

Birdville Independent School District
Holiday Heights Elementary
2023-2024 Improvement Plan



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Comprehensive Needs Assessment

Demographics

Demographics Summary

Holiday Heights Elementary, located in North Richland Hills, Texas, is a Pre-Kindergarten -5th grade Title 1 Campus in Birdville ISD that serves approximately 510 students. Holiday Heights' demographic information indicates a population that is approximately 37.1% (189 students) White, 33.9% (173 students) Hispanic, 16.7% (85 students) Black/African American, 7% (34 students) Two or More Races, 6.7% (34 students) Asian American, 5.3% (27 students), and .4% (2 students) Pacific Islander.

The campus is predominantly a neighborhood school, where most students reside within the community, with only one district bus serving Holiday Heights.

Holiday Heights has a good sense of community between our staff and our families. We have a great deal of parent involvement and good rapport with the community.

Demographics Strengths

Holiday Heights has a good sense of community between our staff and our families. We have good rapport with the community.

Problem Statements Identifying Demographics Needs

Problem Statement 1 (Prioritized): Student behavior has escalated over the past two years. **Root Cause:** Students Social Emotional Learning (SEL) is low lacking due to inconsistent attendance and other factors.

Problem Statement 2 (Prioritized): Campus has approximately 60% of students identified as At-Risk. **Root Cause:** Need to strengthen Tier 1 Priorities in order to close learning gaps.

Problem Statement 3: Student behavior has escalated over the past two years and therefore we need a specific, very scripted campus-wide discipline plan. **Root Cause:** Student Social Emotional Learning (SEL) is lacking due to inconsistent attendance and other factors.

Student Learning

Student Learning Summary

Students at Holiday Heights are making steady growth in all grade levels. STAAR scores were comparable to district average; however the majority of all students showed growth on their scale scores from the previous year.

SUBJECT	DISTRICT	HHE
3RD GRADE MATH		
APPROACHES	76%	71%
MASTERS	19%	19%
3RD GRADE READING		
APPROACHES	78%	76%
MASTERS	22%	12%
4TH GRADE MATH		
APPROACHES	70%	68%
MASTERS	20%	25%
4TH GRADE READING		
APPROACHES	81%	79%
MASTERS	24%	17%
5TH GRADE MATH		
APPROACHES	83%	89%
MASTERS	22%	14%
5TH GRADE READING		
APPROACHES	83%	83%

SUBJECT	DISTRICT	HHE
MASTERS	34%	27%
5TH GRADE SCIENCE		
APPROACHES	68%	68%
MASTERS	19%	13%

Student Learning Strengths

Holiday Heights has a process of intervention in place to ensure that students' academics/emotional needs are met; including district personnel who have been on campus to support Tier 1 instruction/priorities. Holiday Heights also offers multiple opportunities for family and community involvement that support student learning.

Problem Statements Identifying Student Learning Needs

Problem Statement 1 (Prioritized): Not all staff has been trained in Continuous Improvement. **Root Cause:** Changes in staffing and new employees need proper training from district officials.

School Processes & Programs

School Processes & Programs Summary

Students at Holiday Heights Elementary are served through a variety of programs related to individual student needs. 69% (351 students) of our students are served by the free and reduced lunch program. 12% (62 students) of our students are considered Emergent Bilingual, 18% (95 students) special education, 7% (35 students) dyslexic, and 5% (25 students) gifted and talented.

Holiday Heights Elementary has two Pre-Kindergarten classrooms. The Pre-Kindergarten program provides intervention with a focus on cognitive, social-emotional, language and communication, and physical skills in an effort to allow children to learn skills that they can further utilize as they transition into the elementary setting.

Holiday Heights Elementary has a kindergarten through second grade and third grade through fifth grade Positive Approach to Student Success (PASS) program on campus. The Positive Approach to Student Success program supports students with significant deficits in adaptive behaviors, personal management and behavioral needs.

The Response to Intervention (RTI) program serves students in grades Kindergarten - 5th grade in both reading and mathematics. Students are identified for tiered intervention services using data from universal screeners administered three times each year - beginning, middle, and end of the year. Collaborative teams also meet to discuss student progress and plan intervention based on student need with a goal of closing the learning gap. We also provide tutoring to our struggling students with staff, including Title I Tutors and Interventionists.

School Processes & Programs Strengths

Holiday Heights staff uses Professional Learning Community (PLC) meetings to address student needs using anecdotal records, observations and data.

The campus schedule and classroom schedules are made with an effort at maximizing instructional time and are based on best practices. Holiday Heights uses Vertical Teams to align curriculum, strategies and common vocabulary. Also, all staff is trained in Capturing Kids' Hearts, which has all staff on same page - social contracts, greeting students, affirmations, good things.

