials, create SMART goals, common assessments, review assessment data, create intervention and extension plans using assessment data.</p> <p><b>Strategy's Expected Result/Impact:</b> Increased number of students performing at post-secondary-ready levels on local and national assessments</p> <p><b>Staff Responsible for Monitoring:</b> Admin, teachers</p> <p>DCs</p> <p>Team Leaders</p> <p>District</p> <p>Curriculum Directors</p>

**Goal 1: STUDENT ACHIEVEMENT.** Memorial Middle School students will master rigorous academic standards to ensure college and career readiness.

**Performance Objective 2: STUDENT GROWTH:** Memorial Middle School will increase the percentage of students demonstrating STAAR Redesign academic growth in Reading and Math by 2 percentage points or  $\geq$  to 85%.

2023-24: School Progress-Annual Growth /Accelerated Learning: 87%/34% (Reading); 80%/49% (Math)

2022-23: School Progress-Annual Growth /Accelerated Learning: 84%/54% (Reading); 85%/43% (Math) Baseline Year

**Evaluation Data Sources:** 2023 Texas Academic Performance Report and 2024 Texas Education Agency Data Tables

Strategy 1 Details
<p><b>Strategy 1:</b> Organize planning days for core subjects via substitutes or counselor days.</p> <p><b>Strategy's Expected Result/Impact:</b> Increased number of students performing at post-secondary-ready levels on local and national assessments</p> <p><b>Staff Responsible for Monitoring:</b> Admin, teachers</p> <p>DCs</p> <p>Team Leaders</p> <p>District</p> <p>Curriculum Directors</p>

**Goal 1: STUDENT ACHIEVEMENT.** Memorial Middle School students will master rigorous academic standards to ensure college and career readiness.

**Performance Objective 3: CLOSING THE GAPS:** By June 2025, Memorial Middle School will increase the percentage of academic achievement indicators on track to meet or exceed interim targets in the redesigned closing the gaps domain by 3 component points.

2023-24: 29 of 32 Academic Achievement Points Met; 90.6% Component Points

2022-23: 30 of 32 Academic Achievement Points Met; 93.8% Component Points (Baseline Year)

**Evaluation Data Sources:** 2023 Federal Identification of Schools and 2024 Texas Education Agency Data Tables

Strategy 1 Details
<p><b>Strategy 1:</b> Implement PLC process by tracking standards with core teams on the celebration dashboard.</p> <p><b>Strategy's Expected Result/Impact:</b> Admin Teachers Core Department Chairs</p>

**Goal 1: STUDENT ACHIEVEMENT.** Memorial Middle School students will master rigorous academic standards to ensure college and career readiness.

**Performance Objective 4: ENGLISH LANGUAGE ACQUISITION PROGRESS:** By June 2025, the rate of Emergent Bilingual/English Learners increasing at least one composite score level on the TELPAS will meet or exceed the expected growth target for English Language Proficiency Status.

2023-24: TELPAS Progress Rate 56%

2022-23: TELPAS Progress Rate 71% (Baseline Year)

**Evaluation Data Sources:** 2023 Federal Identification of Schools and 2024 Texas Education Agency Data Tables

Strategy 1 Details
<p><b>Strategy 1:</b> Add part time teachers to support the ELL classroom.</p> <p><b>Strategy's Expected Result/Impact:</b> Increased language acquisition speed and more exact monitoring</p> <p><b>Staff Responsible for Monitoring:</b> Admin ESL Teachers</p>

**Goal 1: STUDENT ACHIEVEMENT.** Memorial Middle School students will master rigorous academic standards to ensure college and career readiness.

**Performance Objective 5: COLLEGE AND CAREER READINESS BENCHMARK:** By June 2025, Memorial Middle School will increase the percentage of students who meet the college and career readiness benchmarks on the PSAT 8/9 by 2 percentage points in Reading and Writing (RW) and 2 percentage points in Mathematics.

2023-24: 81% Met RW; 77% Met Mathematics; 71% Met Both (Baseline Year)

**Evaluation Data Sources:** PSAT 8/9 (Grade 8) College Board

Strategy 1 Details
<p><b>Strategy 1:</b> Measure college and career readiness of students as measured on MAP "On-Track" to College Board benchmark performance in reading and math.</p> <p><b>Strategy's Expected Result/Impact:</b> Increase percent of students who are "On-Track" in reading and math as measured on MAP.</p> <p><b>Staff Responsible for Monitoring:</b> Admin Teachers Core Department Chairs</p>

**Goal 1: STUDENT ACHIEVEMENT.** Memorial Middle School students will master rigorous academic standards to ensure college and career readiness.

