

**Raytown Quality Schools
Board Goals Action Plan
(formerly CSIP)
2017-2018**

Meet or exceed student academic growth performance goals equivalent to full accreditation status using both state and district assessment measures.

- I. Gather accurate and specific data on performance standards and assessment information in order to plan proactively for the new state assessment the spring of 2018
 - A. DESE gave this information to districts through the 16-17 school year. Our Curriculum Coordinators participated in assessment discussions and planning through the year with DESE representatives. They also worked with teachers to develop classroom assessments along with curriculum revisions during the summer of 2017 reflecting the new performance standards. The new assessments will be used along with STAR data during the 17-18 school year to determine the progression of readiness for RQS students. All of this data will be used in the Data Review Team process at all buildings. We will make instructional and curricular changes through this year and this summer based on information gathered from the DRT process.
- II. Complete the transition from former to current state performance standards/objectives and finish new curriculum goals, objectives, units, activities and formative assessments to match the new content requirements
 - A. We will continue to work with staff to make the revisions necessary for our students to be successful with the new standards. Some of the work was completed in the summer of 2017 and we will continue the work through the school year and into the summer of 2018.
- III. Train instructional staff in new standards and the written curriculum that accompanies those standards and objectives
 - A. We held PD for staff during the pre-service days for the 2017-2018 school year. We will continue to help teachers with these changes through the 2017-2018 school year.
- IV. Continue our district focus on mathematics with specific training for instructional staff throughout the grades and math content areas
 - A. We have partnered with Greg Tang to provide specific PD for all math teachers K-8th grade. Some of the training took place during the

summer of 2017 and the rest will be completed during the 17-18 school year. This relationship will likely be one that will continue for many years. It will take more than one year to provide the PD necessary to make the instructional changes become second nature for our teachers. This change is a fundamental shift in instructional philosophy away from a formulaic approach and toward a deeper understanding of mathematical processes.

V. Results

- Our best information on progress at this time of the year is STAR. We will not get MAP and EOC data back until November. We use a growth score in STAR called the SGP. Our goal is for the SGP to be 50 or above. The SGP for 2017-2018 for Math was 41.4, Reading was 45.5 and Early Literacy was 64.6. We still have substantial work to do in math. Math instruction will remain a vital focus for our professional development, DRT discussions and accountability for the 2018-2019 school year.
- Our Data Review Teams improved substantially during the 17-18 school year. The teams met more often and focused more clearly on the true DRT process. We still have substantial work here though and it will remain an area of focus for 2018-2019.
- Coordinators worked with teams of teachers through the summer of 2018 to adjust curriculum and write assessments that reflect the new standards. These new and adjusted items will be used by teachers in the 2018-2019 school year. We will provide extensive PD on these adjustments at the beginning of the year. We have partnered with Linda Shippy from the Central Missouri RPDC to provide training and coaching on DRT throughout the year.
- We had extensive training with Greg Tang through the entire 2017-2018 school year. This led to a marked improvement in math pedagogy. This was confirmed by extensive classroom observations performed by Marilyn Cannon and Shea James. This will also remain an area of emphasis for the 2018-2019 school year. We have made progress but we have a substantial amount of progress the needs to be made this coming year. We have a comprehensive plan for PD through the 2018-2019 school year to address this need.

Ensure that the school community is welcomed and valued as an integral part of our district by creating a culture that says “You are welcome, you are important to us, and we want to work with you to educate your children.”

- I. Offer Parent Engage classes through Raytown Community Education
 - A. 16 classes, lead by District administrators and partners, offered throughout the 2017-2018 School Year
- II. Provide continuing communications training and assistance to principals and department head to improve building and department communications strategies
- III. Attend community organization meetings and events
- IV. Provide timely information on key District topics of interest in a variety of outlets.
 - A. Communicate early and often
- V. Results
 - We offered 16 classes throughout the 2017-2018 school year. Most classes, 2 of 16, were cancelled due to low enrollment. Classes were advertised in The C-2 View, Communication Brochure (fall and spring), weekly on the district website, Facebook, Twitter, in parent and staff e-newsletters, and distributed in backpack flyers to buildings. The Communication Office also shared class information with school counselors and social workers to target high need families.
 - The Community Relations Office trained principals and secretaries on creating announcements for schools webpages. Low utilization during the 2017-2018 school year; however, interest in school-level editing for the 2018-19 school year has already shown improvement. We made visits to elementary principals to help develop their e-school newsletters. We trained two elementary school counselors on how conduct wake-up calls to address chronic attendance issues at those schools. We distributed Social Guidelines and Expectations and created a process for schools to request Facebook, Twitter, and Instagram accounts as well as a YouTube playlist. We assisted several schools/programs in start social media accounts and developing social media best practices.
 - The Community Relations Director and Assistant Director attended regular Raytown Rotary meetings. Assistant Director served as