Problem Statements Identifying School Processes & Programs Needs

Problem Statement 1 (Prioritized): Student behavior has escalated over the past two years and therefore we need a specific, very scripted campus-wide discipline plan. **Root**

Cause: Student Social Emotional Learning (SEL) is low due to inconsistent attendance and other factors.

Perceptions

Perceptions Summary

The focus of Holiday Heights Elementary is on individual student needs. Our leadership, curriculum, support services, teaching styles, general school environment and community form the foundation for student success. We strive to show #HuskyPride in and out of the school setting.

Mission Statement:

Holiday Heights Elementary is a community of lifelong learners where everyone learns in a safe, kind, and nurturing environment.

Vision:

Staff and students will grow and develop, not only academically, but socially for a future they create.

Perceptions Strengths

Holiday Heights is welcoming, warm and supportive to students and parents. Students feel and see that teachers work hard and have their best interests at heart. School communication: Parents appreciate the communication on social media as well as class newsletters.

Problem Statements Identifying Perceptions Needs

Problem Statement 1 (Prioritized): Due to teacher/team workload, staff has not had many opportunities to interact horizontally. **Root Cause:** Since Covid, Holiday Heights has not had many cross-grade level/team opportunities for students and teachers to interact with each other.

Problem Statement 2 (Prioritized): Student behavior has escalated over the past two years and therefore we need a specific, very scripted campus-wide discipline plan. **Root Cause:** Student Social Emotional Learning (SEL) is inconsistent due to attendance and other factors

Priority Problem Statements

Problem Statement 1: Campus has approximately 60% of students identified as At-Risk.

Root Cause 1: Need to strengthen Tier 1 Priorities in order to close learning gaps.

Problem Statement 1 Areas: Demographics

Problem Statement 2: Student behavior has escalated over the past two years.

Root Cause 2: Students Social Emotional Learning (SEL) is low lacking due to inconsistent attendance and other factors.

Problem Statement 2 Areas: Demographics

Problem Statement 3: Not all staff has been trained in Continuous Improvement.

Root Cause 3: Changes in staffing and new employees need proper training from district officials.

Problem Statement 3 Areas: Student Learning

Problem Statement 4: Student behavior has escalated over the past two years and therefore we need a specific, very scripted campus-wide discipline plan.

Root Cause 4: Student Social Emotional Learning (SEL) is low due to inconsistent attendance and other factors.

Problem Statement 4 Areas: School Processes & Programs

Problem Statement 5: Due to teacher/team workload, staff has not had many opportunities to interact horizontally.

Root Cause 5: Since Covid, Holiday Heights has not had many cross-grade level/team opportunities for students and teachers to interact with each other.

Problem Statement 5 Areas: Perceptions

Problem Statement 6: Student behavior has escalated over the past two years and therefore we need a specific, very scripted campus-wide discipline plan.

Root Cause 6: Student Social Emotional Learning (SEL) is inconsistent due to attendance and other factors

Problem Statement 6 Areas: Perceptions

Comprehensive Needs Assessment Data Documentation

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

Improvement Planning Data

- District goals
- Campus goals
- HB3 Reading and math goals for PreK-3
- Campus/District improvement plans (current and prior years)
- Planning and decision making committee(s) meeting data

Accountability Data

- Texas Academic Performance Report (TAPR) data
- Student Achievement Domain
- Student Progress Domain
- Closing the Gaps Domain
- Accountability Distinction Designations

Student Data: Assessments

- State and federally required assessment information
- STAAR current and longitudinal results, including all versions
- STAAR released test questions
- Texas English Language Proficiency Assessment System (TELPAS) and TELPAS Alternate results
- Student failure and/or retention rates
- Running Records results
- Texas approved PreK - 2nd grade assessment data
- Texas approved Prekindergarten and Kindergarten assessment data
- Other PreK - 2nd grade assessment data
- Grades that measure student performance based on the TEKS

Student Data: Student Groups

- Race and ethnicity data, including number of students, academic achievement, discipline, attendance, and rates of progress between groups
- Special programs data, including number of students, academic achievement, discipline, attendance, and rates of progress for each student group
- Economically disadvantaged / Non-economically disadvantaged performance and participation data
- Special education/non-special education population including discipline, progress and participation data
- At-risk/non-at-risk population including performance, progress, discipline, attendance, and mobility data
- Emergent Bilingual (EB) /non-EB data, including academic achievement, progress, support and accommodation needs, race, ethnicity, gender etc.
- Gifted and talented data
- Dyslexia data
- Response to Intervention (RtI) student achievement data

Student Data: Behavior and Other Indicators

- Attendance data

- Mobility rate, including longitudinal data
- Discipline records
- Student surveys and/or other feedback
- School safety data

Employee Data

- Professional learning communities (PLC) data
- Staff surveys and/or other feedback
- State certified and high quality staff data
- Campus leadership data
- Campus department and/or faculty meeting discussions and data
- Professional development needs assessment data
- T-TESS data

Parent/Community Data

- Parent surveys and/or other feedback
- Community surveys and/or other feedback

Support Systems and Other Data

- Processes and procedures for teaching and learning, including program implementation
- Study of best practices
- Other additional data

Goals

Goal 1: Students will achieve their full potential through a system that is responsive to the academic, social, and emotional needs of the student.

