

Kansas City Public Schools and Department of Elementary and Secondary Education

Regional School Improvement Team Meeting

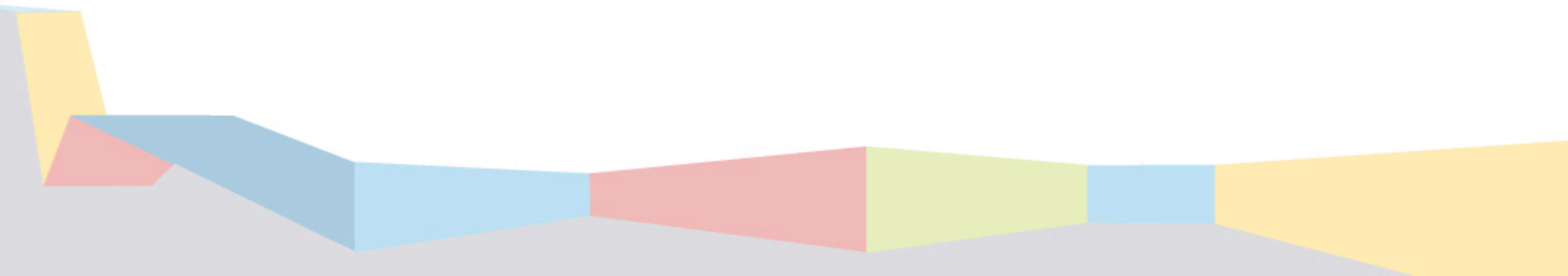
Thursday, November 20, 2014

KANSAS CITY
PUBLIC SCHOOLS



Student Learning Objectives

KCPS Approach



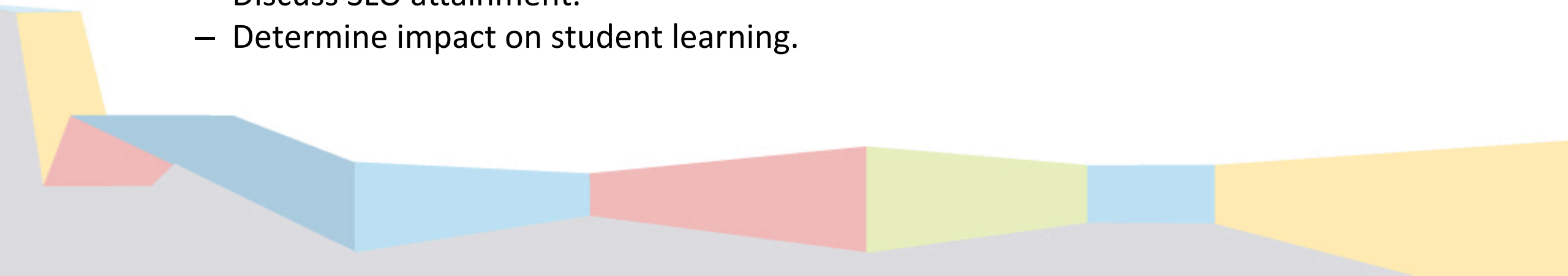
7 Essential Principles

1. Measures educator performance against research-based proven practices
2. Differentiated levels of performance
3. Probationary period
4. Measures of growth in student learning
5. Meaningful and descriptive feedback
6. Training for evaluators
7. Results and data informs decisions regarding personnel, employment, and policy



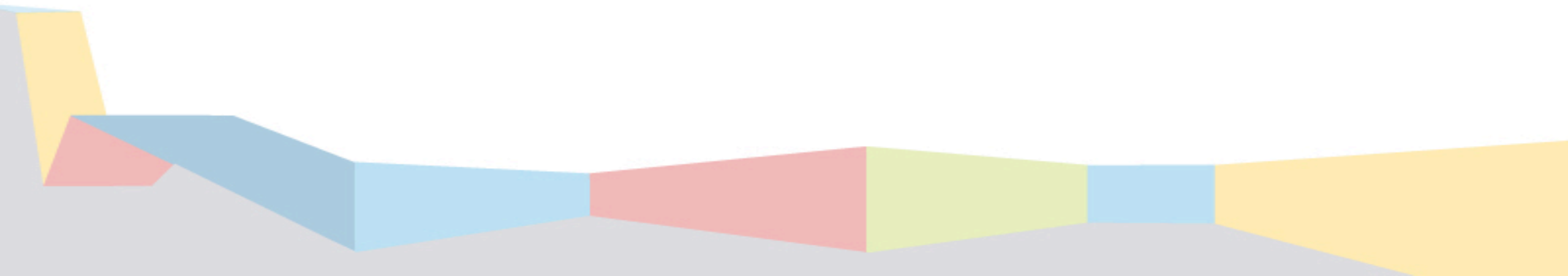
What are Student Learning Objectives?

