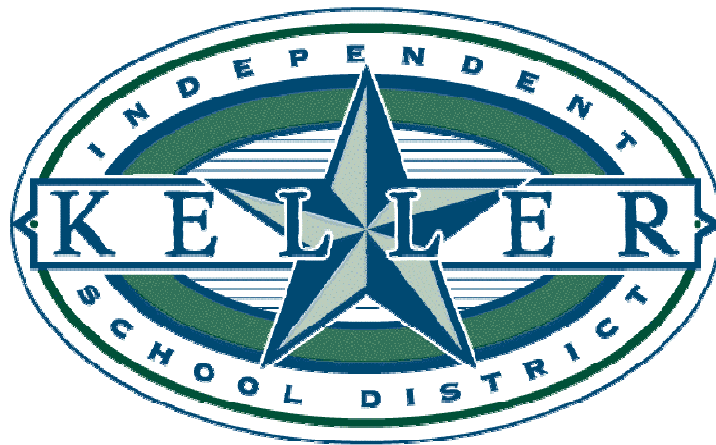


**2006-2007
DISTRICT STRATEGIC IMPROVEMENT PLAN
EXECUTIVE SUMMARY**



Keller ISD

The Keller Independent School District, with an unwavering commitment to excellence and in partnership with our community, will achieve the highest standards of performance by providing exceptional educational opportunities for all students.

KELLER INDEPENDENT SCHOOL DISTRICT



DISTRICT IMPROVEMENT PLAN

~ EXECUTIVE SUMMARY ~

2006-2007

DISTRICT MISSION STATEMENT:

The Keller Independent School District, with an unwavering commitment to excellence and in partnership with our community, will achieve the highest standards of performance by providing exceptional educational opportunities for all students.

BACKGROUND:

Keller Independent School District is a fast growing district located in Northeast Tarrant County. Keller ISD was founded in 1911 and encompasses approximately fifty-one square miles and includes all or part of nine municipalities including Keller, Fort Worth, Southlake, Watauga, North Richland Hills, Colleyville, Westlake, Haltom City, and Hurst. Current enrollment is approximately 27,800 students in thirty-two schools, which more than doubles the enrollment of 11,880 in 1995. The Keller ISD is expected to reach its maximum enrollment of approximately 40,000 students within the next ten years. The District includes two National Blue Ribbon Schools of Excellence, Florence Elementary and Keller High School. The 2006 State Accountability System rated nine schools as Exemplary (an increase of 3 from 2005), eleven schools as Recognized, and seven schools as Acceptable (a decrease of 1 from 2005). The District rating for 2006 is Acceptable.

The 2005-2006 District Improvement Plan was the first phase of a revised effort towards a more comprehensive District and Campus Planning process. The creation of long range district and campus plans utilizing the five Board-adopted District Strategic Goals was the first step towards aligning the planning process in the District. The impetus for these changes was the Curriculum Audit that was commissioned by the Board of Trustees in 2004 and delivered to the district in 2005. The findings of the Curriculum Audit have guided the District towards a systems-approach for district and school improvement initiatives. The District is continuing to refine the district planning process and is moving towards a District Strategic Improvement Plan that is written with long term Strategic Goals and Strategic Objectives (2005-2010) and short term operational activities that will be measured annually.

The 2006-2007 District Strategic Improvement Plan was developed beginning in July of 2006. During the development of the plan, data for the District and its schools were analyzed to determine district strengths and weaknesses. District performance was evaluated based on the attainment of performance objective goals and on actual growth from 2005 to 2006 for each measured criteria. In addition, the 2005-2006 District Improvement Plan was evaluated and analyzed by activity for completion. A District Strategic Improvement Plan Board Workshop was held on September 9, 2006. During the workshop, the District Strategic Objectives were reviewed, revised and accepted. Key elements of the plan have also been shared with the DEIC. The goal of the District is for the District Strategic Improvement Plan to be a joint document between the administration and the Board of Trustees.

DISTRICT GOALS:

Goal 1: All students will achieve educational excellence.