Performance Objective 1: All students will make at least one year's progress in reading and mathematics literacy between the beginning and end of year.

a) In addition, all students in grades prekindergarten - 3rd grade will meet the progress monitoring targets for each demographic group in order to achieve the House Bill 3 Goals in reading and mathematics.

High Priority





HB3 Goal

Evaluation Data Sources: Elementary: Fountas & Pinnell reading levels

Elementary: Elementary: Childrens' Learning Institute (CLI Engage - CIRCLE) - (prekindergarten reading and math), mClass (kindergarten reading and math), mClass (1-2 reading), Renaissance STAR Assessments (reading, grades 3-5 and mathematics, grades 1-5), Texas Education Agency (TEA) Interims (grades 3-5 reading and mathematics)

Strategy 1 Details	Reviews			
Strategy 1: Build capacity and fidelity in the use of the District curriculum and implementation literacy strategies at the campus level. Actions: a) Provide tiered professional learning opportunities that are responsive to all staff needs to build their capacity to implement campus literacy plans. b) Support campus leadership teams to lead the implementation of the District curriculum, identified resources and literacy strategies. c) Provide coaching support for campus implementation plans. d) Use data to provide targeted support and progress monitoring. Staff Responsible for Monitoring: Administrators, Coaches, Interventionists, Special Education Staff, Leaders of Learners (LOL) Members, Classroom Teachers Title I: 2.4, 2.5, 2.6 Problem Statements: Student Learning 1 Funding Sources: - 199 - General Funds: SCE	Formative			Summative
	Nov	Jan	Mar	June

Strategy 2 Details	Reviews			
<p>Strategy 2: Emphasize the continued implementation of reading and mathematics literacy instruction with a focus on guided instruction and continuous improvement.</p> <p>Actions: a) Continue to provide elementary teachers training on the science of teaching reading based on Texas Education Agency (TEA) and House Bill 3 (HB3) requirements. b) Provide elementary teachers the necessary coaching and training to continue the implementation of district and state literacy requirements. c) Continue to emphasize and facilitate campus instructional focus walks and debriefing sessions. d) Infuse literacy-focused professional learning and discussions into monthly principal meetings. e) Collect artifacts to support literacy implementation and teacher mastery of the science of teaching reading. f) Collect process data to measure the degree of alignment and implementation of district initiatives. g) Monitor implementation of the district Reading Language Arts curriculum through ongoing professional learning and coaching. h) Implement training to support general education and all special program teachers with instructional practices that aligns to the district curriculum and assessment requirements. i) Use instructional coach to support teachers in meeting House Bill 3 (HB3) goals and closing the gap regarding student performance. j) Increase teacher capacity to teach the required Kindergarten -3rd grade phonics program.</p> <p>Staff Responsible for Monitoring: Administrators, Coaches, Interventionists, Special Education Staff, Classroom Teachers, Central Office Staff</p> <p>Title I: 2.4, 2.5, 2.6</p> <p>Problem Statements: Demographics 2 - Student Learning 1</p> <p>Funding Sources: Instructional Materials - 211 - Title I - \$5,735</p>	Formative			Summative
	Nov	Jan	Mar	June

Strategy 3 Details	Reviews			
Strategy 3: Communicate and assist campus staff in implementing data informed instruction and responsive teaching. Actions: a) Continue to conduct training on the personalized learning framework for all instructional staff. b) Deepen the understanding and implementation of data-driven, responsive instruction through the use of the Professional Learning Committee (PLC) process. c) Conduct campus walks that are specific to instruction and program implementation for the purpose of continuous improvement. d) Use data from multiple assessments (mClass, Star Renaissance and Interims) to inform instruction. e) Collect, analyze and use data for progress monitoring. Staff Responsible for Monitoring: Administrators, Coaches, Interventionists, Special Education Staff, Classroom Teachers, Central Office Staff Title I: 2.5 Problem Statements: Demographics 2 - Student Learning 1 Funding Sources: Coaches and Interventionists - 199 - General Funds: SCE - \$14,245	Formative			Summative
	Nov	Jan	Mar	June
Strategy 4 Details	Reviews			
Strategy 4: Enhance and support the implementation of system-wide instructional practices to support Emergent Bilinguals. Actions: a) Identify trends by conducting data analysis to determine progress in reading, math and English language development. b) Increase effective systems of support for student learning in reading and math. Staff Responsible for Monitoring: Administrators, Coaches, Interventionists, Multilingual Services, Classroom Teachers, Central Office Staff Problem Statements: Demographics 2	Formative			Summative
	Nov	Jan	Mar	June
<div> <div> No Progress</div> <div> Accomplished</div> <div> Continue/Modify</div> <div> Discontinue</div> </div>				

Performance Objective 1 Problem Statements:

Demographics
Problem Statement 2: Campus has approximately 60% of students identified as At-Risk. Root Cause: Need to strengthen Tier 1 Priorities in order to close learning gaps.
Student Learning
Problem Statement 1: Not all staff has been trained in Continuous Improvement. Root Cause: Changes in staffing and new employees need proper training from district officials.