**Performance Objective 6: ADVANCED COURSES:** Increase the number of students completing advanced courses.

Spring 2024: 976 students completed one or more advanced courses

Spring 2023: 1,000 students completed one or more advanced courses

Spring 2022: 1,079 students completed one or more advanced courses

**Evaluation Data Sources:** Skyward course data (AAC and AP courses)

Strategy 1 Details
<p><b>Strategy 1:</b> Uphold the AAC contract timelines.</p> <p><b>Strategy's Expected Result/Impact:</b> Completion of advanced courses.</p> <p><b>Staff Responsible for Monitoring:</b> Admin Teachers Core Department Chairs</p>

**Goal 2: STUDENT SUPPORT.** Memorial Middle School students will benefit from multi-tiered systems of support.

**Performance Objective 1: CORE CHARACTERISTICS OF A T-2-4 READY GRADUATE:** By June 2025, Memorial Middle School will implement at least three strategies that advance the focus on Core Characteristics for every child.

**Evaluation Data Sources:** Campus calendar and newsletters

Strategy 1 Details
<p><b>Strategy 1:</b> Principal and Counselor assemblies quarterly</p> <p><b>Strategy's Expected Result/Impact:</b> Reduced disciplinary referrals</p> <p><b>Staff Responsible for Monitoring:</b> Admin Teachers Core Department Chairs</p>
Strategy 2 Details
<p><b>Strategy 2:</b> Dr. Crystal Collier speaks to all students.</p> <p><b>Strategy's Expected Result/Impact:</b> Reduce high-risk behaviors in students.</p> <p><b>Staff Responsible for Monitoring:</b> Admin Teachers Counselors</p>
Strategy 3 Details
<p><b>Strategy 3:</b> International Day</p> <p><b>Strategy's Expected Result/Impact:</b> Student, teacher, and community understanding of the diversity of our school.</p> <p><b>Staff Responsible for Monitoring:</b> Admin Teachers Counselors</p>
Strategy 4 Details
<p><b>Strategy 4:</b> Street Grace will come to Back to School Night to talk to parents and then to each grade level about social media and human trafficking.</p> <p><b>Strategy's Expected Result/Impact:</b> Decreased high risk behaviors</p> <p><b>Staff Responsible for Monitoring:</b> Administration</p>

**Goal 2: STUDENT SUPPORT.** Memorial Middle School students will benefit from multi-tiered systems of support.

**Performance Objective 2: INTERVENTIONS:** By June 2025, Memorial Middle School will implement TIER interventions with students identified as needing academic or behavioral supports.

**Evaluation Data Sources:** Multiple measures

Strategy 1 Details
<p><b>Strategy 1:</b> Maintain a CAIS position at MMS to coordinate monitoring and testing of high need students not in Special Education.</p> <p><b>Strategy's Expected Result/Impact:</b> All intervention timelines will be met.</p> <p><b>Staff Responsible for Monitoring:</b> CAIS</p> <p>Admin Teachers Counselors</p>

**Goal 2: STUDENT SUPPORT.** Memorial Middle School students will benefit from multi-tiered systems of support.

**Performance Objective 3: POST-SECONDARY PLANNING:** Memorial Middle School students will engage in activities that will prepare them to meet graduation requirements and pursue a viable post-secondary outcome.

**Evaluation Data Sources:** 4-Year Plan, Endorsement Selection Form

Strategy 1 Details
<p><b>Strategy 1:</b> Counselors will have 100% of 8th grade students complete 4 year plans before May 30, 2025.</p> <p><b>Strategy's Expected Result/Impact:</b> High school readiness</p> <p><b>Staff Responsible for Monitoring:</b> Counselors</p>

**Goal 2: STUDENT SUPPORT.** Memorial Middle School students will benefit from multi-tiered systems of support.

**Performance Objective 4: STUDENT ATTENDANCE:** By June 2025, student attendance at Memorial Middle School will increase or will be  $\geq 98\%$ .

**Evaluation Data Sources:** Skyward data and Texas Academic Performance Report

Strategy 1 Details
<p><b>Strategy 1:</b> Administration follow up with students missing multiple days. <b>Strategy's Expected Result/Impact:</b> School contact with families via the truancy program <b>Staff Responsible for Monitoring:</b> Administration</p>

**Goal 3:** SAFE SCHOOLS. Memorial Middle School will ensure a safe and secure learning environment.

**Performance Objective 1:** SAFE SCHOOL ENVIRONMENT: Align academic, behavior, and discipline systems to support a safe campus culture and maximize student learning.