Goal 2: All systems in Keller ISD will be effective, efficient, and accountable in support of the district's mission.

Goal 3: Keller Independent School District will recruit, develop, and retain a diverse highly qualified staff.

Goal 4: The Keller Independent School District will develop and promote positive community relations through effective communication, the involvement of stakeholders, and the establishment of business and community partnerships.

Goal 5: Keller Independent School District facilities and services will be operated in a safe manner so that all students and employees may thrive in a secure and nurturing environment.

DISTRICT EXPECTATIONS:

- Be a leader; model a strong work ethic and commit to professional growth.
- Develop an environment of trust through open and timely communications.
- Be perceptive to the needs of others, and be willing to be a team player.
- Listen to and respect the opinions of others; work toward consensus.
- Only make promises you can keep.
- Commit to and support the district's mission, beliefs and goals.
- Base decisions on fact; support decisions that are made.
- Focus on customer service; be responsive to our community.
- Tell the truth; accept responsibility; be accountable and maintain confidentiality.
- Accept responsibility for effective and efficient use of all resources.
- Have fun!

PROCESS FOR ACTIVITY ADJUSTMENTS:

If an activity in the District Strategic Improvement Plan is identified for removal by a district administrator or a member of the Board, a process has been developed to ensure appropriate discussion and consensus occur in order to make a final decision. The specific activity under consideration may be modified or rejected if the following procedure is utilized.

Administrators:

1. The administrator responsible for the activity shall discuss it with the appropriate department.
2. The activity is placed on the Superintendent's Cabinet agenda for discussion.
3. The identified activity is then discussed as an agenda item during the Superintendent's Report.
4. The Board will review and discuss the activity.
5. The administrator resubmits the activity to the Superintendent's Cabinet for a final decision.
6. The administrator responsible for initiating the request will notify the department.
7. The District Strategic Improvement Plan will be revised to reflect the decision.

Board Members:

1. During a Board session, a member of the Board will specify the identified activity.
2. The Board will review and discuss the activity.
3. The activity will then be discussed and reviewed by the Superintendent's Cabinet.
4. The recommendation will be discussed by members of the board, and a final decision will be made.
5. The administrator responsible for initiating the request will notify the department.
6. The District Strategic Improvement Plan will be revised to reflect the decision.



DISTRICT IMPROVEMENT PLAN

~ NEEDS ASSESSMENT ~

2006-2007

DATA CONSIDERED:

During the district planning process important data was reviewed and analyzed to direct the District Strategic Improvement Plan's creation. Some of the data utilized includes local and state assessments (TAKS, SAT, ACT, AP, etc.), the Curriculum Audit, Surveys of Parents and of Staff Members, Board of Trustee priorities, and Brainstorm Lists from different departments. Additional data regarding finance, human resources, administration, and business operations was also analyzed.

DATA ANALYSIS:

Through an analysis of statistical performance data the district has identified the following areas targeted for improvement:

- All five areas of the Texas Assessment of Knowledge and Skills (Math, Reading, Writing, Science and Social Studies) will continue to be targeted for improvement because we have not reached the exemplary performance level in all five areas with all student groups. It is evident that our math scores and science scores are our biggest challenge with all student groups even though we had gains in many tested areas and student groups across all grade levels.
- In reviewing the performance of specific student groups, it is evident that the performance of our LEP students is a major area for targeted improvement. In a majority of instances, the LEP group did not meet the set goal nor did it demonstrate growth from 2005 to 2006.