Goal 1: Students will achieve their full potential through a system that is responsive to the academic, social, and emotional needs of the student.

Performance Objective 2: Close achievement gaps that exist for all under-performing student groups as measured by state and district assessments.

a) Meet all progress monitoring targets for grades prekindergarten - 3rd grade in reading for all student groups as measured by a district approved monitoring instrument.

b) Meet all progress monitoring targets for grades prekindergarten - 3rd grade in mathematics for all student groups as measured by a district approved monitoring instrument.

HB3 Goal

Evaluation Data Sources: Historical performance by student subgroup on state and district assessments

Strategy 1 Details	Reviews			
Strategy 1: Assist teachers in developing, administering, and collecting student performance data to evaluate student growth. Actions: a) Provide professional development for all teachers in analyzing and use of a variety of data (achievement and process) for the purpose of focused instruction, appropriate interventions and approved accommodations (ie. state testing and classroom instruction). b) Track student performance to determine progress toward success on State of Texas Assessments of Academic Readiness (STAAR) assessments. c) Provide professional development for all teachers and staff in the use of Aware to build assessments and analyze data to inform instruction. d) Use Professional Learning Committee (PLC) Data Talks to determine best practices and student growth needs. e) Use Title I Staff to support student learning and growth in both reading and math. Staff Responsible for Monitoring: Administrators, Coaches, Interventionists, Special Education Staff, Classroom Teachers, Title I Staff Title I: 2.4, 2.5, 2.6 Problem Statements: Student Learning 1 - Perceptions 1 Funding Sources: Campus Personnel - 211 - Title I - \$40,937, Campus Personnel - 211 - Title I - \$24,642, ESSER Tutors - ESSER - \$21,785, Title I Tutors - 211 - Title I - \$20,000	Formative			Summative
	Nov	Jan	Mar	June

Strategy 2 Details	Reviews			
Strategy 2: Establish the PDSA process as a standard operating procedure on the campus for improving instruction, data analysis, and student growth. Actions: a) Continue to support and monitor the implementation of the PDSA process and provide appropriate, tiered professional learning support. b) Monitor the PDSA development process through PLCs to ensure alignment to district expectation. c) Collect examples during campus walkthroughs. d) Model examples of goal setting and digital data folders during PLCs, Staff Meetings and Newsletters. Staff Responsible for Monitoring: Administrators, Coaches, Interventionists, Special Education Staff, Classroom Teachers Problem Statements: Demographics 2 - Student Learning 1 - School Processes & Programs 1	Formative			Summative
	Nov	Jan	Mar	June
Strategy 3 Details	Reviews			
Strategy 3: Provide multiple opportunities for parents and the community to be engaged in the educational process and improving student learning. Actions: a) Host Meet the Teacher Event. b) Conduct Parent Curriculum Nights to give parents information on how to support their child in/out of the school . c) Host Information Nights/Counselor Sessions d) Host the Annual Title I Information Night to explain programs and services available to our families. e) Develop and distribute a Family and Parent Engagement Policy. f) Host Academic Nights such as Science Night, Literacy Night, Math Night to support student learning. g) Host Open House to show parents academic growth h) Conduct fall and spring parent conferences to improve student learning. Staff Responsible for Monitoring: All Holiday Heights Staff Title I: 4.1, 4.2 Problem Statements: Demographics 1 Funding Sources: Family Engagement Resources - 211 - Title I - \$1,074	Formative			Summative
	Nov	Jan	Mar	June
<div> <div>0% No Progress</div> <div>100% Accomplished</div> <div>→ Continue/Modify</div> <div>✗ Discontinue</div> </div>				

Performance Objective 2 Problem Statements:

Demographics
Problem Statement 1: Student behavior has escalated over the past two years. Root Cause: Students Social Emotional Learning (SEL) is low lacking due to inconsistent attendance and other factors.
Problem Statement 2: Campus has approximately 60% of students identified as At-Risk. Root Cause: Need to strengthen Tier 1 Priorities in order to close learning gaps.

Student Learning

Problem Statement 1: Not all staff has been trained in Continuous Improvement. **Root Cause:** Changes in staffing and new employees need proper training from district officials.

School Processes & Programs

Problem Statement 1: Student behavior has escalated over the past two years and therefore we need a specific, very scripted campus-wide discipline plan. **Root Cause:** Student Social Emotional Learning (SEL) is low due to inconsistent attendance and other factors.