Community Service Chair for the Raytown Rotary Club. Director served on the Raytown Truman Heartland Community Foundation Board (Served as Youth Advisory Council Liaison) and Raytown Emergency Assistance Program Board. Through community group participation, both Director and Assistant Director participated alongside students in several community fundraising activities. Director and Assistant Director also attended regular Raytown Chamber of Commerce meetings.

- The Community Relations Department continues to disseminate timely notification of events, announcements, special recognition, and general district business through an variety of channels including but not limited to the district website, social media, e-newsletters, press releases, printed materials, and videos. Engagement on social platforms continued to increase in 2017-2018. Response and turnaround time on announcements also continued to increase.

Utilize established hiring guidelines and best practices to continue to attract and retain staff for an effective, high quality educational environment.

- I. Actively recruit highly qualified candidates by attending recruitment fairs at accredited universities and by advertising openings in a variety of popular sources.
- II. Implement standardized screening based on objective standards and organize multiple screening events to identify quality, “best-fit” candidates for building interviews..
- III. Provide standardized materials and training on the recruiting, interviewing, and hiring process so that we hire quality candidates and follow all legal requirements.
- IV. Retain employees by creating a safe working environment.
 - A. Provide staff training on District policies.
 - B. Provide leadership training on board policies related to employee management, discrimination, and harassment to ensure that all employees can work in a positive environment.
- V. Develop and maintain a performance evaluation system that effectively and efficiently evaluates all staff members with continuous improvement and growth as the outcome.
- VI. Expand Wellness Program to assist employees in maintaining positive health.

- A. Offer and maintain a Fitness Center and Health Clinic.
- B. Continue Wellness Committee with representatives throughout the District.
- C. Create and offer engaging wellness activities with incentive.
- D. Provide health education to all employees.

VII. Results

- HR continues to recruit high quality candidates at various accredited universities. Due to the recent popularity of social media, HR now frequently lists hard-to-fill positions on Twitter and Facebook. This often results in a quick response. HR recently leased an electronic billboard to advertise bus driver openings. This, along with an increase in pay and a bonus for a commercial driver's license, resulted in a substantial increase in applicants.
- HR continues to implement a standardized screening process to recruit "best fit" candidates. As a result, fewer teachers resigned after the 17-18 school year.
- HR continues to provide training on the recruiting, interviewing, and hiring process. As a result, the District did not receive complaints or lawsuits related to this process during the 17-18 school year. (In a previous year, an applicant filed suit against the District for failure to hire.)
- HR continues to promote a safe, legal working environment through Board policy training. As a result, grievances have steadily decrease over the last several years:
 - 14-15: 49 Grievances
 - 15-16: 41 Grievances
 - 16-17: 22 Grievances
 - 17-18: 19 Grievances
- HR continues to hold the District Leadership Team responsible for evaluating their staff members. As a result, all certified employees completed Professional Growth Plans and all employees were evaluated.
- HR continues to promote wellness throughout the District by meeting monthly with the Wellness Committee, planning District-wide wellness activities, providing monthly wellness newsletters, and recognizing individual employees for promoting well-being. As a

result, the District won the *2018 Healthiest Employer Award* from the *Kansas City Business Journal* and participation in the District wellness program continues to grow.

Achieve a minimum of 20 percent minority certificated new hires for the Raytown Quality Schools staff for the 2017-2018 school year.

- I. Develop and implement a “Grow Your Own” Loan Forgiveness Program to recruit highly qualified minority candidates for the future. (When all qualifications are equal a preference is given to minority candidates.)
- II. Use partnership with the University of Central Missouri to identify high quality candidates, with a preference for minority students when all other qualifications are equal.
- III. Results
 - Three Raytown High School students received Grow Your Own loans in May 2018. (One declined after applying.) Two of the recipients are Black and one is White. The four recipients from the previous year earned qualifying grades and, as a result, continue in the GYO Program. One is Black, one is Hispanic, and two are White. By offering this program to our Raytown high school students, the District should be able to hire several minority teachers in the future.
 - The District continues to partner with UCM. This year, we had hosted UCM juniors at several elementary schools. Next year, the District will host many UCM seniors as student teachers. This will provide a group of high-quality teacher candidates, some of which are minority candidates. It is our practice to place high-quality minority student teachers under contract during first semester, if possible.
 - Data: 12% of the certified staff members hired for 17-18 school year were minority. For the 18-19 school year, 10% of the overall certified staff are minority. This compares to the state of Missouri which also reports that 10% of Missouri teachers are minority.