STATE AND NATIONAL COMPARISONS:

In analyzing the assessment data the following comparisons were made in relation to state and district data:

- "All Student" group at grades 3, 4 and 6 scored at 90% or above passing in all subjects
- "All Student" group at grade 5 scored at 90% or above passing in all subjects except for Science
- "All Student" group at grade 7 scored 90% or above passing in Writing
- "All Student" group at grades 8-11 scored 90% or above passing in Reading/ELA
- "All Student" group at grade 11 scored 90% or above passing in Social Studies
- "All Student" group in all grades scored above the state average in all subjects
- KISD increased or maintained the percent of students meeting the commended level performance in 15 out of 26 categories
- Class of 2005 SAT scores of 1049 are above both state and national averages*
- Class of 2005 ACT scores of 21.7 are above both state and national averages*
- Class of 2003 (most recent information) percent of graduates taking TEA advanced courses 24.9% is above the state average of 19.7%*
- Class of 2003 AP percent of examinees at or above the criterion 62.5% is above the state average 56%*
- Class of 2003 AP percent of graduates with AP results 11.5% is below the state average of 16.1%. The Class of 2004 showed an increase to 16.9%*

*Updated SAT, ACT, etc. information will be available in mid-December

CAUSAL FACTORS:

The following causal factors address the main underlying reasons for the District not performing at the desired level necessary to become an exemplary district. These causal factors are the basis for action plans and strategies developed in the District Strategic Improvement Plan. The identified causal factors include:

- Lack of aligned and articulated scope and sequence
- Insufficient response to differing campus needs due to demographic differences in population (Differentiated Staffing)
- New Central Office Administrative Team responding to historical challenges that have existed for many years
- Need for district wide full day kindergarten program to enhance students preparation for first grade
- Limited classroom observations by principals and assistant principals to monitor curriculum implementation
- Lack of coordinated professional development plan by content areas
- Lack of integrated district and campus planning that includes long range planning elements
- Low performance on 10th grade TAKS due to limited consequences for students

KEY IMPROVEMENT ACTIVITIES/MAJOR INITIATIVE:

Whether listed as part of the Curriculum Audit, District Strategic Improvement Plan, or Departmental Improvement Plans there are a number of major initiatives taking place in the District currently. Some of the initiatives include:

- Implement an aligned and articulated scope and sequence
- Implement coordinated professional development programs for all staff
- Refine the District and Campus Planning process to improve integration and accommodate more complete long range planning
- Improve differentiated services to campuses based on unique campus needs
- Implement a new high school schedule
- Tracking Curriculum Audit implementation
- Developing a comprehensive finance/budget guide for administrators
- Develop and implement a system to facilitate curriculum calibrations during walk-throughs
- Integrate program based budget information evaluation of programs
- Implement a G/T Program at the secondary level that meets the standards
- Implement a benchmarking system
- District-wide character education
- Bond election
- High school boundary
- M & O transition
- District climate survey
- Upgrade KISD E-mail
- Implement preliminary budget development for 07-08 in fall of 2006
- Initiate procedures for all non-exempt employees for use of the biometric time clocks
- Add legal opinions to AR On-Line System
- Least Restrictive Environment (125%) Issue
- Implement District Response to Intervention plan



2005 – 2010 DISTRICT STRATEGIC OBJECTIVES

District Strategic Goal 1: All students will achieve educational excellence.

Strategic Objective 1.1 We will earn an exemplary rating for the District.

Student achievement must rise to the level of exemplary status as measured by State assessments. This strategic objective will encompass activities designed to increase the achievement level of all student groups to 90% or better.

- Monitor the consistent delivery of instruction through direct observations of classroom instruction.
- Develop and implement administrative procedures that hold central and campus staff responsible for the implementation of the curriculum management plan.
- Revise curricula for the core content areas based on the standards of the Curriculum Management Audit.
- Develop written curriculum for district wide courses including elective and enrichment courses.
- Utilize Data Talks on campuses to identify and support students requiring intervention for meeting state standard.
- Provide training on disaggregating test data for developing curriculum-based IEP's.
- Support academic programs through the implementation of Book Lessons to Go.

Strategic Objective 1.2 We will increase the commended performance of our students on TAKS.

In Keller ISD, student achievement is not measured by just meeting the passing standard, but rather by students performing at high levels of achievement. This strategic objective will encompass activities designed to increase the commended performance of all students.

- Develop and implement a curriculum management system that develops a process to articulate and coordinate curriculum through grade level/curriculum meetings in collaboration with special education staff.
- Conduct Data Talks with all campus leadership teams that focus on students who were within 3 questions of being commended.
- Implement performance standards in the GT program that aligns with TEKS based instruction.