Perceptions





Problem Statement 1: Due to teacher/team workload, staff has not had many opportunities to interact horizontally. **Root Cause:** Since Covid, Holiday Heights has not had many cross-grade level/team opportunities for students and teachers to interact with each other.

Goal 1: Students will achieve their full potential through a system that is responsive to the academic, social, and emotional needs of the student.

Performance Objective 3: Students will display an awareness of social emotional development as measured by a district-administered student survey.

Evaluation Data Sources: Social-Emotional Learning survey, Monthly Classroom Check-In Data Points

Strategy 1 Details	Reviews			
Strategy 1: Create a culture that focuses students' social-emotional well-being. Actions: a) Develop a plan for implementing Social Emotional Learning (SEL) curriculum into the classroom with consistency. b) Design classroom counseling lessons addressing social-emotional well-being. c) Implement a plan to recognize students and staff that demonstrate citizenship. d) Implement activities and programs that will integrate values into school culture. e) Implement a digital citizenship and safety program. f) Provide training to all staff for Capturing Kids' Hearts. g) Develop Journals for students to use with counseling lessons each week (and as personal journals as needed). h) Utilize district funded Crisis Counselor to provide support to students in areas of social emotional learning. Staff Responsible for Monitoring: Administrators, Counselor, SEL Committee, Classroom Teachers Title I: 2.5 Problem Statements: Demographics 1 - Perceptions 2 Funding Sources: Professional Development - 211 - Title I - \$15,000	Formative			Summative
	Nov	Jan	Mar	June

 No Progress
 Accomplished
 Continue/Modify
 Discontinue

Performance Objective 3 Problem Statements:

Demographics
Problem Statement 1: Student behavior has escalated over the past two years. Root Cause: Students Social Emotional Learning (SEL) is low lacking due to inconsistent attendance and other factors.
Perceptions
Problem Statement 2: Student behavior has escalated over the past two years and therefore we need a specific, very scripted campus-wide discipline plan. Root Cause: Student Social Emotional Learning (SEL) is inconsistent due to attendance and other factors





Goal 1: Students will achieve their full potential through a system that is responsive to the academic, social, and emotional needs of the student.

Performance Objective 4: Reduce the number of students assigned to behavioral Multi-Tiered Student Supports (MTSS) Tiers 2 and 3.

High Priority

Evaluation Data Sources: Behavioral Multi-Tiered Student Supports (MTSS data records)
Aligned to Strategic Plan

Strategy 1 Details	Reviews			
Strategy 1: Align campus expectations for behavior with district behavioral RtI Plan. Actions: a) Ensure that staff is trained in the implementation of the behavior Response to Intervention (RtI) plan with established procedures. b) Conduct Positive Behavior Intervention Support (PBIS) Meetings with Agendas/Minutes to support campus behavior concerns. c) Continue to implement consistent campus behavioral expectations (The Husky Way) that all stakeholders will follow. d) Use video announcements and short clips to demonstrate appropriate campus behavior. e) All staff will implement strategies learned during Capturing Kids' Hearts training. Staff Responsible for Monitoring: All Holiday Heights Staff Title I: 2.4, 2.5, 2.6 Problem Statements: Student Learning 1 - Perceptions 2	Formative			Summative
	Nov	Jan	Mar	June

 No Progress
 Accomplished
 Continue/Modify
 Discontinue

Performance Objective 4 Problem Statements:

Student Learning
Problem Statement 1: Not all staff has been trained in Continuous Improvement. Root Cause: Changes in staffing and new employees need proper training from district officials.
Perceptions
Problem Statement 2: Student behavior has escalated over the past two years and therefore we need a specific, very scripted campus-wide discipline plan. Root Cause: Student Social Emotional Learning (SEL) is inconsistent due to attendance and other factors

Goal 2: The system will utilize efficient and effective operations to support and improve the learning organization.

Performance Objective 1: Increase the annual total Average Daily Attendance (ADA) as compared to the prior school year, through improved student retention, recruitment, and days in attendance.

Evaluation Data Sources: Overall campus Average Daily Attendance (ADA) as per Summer Public Information Information Management System (PEIMS) submission

Strategy 1 Details	Reviews			
Strategy 1: Refine and implement our campus attendance plan to improve and address student attendance, social needs that interfere with attendance and collect pertinent data on strategies that would mitigate poor student attendance. Actions: a) Grade level attendance data will be displayed and updated routinely. b) Follow truancy guidelines and implement truancy prevention measures (including Open Enrollment Students) c) Use District Weekly Attendance Reports on Announcements and Social Media to encourage better attendance. d) Develop Grade Level and Class Incentives, including individual recognition Staff Responsible for Monitoring: Administrators, Attendance Clerk, Counselor, Classroom Teachers, Attendance Officer Title I: 2.4 Problem Statements: School Processes & Programs 1	Formative			Summative
	Nov	Jan	Mar	June
<div><div><div>0%</div>No Progress</div><div><div>100%</div>Accomplished</div><div><div>→</div>Continue/Modify</div><div><div>✗</div>Discontinue</div></div>				

Performance Objective 1 Problem Statements:

School Processes & Programs
Problem Statement 1: Student behavior has escalated over the past two years and therefore we need a specific, very scripted campus-wide discipline plan. Root Cause: Student Social Emotional Learning (SEL) is low due to inconsistent attendance and other factors.