Provide salary and compensation package for effective staff that is within the upper 50 percent of the districts in the metropolitan area.

- I. Develop and maintain competitive salaries, positive work conditions, and benefits package.

- A. Continue RayTeam, a committee of employee representatives
- B. Within RayTeam, review and disaggregate yearly surveys to determine needs and opinions of all District employees and propose changes based on this data.
- C. Review area school district salary and benefits information to insure that we remain competitive.

II. Results

- Response to the RayTeam survey was higher than in previous years at 1,350 responses. RayTeam analyzed the results from two separate surveys: Certified and Classified. This allowed the team to better understand the employee needs and concerns. They spoke to various District Leaders throughout the year to voice employee concerns. At the end of the 17-18 school year, they recommended that the Board grant a step raise and the add \$168 to the base for both certified and classified. They also recommended that District Leaders be allowed to deny personal business day requests if absences are high.

Assure that all children and staff are in a safe environment through the continued maintenance and review of the district's crisis/disaster plans and the continued cooperation of various outside agencies.

- I. Provide and maintain appropriate, functional and safe facilities
 - A. Complete a facility assessment to determine current needs such as guided entry at secondary buildings, flooring, doors, windows, ceilings, lighting, epoxy walls, graphics, etc.
 - B. Look for funding sources such as lease/purchase and bonds
 - C. Maintain Safety Task Force to review and set safety goals
 - D. Move emergency response information to the new Emergency Response Information Portal
 - E. Continue Intruder Response training for all staff
 - F. Develop a CPR training program to be offered to all staff
 - G. Investigate the possibility of using facial recognition technology to improve safety
 - H. Expand AED device coverage for adequate coverage as well as into new facilities
 - I. Work to expand live GPS tracking, live video, and wi-fi on school buses
 - J. Implement the new digital radio system district-wide

- K. Make use of body cameras for security officers
- II. Provide and maintain appropriate support resources
 - A. Expand the afterschool snack program into the secondary level
 - B. Provide incentives from the wellness center to assist with school improvement goals
 - C. Maintain safe and clean bus fleet through implementation of a lease purchase based rotation schedule
 - D. Maintain a schedule for exterior and interior maintenance to include mowing, landscaping, painting, and other work related to facilities, grounds, and operations
- III. Results
 - Facility assessment is complete. Working with Board and Citizens advisory committee of a monthly basis to prioritize needs
 - Working toward an April 2019 bond issue and recently applied for a safety grant of \$856,000.
 - The Safety Task Force will meet in August to review the previous year and set goals for the upcoming school year.
 - Emergency response information has been moved to Google Drive. While secure, it offers easier access to employees. The information is updated annually.
 - Training for all staff occurs in January annually. New staff take an online course in August and also train in January.
 - This program is currently an offered to all staff using in-house trainers.
 - This technology will be installed at RHS in August and piloted for a 30 day period. We have also submitted a \$856,000 grant to place the system district-wide.
 - AED devices are currently installed at facilities. Baseball stadiums will receive AED devices once complete.
 - A live GPS and wi-fi system has been purchased and is being installed summer 2018. We have opted not to purchase live video capabilities at this time due to cost.
 - The new system was installed in the second half of the last school year. Currently a repeater system allowing for instant communication with both KCPD and RPD is being installed summer 2018.
 - All district contracted security officers now utilize body cameras.

- On the after school feeding program, meetings are being held with District administrators summer 2018. The plan is to have the program running for all secondary students starting end of August 2018.
- Implemented community programs for children such as the monthly Dive in Movie, Spooktacular, Cookies with Santa, and Easter Egg Dive hunt. The center hosts different kid programs as listed above, as well as, hosted PE classes for RSA and work with the Career kids from Northwood.
- Due to budget constraints, we have reduced the number of fleet replacements. We will be replacing 3 small buses (one with wheelchair lift) and 1 large bus for the 2018-2019 school year.
- Each spring the FO department develops a list of needs with regards to mowing, painting, asphalt, concrete, flooring, etc. (See Board agenda items) We have also started using prime vendor contracted services to make sure these items are addressed in a timely fashion (See Board agenda items).