Strategic Objective 1.3 We will provide exceptional opportunities for parental involvement in educational programs and activities.

Research indicates a strong correlation between parental involvement and student academic achievement. This strategic objective will encompass activities that encourage and provide opportunities for parents to be involved in the education of their children.

- Implement monthly KISD Parent University educational programs.
- Increase participation in the NorTex College Fair to provide information on academic expectations for post-secondary opportunities and transition to higher education.
- Plan and implement seminars and parent orientation meetings for extra-curricular activities.
- Expand the use of community forums and committees to engage parents in campus and district-wide programs and activities.
- Conduct training series for parents of students with special needs: special education, ESL, Bilingual, Title I.

Strategic Objective 1.4 We will increase the participation and achievement of our students in the areas of Advanced Academics.

Students participate in advanced academics services through the gifted/talented program, Advanced Placement courses, and other college readiness programs. This strategic objective will encompass a broadening of student participation activities and increase in achievement levels leading to graduation under the Distinguished Achievement Plan and Texas Scholar recognition.

- Align Advanced Placement course curriculum and instruction with course descriptions and expectations from CollegeBoard.
- Participate in the Course Audit for AP courses from CollegeBoard.
- Implement a new high school schedule to better meet state and national standards.
- Develop and implement a plan to reduce inequities that exist in the identification of Gifted/Talented minority students.
- Increase the percentage of eligible students participating in courses leading to an assessment of college readiness.

Strategic Objective 1.5 We will accelerate the rate of achievement in our lowest performing student groups to narrow the gap between the lowest performing and highest performing student groups.

An achievement gap exists between student groups as measured by State assessments. This strategic objective will encompass activities that will target raising the achievement level of specific lower performing student groups at increasingly higher rates in order to decrease the size of the discrepancy.

- Conduct Data Talks with all campus leadership teams that focus on student groups with an achievement gap of 10 points or more.
- Evaluate and refine differentiated staffing and program needs and incorporate requests in budget.
- Provide training for all teachers and staff in strategies to work with students from poverty.
- Conduct recruitment activities for both teachers and instructional paraprofessionals to provide a highly qualified pool of applicants to fill all core content area positions.
- Design a curriculum management system that includes comprehensive alignment with the TEKS/TAKS; pre-requisite skills; instructional resources; a review cycle for all discipline and expectations for the delivery of curriculum in all classrooms.
- Develop and implement a tiered model of Response to Intervention.

Strategic Objective 1.6 We will increase the completion rate of students in grades 9-12 and decrease the annual dropout rate of all students in grades 7-12.

In Keller ISD, students are prepared to graduate under the Recommended Plan within four years, through a sequence of rigorous courses supported by additional academic support for students at risk. This strategic objective will encompass activities that target students who need additional support to stay in school and achieve.

- Identify options for offering a General Educational Development (GED) program.
- Expand non-traditional academic opportunities for credit acquisition and recovery including programs at New Direction Learning Center.
- Provide comprehensive summer school programs for credit recovery and acceleration.
- Utilize Compass program to develop more useful Personal Graduation Plans.
- Utilize Career Interest Inventory to develop more useful 4-Year Plans.

Strategic Objective 1.7 We will facilitate a student's successful transition to post-secondary educational institutions and the world of work.

Students who graduate from Keller ISD need assistance in planning for their future and applying to institutions of higher learning. This strategic objective will include activities to inform students about post-secondary options and to help them prepare for successful entry into institutions of higher learning or the workplace. Other activities will be targeted at creating rigorous instructional and experiential programs that prepares students for successful post-secondary and job related experiences.

- Institute new courses and expand Career Technology and Education offerings.
- Provide all students in grades 9-12 with the opportunity for participation in SAT On-line (a SAT preparation resource).
- Provide all students in grades 9-11 the opportunity to take the PSAT.
- Administer an Aptitude and Career Interest Inventory to all eighth graders in order to prepare students to take appropriate elective courses and graduate on the Recommended High School Diploma or Distinguished Achievement Program.