Goal 2: The system will utilize efficient and effective operations to support and improve the learning organization.

Performance Objective 2: Use continuous improvement to identify and improve operations and outcomes in all areas on campus.

Evaluation Data Sources: Evaluation of goal achievement as per improvement plans.

Strategy 1 Details	Reviews			
Strategy 1: Develop and deploy aligned continuous improvement processes vertically and horizontally on campus. Actions: a) Establish goals for each team to improve efficiency and effectiveness of operations at all levels of the organization. b) Develop and implement team plans to achieve goals, including identification of strategies and specific actions. c) Identify key measures to track progress toward established goals. d) Collect data on measures throughout the year and chart progress. e) Evaluate the effectiveness of plans in achieving goals. f) Communicate and celebrate team and campus successes through newsletters. Staff Responsible for Monitoring: All Holiday Heights Staff Title I: 2.5 Problem Statements: Perceptions 1	Formative			Summative
	Nov	Jan	Mar	June
Strategy 2 Details	Reviews			
Strategy 2: Recruit, employ and retain quality teaching and professional support staff to attain excellence in student performance. Actions: a) Develop a plan to support 0-3 year experience teachers beyond the district mentor program. b) Evaluate staff morale and satisfaction with campus surveys. c) Use campus teams to evaluate programs and procedures to ensure satisfactory support from campus stake holders. Staff Responsible for Monitoring: All Holiday Heights Staff TEA Priorities: Recruit, support, retain teachers and principals - ESF Levers: Lever 3: Positive School Culture Problem Statements: Perceptions 1	Formative			Summative
	Nov	Jan	Mar	June
<div> <div>0% No Progress</div> <div>100% Accomplished</div> <div>→ Continue/Modify</div> <div>✗ Discontinue</div> </div>				

Performance Objective 2 Problem Statements:





Perceptions

Problem Statement 1: Due to teacher/team workload, staff has not had many opportunities to interact horizontally. **Root Cause:** Since Covid, Holiday Heights has not had many cross-grade level/team opportunities for students and teachers to interact with each other.

Goal 3: All students and staff will learn and work in a safe and responsive environment.

Performance Objective 1: Attain a 10% annual increase in results on a school safety survey that is administered to students, staff, and parents.

Evaluation Data Sources: District safety survey of students, parents and staff

Strategy 1 Details	Reviews			
Strategy 1: Establish a safe school-community environment where students and staff report a sense of belonging, security, and well-being. Actions: a) Use district staff (i.e Safety and Security Specialist, counselors, and crisis intervention coordinator) to identify and address safety and social emotional concerns. b) Conduct safety meetings Campus Emergency Response Team to evaluate and problem solve district safety concerns. d) Develop a plan to conduct all safety drills with meetings to assess strengths/weaknesses. e) Continue to utilize the Anonymous Alerts and Threat Assessment system for students, staff, and community to report safety concerns and personal threats. f) Identify potential school and safety threats using survey data to conduct a Plan Do Study Act (PDSA) process for continuous improvement. g) Work in collaboration with applicable district staff to ensure and enhance recommended behaviors. h) Ensure all staff have updated safety trainings throughout the school year. Staff Responsible for Monitoring: All Holiday Heights Staff Title I: 4.1, 4.2 Problem Statements: Perceptions 2	Formative			Summative
	Nov	Jan	Mar	June
<div>  No Progress  Accomplished  Continue/Modify  Discontinue </div>				





Performance Objective 1 Problem Statements:

Perceptions
Problem Statement 2: Student behavior has escalated over the past two years and therefore we need a specific, very scripted campus-wide discipline plan. Root Cause: Student Social Emotional Learning (SEL) is inconsistent due to attendance and other factors

Goal 3: All students and staff will learn and work in a safe and responsive environment.

Performance Objective 2: Reduce the cost of accidents resulting in workers' compensation claims by 10% over the previous year and reduce the number of work days lost each year due to accidents occurring on the job by 10%.

Evaluation Data Sources: Annual report of worker's compensation claims.