Support the implementation of the approved two-year technology plan for effective classroom delivery including the use of virtual technology and social networking.

- I. Foster and promote authentic student use of district technology resources.
 - a. Students will utilize a set of basic technology-related skills in daily, authentic learning tasks.
 - b. Students will engage in flexible, online learning environments.
- II. Empower staff to use district technology resources appropriately.
 - a. Certificated staff will utilize a set of basic technology-related skills to provide daily, authentic learning tasks to students.
 - b. Certificated staff will integrate technology appropriately to provide flexible, personal learning environments.
 - c. Classified staff will utilize technology for the efficient completion of job functions.
- III. Provide and maintain quality infrastructure and resources to support district technology efforts.
 - a. The district will ensure the technology infrastructure and resources necessary to support a technology-rich environment.

- IV. Foster and promote parent and community involvement in district technology efforts.
 - a. The district will develop and implement community awareness opportunities that highlights the benefits of a technology-rich learning environment.
- V. Promote efficient and effective stewardship of the district technology department.
 - a. The district will maintain technology governance in accordance with national standards, board policy and regulations set forth by the Department of Elementary and Secondary Education.
 - b. The district will strategically monitor and review the technology plan, and technology integration in learning environment.
- I. Results
 - The District completed the 1 to 1 roll-out for grades 2-12 for the 2017-2018 school year. The graduating class of 2019 will be the first to receive a device at graduation.
 - Grades K-1 have a classroom set of devices (mix between Chromebooks and tablets) that is shared among each grade team.
 - In July 2017, the District began using a new online learning management system, ItsLearning, to provide increased opportunities to teachers and staff. Secondary students working towards credit recovery utilized FuelEd, a completely online credit recovery program. In addition, teachers and students utilized Google Drive apps and Google Classroom for online collaboration and content sharing.
 - According to the technology plan, the past year was used for data collection to set a baseline for future growth. An online data collection and analysis tool, BrightBytes, was used. All secondary buildings and 5 elementary buildings participated in the data collection. Data is currently being analyzed to determine next steps in staff professional and skills development.
 - The District continues to maintain a solid infrastructure and necessary resources.
 - The District offered 2 Parent University classes on technology in the classroom and digital citizenship. However, the classes were

cancelled due to no enrollment. In effort to continue to reach our community, we have provided information and activities at STEM in the Gym as well as the Community Resource Fair.

- The District maintains the designation of a Trusted Learning Environment

Expand district preschool education to include the educational needs of students from birth to age four.

- I. Expand Three Trails Preschool to allow more children strong opportunities prior to kindergarten.
 - a. Recruit and retain staff with this area of certification and expertise.
 - b. Study the status of current facilities to determine how large the Preschool program can be expanded at Three Trails.
- II. Explore growth opportunities within Early Childhood Programs to include additional Title I children along with other community children at the New Trails building site.
 - a. Continue researching options for revenue/funding sources for early childhood initiatives.
 - b. Review and study New Trails facility to determine possible expansion capability including peer models
- III. Provide parent trainings & educational opportunities, for parents in the community, of children ages Birth to four years through Parents as Teachers Program.
 - a. Collaboration between New Trails, Three Trails and Parents As Teachers staff to offer monthly parent education opportunities.
 - b. Continue partnership with the United Way by offering the Success By Six lending library for families in our community. Look for additional funding opportunities in order to increase the number of play-groups available.
- IV. Results
 - Second phase of building renovation is complete - this has added 6 additional classrooms to the facility. We have planned and prepare to

increase 3-5 classrooms which will be 102-170 more 4 year old classrooms for the 2018-19 school year.

- We had no preschool staff leave this level of teaching. We have over 30 quality applications for any new preschool teacher positions.
- Expansion of Three Trails site is complete.
- The new State reimbursement for Preschool ADA is very complicated and restrictive. We will continue to watch how DESE addresses the concerns that school districts have shared.
- All current classroom space is being utilized for kids - over 200 preschool age children receive education and therapies in this building. Expansion is cost prohibitive due to the only option for expansion would be to build onto the current facility.
- Monthly parent opportunities are provided and play groups are held on a weekly basis. The PAT program has moved into Three Trails building for this school year - this will create a very early childhood focused campus for families.
- We have received funding from the United Way for continuing our lending library for the upcoming school year. We continue seeking additional funding possibilities but have not secured any additional at this time.