Strategic Objective 1.8 We will provide exceptional opportunities for student participation in extra-curricular and co-curricular programs and activities.

Opportunities to participate in programs that address the social needs of students enhance the environment necessary for academic excellence. This strategic objective will include activities that directly support or extend the academic program (co-curricular) and that provide opportunities for students to explore other areas of interest or talent (extra-curricular).

- Refine and expand district-wide student opportunities in district art show, all-district elementary honor choir, all-district middle school band, district-wide high school dance concert, district theatre events, and active participation/hosting of UIL competitions.
- Offer athletic extra-curricular participation opportunities for all middle school and high school students.
- Conduct a yearly needs assessment of middle school and high school sport offerings.

District Strategic Goal 2: All systems in Keller ISD will be effective, efficient, and accountable in support of the district's mission.

Strategic Objective 2.1 We will efficiently utilize all district resources.

Keller ISD is committed to efficiently utilizing all resources. Activities for this strategic objective will focus on the efficient utilization of time, personnel, and finances.

- Implement major steps for designing a performance-driven budget including a goal statement for each program area and funding or non-funding consequences; and cost-benefit analysis.
- Establish a specialized maintenance response team for district facilities.
- Increase warehouse storage capacity to provide more diversified product availability to end users and take advantage of bulk purchasing and pricing in a wider range of product areas.
- Provide training for administrative uses of the time keeping system Trendec.
- Evaluate and refine staffing to optimize funds available for human resources.
- Monitor and maintain administrative cost ratios below the state standard.
- Develop and implement a plan to address the 65% rule.
- Monitor new custodial schedule to function at a cost per student and per square foot that is below industry benchmarks.

Strategic Objective 2.2 We will assess and evaluate district programs that impact student performance.

Keller ISD is committed to evaluating the status of district programs and determining the effectiveness of our programs for improving student academic performance. Decisions to add programs or stop using current programs will be based upon data gathered from a systematic program evaluation model currently being developed.

- Create and implement an evaluation system that establishes a process for defining, adopting, monitoring, and evaluating district-wide programs and initiatives.
- Establish a classroom observation protocol for principals that will allow them to determine content alignment with the district curriculum and Individual Education Plans.
- Implement a comprehensive training plan to address the district's response to the 125% issue: Least Restrictive Environment/ Inclusion.
- Track the performance of students enrolled in extra- and co-curricular courses to determine the impact of participation in extra- and co-curricular activities on academic performance and attendance.
- Create and implement a system to measure the effectiveness of campus-based support and training on inclusive practices.

Strategic Objective 2.3 We will develop, implement, and assess long-range organizational plans within each department.

Keller ISD is committed to the development of long-range plans. This strategic objective will encompass areas such as maintenance, growth, infrastructure, construction to address growth, infrastructure improvement, preventative maintenance, life cycle replacement and the curriculum audit.

- Develop long range measurable campus improvement plans that are aligned with the District's mission and goals.
- Design a district level assessment system that includes the scope of the testing program: assessments that are valid and reliable measures of student achievement.
- Develop and implement a curriculum based assessment system aligned to the TEKS and TAKS for the four content areas.
- Develop and implement plans for district-wide inclusion initiatives and differentiated instruction.
- Develop and implement comprehensive long-range plans to identify and address needs and improvements across all functions of the District's business operations to include a facility survey to assess and address facility repairs and replacement needs.
- Implement the OCR recommendations for program improvement.

Strategic Objective 2.4 We will maintain, refine and continue to improve our use of sound fiscal practices.

Keller ISD utilizes sound fiscal practices. In an effort to provide continuous improvement in all aspects of our school district, current practice will be refined to provide even more effective and cost effective fiscal practices.

- Research and recommend adoption and implementation of a sound local purchasing policy and administrative regulations.
- Refine performance based budgeting to better align with the program needs.
- Refine baseline expenditures, including additional personnel and special allocations, with updated demographic information.
- Propose budget assumptions and implement an early expenditure identification process to facilitate budget development and adoption.