Strategy 1 Details	Reviews			
Strategy 1: Implement a campus-wide safety awareness program. Actions: a) View and complete all components of Safe Schools Training. b) Monitor the implementation of safety procedures throughout the campus (stepladders, extension cords, appliances). c) Review safety procedures and relevant topics during staff meetings. Staff Responsible for Monitoring: All Holiday Heights Staff Problem Statements: Perceptions 2	Formative			Summative
	Nov	Jan	Mar	June
<div> <div> No Progress</div> <div> Accomplished</div> <div> Continue/Modify</div> <div> Discontinue</div> </div>				

Performance Objective 2 Problem Statements:

Perceptions
Problem Statement 2: Student behavior has escalated over the past two years and therefore we need a specific, very scripted campus-wide discipline plan. Root Cause: Student Social Emotional Learning (SEL) is inconsistent due to attendance and other factors

Goal 3: All students and staff will learn and work in a safe and responsive environment.

Performance Objective 3: The campus will meet all compliance requirements for improvement planning.

Evaluation Data Sources: Annual review of improvement plan requirements

Strategy 1 Details	Reviews			
Strategy 1: Develop a site-based decision making committee to ensure implementation of campus plan. Actions: a) Complete all action items. b) Conduct four site-based meetings to review the campus improvement plan. Staff Responsible for Monitoring: Administration, Site Base Team Problem Statements: Perceptions 1	Formative			Summative
	Nov	Jan	Mar	June
Strategy 2 Details	Reviews			
Strategy 2: Implement requirements of the Every Student Succeeds Act (ESSA) regarding family and parental engagement. Actions: a) Continue to consult with parents of participating children to implement programs, activities, and procedures for the involvement of parents of all of its Title III programs and Title 1, Part A schools. b) Continue to review and update meaningful ways for parents to be involved in their child's education. c) Design, develop and implement a family, parent, and community engagement program to meet the needs of Emergent Bilingual (EB) students. Staff Responsible for Monitoring: Multilingual Services, Federal Programs, Campus Administrative Staff Title I: 4.1, 4.2 Problem Statements: Demographics 2 - School Processes & Programs 1	Formative			Summative
	Nov	Jan	Mar	June
<div><div><div></div><div>0%</div><div>No Progress</div></div><div><div></div><div>100%</div><div>Accomplished</div></div><div><div></div><div></div><div>Continue/Modify</div></div><div><div></div><div></div><div>Discontinue</div></div></div>				

Performance Objective 3 Problem Statements:

Demographics
Problem Statement 2: Campus has approximately 60% of students identified as At-Risk. Root Cause: Need to strengthen Tier 1 Priorities in order to close learning gaps.
School Processes & Programs
Problem Statement 1: Student behavior has escalated over the past two years and therefore we need a specific, very scripted campus-wide discipline plan. Root Cause: Student Social Emotional Learning (SEL) is low due to inconsistent attendance and other factors.

Perceptions

Problem Statement 1: Due to teacher/team workload, staff has not had many opportunities to interact horizontally. **Root Cause:** Since Covid, Holiday Heights has not had many cross-grade level/team opportunities for students and teachers to interact with each other.

State Compensatory

Budget for Holiday Heights Elementary

Total SCE Funds: \$0.00

Total FTEs Funded by SCE: 0.5

Brief Description of SCE Services and/or Programs

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Personnel for Holiday Heights Elementary

<u>Name</u>	<u>Position</u>	<u>FTE</u>
Stephanie Carney	Reading Interventionist	0.5

Title I

1.1: Comprehensive Needs Assessment

The Comprehensive Needs Assessment was completed in May 2023 based on spring survey feedback, State of Texas Assessments of Academic Readiness (STAAR), Texas English Language Proficiency Assessment System (TELPAS) and universal screener results, attendance and behavior data compiled in April and May of 2023.

2.1: Campus Improvement Plan developed with appropriate stakeholders

Lisa Walker	Principal
Kenji Ford	Assistant Principal
Mirna Molina	Pre-K
Sarah Yamane	Kindergarten
Adrienne Kern	First Grade
Sonya Diaz	Second Grade
Colleen Courtney	Third Grade
Melanie White	Fourth Grade
Kimberly Hughes	Fifth Grade
Stephanie Carney	Intervention
Mallory Bownds	District
Alonzo Flores	Parent
Ron Owen	Parent
Nicole Hackney	Community
Dan Walker	Community

Lisa Walker	Principal
Chad Miller	Business Rep
DJ Roberts	Business Rep

he Campus Improvement Plan is revised and evaluated in November, January, March, and June.

2.2: Regular monitoring and revision

Lisa Walker	Principal
Kenji Ford	Assistant Principal
Mirna Molina	Pre-K
Sarah Yamane	Kindergarten
Adrienne Kern	First Grade
Sonya Diaz	Second Grade
Colleen Courtney	Third Grade
Melanie White	Fourth Grade
Kimberly Hughes	Fifth Grade
Stephanie Carney	Intervention
Mallory Bownds	District
Alonzo Flores	Parent
Ron Owen	Parent
Nicole Hackney	Community
Dan Walker	Community
Chad Miller	Business Rep
DJ Roberts	Business Rep

he Campus Improvement Plan is revised and evaluated in November, January, March, and

June.