**Evaluation Data Sources:** Discipline Data Dashboard, Review effectiveness of Behavior Intervention Plans

Strategy 1 Details
<p><b>Strategy 1:</b> Collaborate with other SBISD MS campuses to ensure alignment of consequences.</p> <p><b>Strategy's Expected Result/Impact:</b> Alignment with other middle schools and feeder pattern high schools for consequences</p> <p><b>Staff Responsible for Monitoring:</b> Admin</p>

**Goal 3: SAFE SCHOOLS.** Memorial Middle School will ensure a safe and secure learning environment.

**Performance Objective 2: SAFETY COMMITTEE:** Strengthen school safety by establishing and conducting Campus Safety Committee reviews throughout the school year.

**Evaluation Data Sources:** Campus Safety Committee roster and calendar

Strategy 1 Details
<p><b>Strategy 1: CAMPUS SAFETY COMMITTEE:</b> Establish Campus Safety Committees composed of a cross section of stake holders to look at matters related to campus safety.</p> <p><b>Strategy's Expected Result/Impact:</b> Each Campus principal will recruit a safety team and provide a roster. Each campus team will meet three times/year so that all campuses will be able to refine safety practices.</p> <p><b>Staff Responsible for Monitoring:</b> Administrators</p>

**Goal 3: SAFE SCHOOLS.** Memorial Middle School will ensure a safe and secure learning environment.

**Performance Objective 3: EMERGENCY OPERATIONS:** Maintain Campus Emergency Operations Procedures (EOP) that comply with SB 11, and include Standard Operating Procedures.

**Evaluation Data Sources:** Campus Emergency Operation Procedures Documents

Strategy 1 Details
<p><b>Strategy 1: EMERGENCY OPERATIONS PROCEDURES:</b> Campus EOP will align to the best practices from the Texas School Safety Center and the Standard Operating Procedures.</p> <p><b>Strategy's Expected Result/Impact:</b> Campus EOP turned in and filed by September 1st.</p> <p><b>Staff Responsible for Monitoring:</b> Administrators</p>

**Goal 4: FISCAL RESPONSIBILITY.** Memorial Middle School will ensure efficient and effective fiscal management of resources and operations.

**Performance Objective 1: FINANCIAL MANAGEMENT:** Maintain high quality financial management practices.

**Evaluation Data Sources:** Year-To-Date (YTD) Budget Reports (monthly, quarterly, annually)

Strategy 1 Details
<p><b>Strategy 1:</b> Conduct frequent budget meetings with the budget manager and administrative assistant to review and manage money.</p> <p><b>Strategy's Expected Result/Impact:</b> Error free records. Documentation of purchases and orders.</p> <p><b>Staff Responsible for Monitoring:</b> Principal Administrative Assistant Budget Manager</p>

# Campus Funding Summary

199 PIC 11 - Instructional Services					
Goal	Objective	Strategy	Resources Needed	Account Code	Amount
					\$0.00
<b>Sub-Total</b>					\$0.00
<b>Budgeted Fund Source Amount</b>					\$69,082.00
<b>+/- Difference</b>					\$69,082.00
199 PIC 22 - Career & Technology					
Goal	Objective	Strategy	Resources Needed	Account Code	Amount
					\$0.00
<b>Sub-Total</b>					\$0.00
<b>Budgeted Fund Source Amount</b>					\$4,305.00
<b>+/- Difference</b>					\$4,305.00
199 PIC 23 - Special Education					
Goal	Objective	Strategy	Resources Needed	Account Code	Amount
					\$0.00
<b>Sub-Total</b>					\$0.00
<b>Budgeted Fund Source Amount</b>					\$1,090.00
<b>+/- Difference</b>					\$1,090.00
199 PIC 24 - At Risk					
Goal	Objective	Strategy	Resources Needed	Account Code	Amount
					\$0.00
<b>Sub-Total</b>					\$0.00
<b>Budgeted Fund Source Amount</b>					\$3,850.00
<b>+/- Difference</b>					\$3,850.00
199 PIC 25 - ESL/Bilingual					
Goal	Objective	Strategy	Resources Needed	Account Code	Amount
					\$0.00
<b>Sub-Total</b>					\$0.00

199 PIC 25 - ESL/Bilingual					
Goal	Objective	Strategy	Resources Needed	Account Code	Amount
<b>Budgeted Fund Source Amount</b>					\$3,450.00
<b>+/- Difference</b>					\$3,450.00
199 PIC 99 - Undistributed					
Goal	Objective	Strategy	Resources Needed	Account Code	Amount
					\$0.00
<b>Sub-Total</b>					\$0.00
<b>Budgeted Fund Source Amount</b>					\$9,500.00
<b>+/- Difference</b>					\$9,500.00
<b>Grand Total Budgeted</b>					\$91,277.00
<b>Grand Total Spent</b>					\$0.00
<b>+/- Difference</b>					\$91,277.00