Strategic Objective 2.5 We will pursue research-based technological innovations and integrate them into all aspects of our organization.

Technology is a tool that should be integrated into every aspect and department of Keller ISD. This strategic objective will encompass activities to help facilitate the operation of departments, update the current use of technology and integrate technology more fully into the curriculum and instructional practices of educators and students.

- Implement a web based Professional Development Appraisal System.
- Implement a policy database to track Board actions on local policies.
- Implement a web based searchable database for administrative regulations and legal opinions.
- Integrate instructional technology as a tool for the delivery of curriculum.
- Ensure that technology planning components are integrated into campus plans and the district plan.
- Develop automated documents from Pentamation to facilitate processes in Human Resources, Payroll, Technology, Finance, and Warehouse.
- Pilot technology model classrooms at each of the four levels to determine effective teaching and learning strategies using technology.

District Strategic Goal 3: Keller Independent School District will recruit, develop, and retain a diverse highly qualified staff.

Strategic Objective 3.1 We will develop, implement and assess a comprehensive human resource program.

Keller ISD has a strong commitment to human resource development. This strategic objective will encompass activities that will provide for an effective program of recruitment, retention, staffing, organization, compensation and benefits and staff support.

- Implement a Mid-Year Administrator Appraisal and Contract Recommendation process as part of the KISD Administrative Appraisal System.
- Implement a first year teacher academy and mentor program for support of new teachers.
- Develop and implement a long range plan to increase the pool of qualified applicants in acute shortage areas, hard to fill positions, and to increase minority representation.
- Identify positions for which no job description exists and develop job descriptions and revalidate or revise existing job descriptions.
- Develop a compensation (salary and benefits) plan that will, by 2009-10, allow Keller ISD to be within 95% of market of our local comparative districts in all employee categories.

Strategic Objective 3.2 We will provide a comprehensive research-based professional development and training plan that embeds learning opportunities into all aspects of our organization.

This strategic objective encompasses activities that are designed to create positive learning and training opportunities for members of all departments. A focused professional development plan for instructional staff as well as training opportunities to increase productivity and skills will be part of the activities planned.

- Pilot a collegial coaching program with campus principals at each of the four levels.
- Develop a three year comprehensive professional development plan and monitoring system with emphasis on curriculum study, effective instructional practices for delivery, student assessment, inclusion and differentiation.
- Provide paraprofessional training for the enhancement of job performance.
- Develop and implement training programs in the maintenance and operations department as outlined in the recently completed comprehensive review.

District Strategic Goal 4: The Keller Independent School District will develop and promote positive community relations through effective communication, the involvement of stakeholders, and the establishment of business and community partnerships.

Strategic Objective 4.1 We will provide exemplary customer service.

Keller ISD is committed to providing exemplary customer service. This strategic objective will encompass activities that focus on identifying, providing, and measuring customer service initiatives across the District.

- Conduct an annual internal and external district survey to measure the satisfaction of Keller ISD patrons.
- Migrate 20 campuses to IP Telephony for increased efficiency and voicemail capabilities.
- Publish office operating hours for district facilities.
- Provide a reception area and appropriate signage for visitors to the Education Center.
- Implement an automated telephone response system at the Education Center.

Strategic Objective 4.2 We will increase parent and patron access to information and opportunities to participate in district programs and activities.

Keller ISD is committed to working in partnership with parents and patrons of the District. This strategic objective will encompass activities that focus on fostering that partnership and providing multiple opportunities for parents and patrons to participate in District activities.

- Adjust the election calendar for DEIC and CEIC to hold elections in the spring of each year.
- Communicate issues related to future facility needs including bond proposal information.
- Incorporate student content into KSTV programming.
- Create campus-based e-mail systems for principals to communicate with parents.
- Establish a KISD Athletic department promotion program.
- Utilize print, television and web-based communication systems to promote district programs and activities.
- Enhance the KISD web site to provide portal access for students, parents, and community.
- Expand the *Ask Dr. V.* format on KSTV.
- Extend the Superintendent's Brown Bag lunch community forums across the District.