2.3: Available to parents and community in an understandable format and language

The Campus Improvement Plan is made available to parents and the public through the campus website. The plan is also available through the district website in English, and a printed copy may be requested in the campus front office.

2.4: Opportunities for all children to meet State standards

Through the Campus Needs Assessment, approximately 66% (336 students) were identified as at-risk based on one or more of the following criteria:

1. Low performance on a readiness test or assessment instrument
2. Grade retention
3. Lack of satisfactory performance on state-mandated testing
4. Limited English proficiency
5. Homelessness

Additional assistance will be provided to these students through specialized instructional support, mentoring, social-emotional learning programs, tiered interventions, and professional development for teachers to improve their effectiveness.

2.5: Increased learning time and well-rounded education

Student learning will be supported through research-based instructional strategies such as:

- Capturing Kids' Hearts

- Workshop Model
- Sheltered Instruction
- Leveled Literacy Intervention
- Social Skills Training

Increased learning time is provided through pullout intervention programs and targeted tutorials.

2.6: Address needs of all students, particularly at-risk

Student enrollment, attendance, and success will be supported through targeted support programs that address the specific needs of our at-risk student population, as well as schoolwide incentive programs, individual and class recognitions, two-way communication between the school and home, and parent and family engagement activities.

3.1: Annually evaluate the schoolwide plan

The Campus Needs Assessment (CNA) is completed each spring through a multi-stakeholder collaborative process using multiple sources of data to evaluate the effectiveness of programs and practices.

Campus Needs Assessment (CNA) addresses:

1. Demographics
2. Perceptions
3. Student Learning

4. Processes and Programs

The findings of the Campus Needs Assessment (CNA) are used to inform the Campus Improvement Plan (CIP). Both the Campus Needs Assessment (CNA) and Campus Improvement Plan (CIP) are presented to the Site Based Committee for review and feedback at the end of the school year.

4.1: Develop and distribute Parent and Family Engagement Policy

Lisa Walker	Principal
Kenji Ford	Assistant Principal
Mirna Molina	Pre-K
Sarah Yamane	Kindergarten
Adrienne Kern	First Grade
Sonya Diaz	Second Grade
Colleen Courtney	Third Grade
Melanie White	Fourth Grade
Kimberly Hughes	Fifth Grade
Stephanie Carney	Intervention
Mallory Bownds	District
Alonzo Flores	Parent
Ron Owen	Parent
Nicole Hackney	Community
Dan Walker	Community
Chad Miller	Business Rep
DJ Roberts	Business Rep

4.2: Offer flexible number of parent involvement meetings

Most campus family engagement activities are scheduled for Tuesday or Thursday evenings and Friday mornings in order to accommodate parents' work schedules .The following family engagement activities are planned for 2023-2024:

- August Refresh Back to School Event at WG Thomas Coliseum
- August Meet the Teacher Night on campus
- Grade Level What You Need To Know Night on campus
- September Grandparents Ice Cream Social on campus
- September PTA Membership Night on campus
- September Title I Meetings on campus
- October Science Night on campus
- November Fun Run on campus during the day
- November Music Program on campus
- December PTA Event on campus
- December Winter Holiday Celebration Night on campus
- January Math Night on campus
- March Open House on campus
- March Discover Birdville Event
- April Family Engagement Policy and Compact Revision on campus

Title I Personnel

<u>Name</u>	<u>Position</u>	<u>Program</u>	<u>FTE</u>
Lakynn Baker Mason	Educational Assistant	Title I	1.0
Teresa Hudson	Math Interventionist	Title I	0.5

Campus Funding Summary

199 - General Funds: SCE					
Goal	Objective	Strategy	Resources Needed	Account Code	Amount
1	1	1			\$0.00
1	1	3	Coaches and Interventionists		\$14,245.00
Sub-Total					\$14,245.00
Budgeted Fund Source Amount					\$14,245.00
+/- Difference					\$0.00
211 - Title I					
Goal	Objective	Strategy	Resources Needed	Account Code	Amount
1	1	2	Instructional Materials		\$5,735.00
1	2	1	Campus Personnel		\$24,642.00
1	2	1	Campus Personnel		\$40,937.00
1	2	1	Title I Tutors		\$20,000.00
1	2	3	Family Engagement Resources		\$1,074.00
1	3	1	Professional Development		\$15,000.00
Sub-Total					\$107,388.00
Budgeted Fund Source Amount					\$107,388.00
+/- Difference					\$0.00
ESSER					
Goal	Objective	Strategy	Resources Needed	Account Code	Amount
1	2	1	ESSER Tutors		\$21,785.00
Sub-Total					\$21,785.00
Budgeted Fund Source Amount					\$21,785.00
+/- Difference					\$0.00
Grand Total Budgeted					\$143,418.00
Grand Total Spent					\$143,418.00
+/- Difference					\$0.00