Strategic Objective 4.3 We will implement systems to communicate effectively within the Keller ISD organization.

Keller ISD recognizes the importance of communicating effectively with all in the Keller ISD organization. This strategic objective will encompass activities that focus on communicating with all employees through multiple sources.

- Conduct campus-based visits/presentations as part of a common deployment system for new initiatives.
- Develop and implement a long-range internal communications plan.
- Develop an annual employee recognition program to provide consistent positive morale among the Keller ISD staff.
- Enhance the KISD web site to provide portal access for staff.

Strategic Objective 4.4 We will increase community, business, and inter-governmental participation in and with the school district.

Keller ISD recognizes the importance of partnerships and realizes the need to actively seek out District partners and provide to those partners opportunities to interact and participate with the District. This strategic objective will encompass activities that facilitate the participation of community, business and inter-governmental partners in District activities and initiatives.

- Cultivate business outreach with Keller ISD campuses and administration through relationships with Junior Achievement, Fort Worth Chamber of Commerce, Keller Chamber of Commerce, and Northeast Chamber of Commerce.
- Coordinate the Alliance Senior Leadership Conference for Keller ISD senior students with the Alliance Human Resource Council and the Fort Worth Chamber of Commerce.
- Monitor zoning, planning and security related activities of city and county governments.
- Cultivate additional school resources from area businesses through an Adopt-a-School program.
- Foster parent and community involvement by establishing an identifiable volunteer program.

District Strategic Goal 5: Keller Independent School District facilities and services will be operated in a safe manner so that all students and employees may thrive in a secure and nurturing environment.

Strategic Objective 5.1 We will provide a safe, positive and orderly learning and work environment.

This strategic objective encompasses activities that are designed to create environments where students and employees can thrive and excel. The focus of this strategic objective will be on climate rather than facilities.

- Revise the KISD Student Code of Conduct and Handbook to better communicate District policies and regulations.
- Develop a district-wide discipline management tracking system to monitor the number and type of discipline incidents.
- Implement a plan to reduce any equity group disparities that exist in number and percentage of placements in AEP, expulsions, and in-school suspensions.
- Administer a staff climate survey.
- Implement district-wide training for Texas Behavior Support Initiative and positive behavior strategies.

Strategic Objective 5.2 We will promote the improved physical health and well-being of our staff and students.

Keller ISD is committed to improving the physical health and well being of staff and students. This strategic objective will encompass activities that promote healthy choices, life style, exercise and nutrition.

- Implement district-wide wellness program.
- Implement the KISD Community of Character Model in all schools.
- Develop and implement appropriate procedures pertaining to effective bio-security management of food services facilities and products.
- Provide automatic external defibrillators (AED) and response team training for each campus, the maintenance facility and Education Center.

Strategic Objective 5.3 We will implement effective safety and security plans, practices and procedures to enhance the safety and security of our students and staff.

This strategic objective encompasses activities that are targeted at providing safe and secure facilities and services to keep staff and students free from hazards and dangerous situations.

- Refine and implement the multi-hazard emergency operating plan.
- Install security cameras at all facilities and in designated route buses.
- Design and construct security entries at campuses designated in the 2005 bond.
- Facilitate driver safety training for KISD and transportation employees.

Strategic Objective 5.4 We will provide effective systems to intervene in social issues that negatively impact student learning.

Keller ISD is committed to identifying and providing intervention to social issues such as drug abuse, alcohol abuse, bullying, and discrimination. This strategic objective will focus on activities that communicate District initiatives and responses to social issues that negatively impact student learning.

- Expand the use of the social worker model at selected campuses eligible for differentiated staffing.
- Develop a district-wide substance abuse prevention plan.
- Implement Community of Character program.
- Revise the KISD Student Code of Conduct and Handbook.
- Develop a district-wide transition plan to assist students returning to home campus from CPC and SRC.
- Conduct and analyze bi-annual substance abuse survey to create and implement intervention programs.