- A goal that demonstrates a portion of a teacher's impact on student learning within a given interval of instruction.
- A measurable, long-term academic target.
- Individual teachers or teacher teams set SLOs.
- SLOs are informed by available student data
- Teacher(s) use formative assessments to assess progress toward SLOs throughout the year.
- At the end of the year, teacher(s) meet with the principal to do the following:
 - Discuss SLO attainment.
 - Determine impact on student learning.



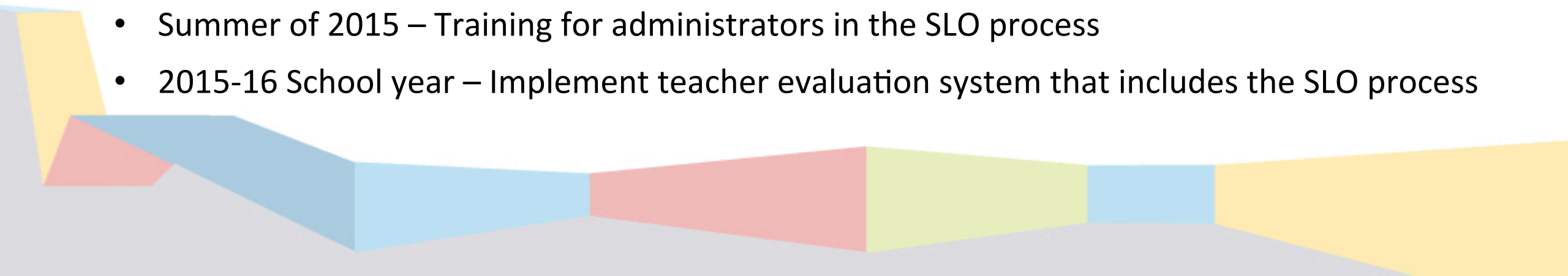
Why are SLOs important?

1. SLOs improve practice
2. SLOs promote collaboration
3. SLOs improve evaluation
4. SLOs provide rich information

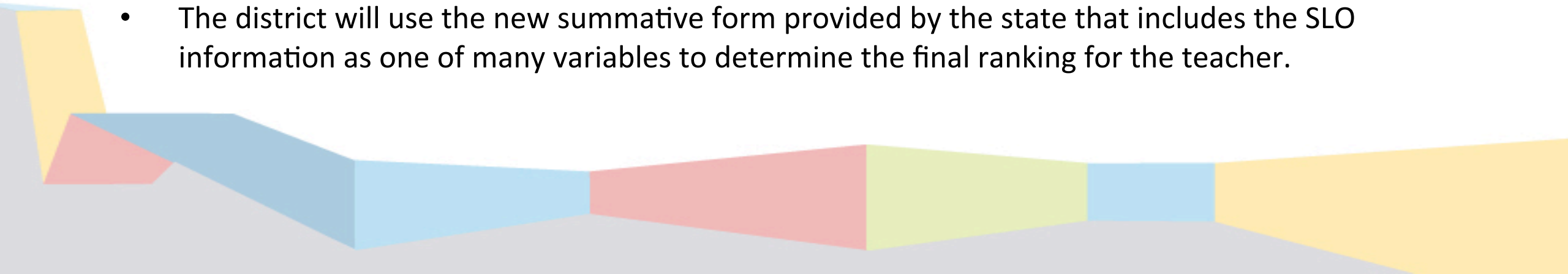


KCPS SLO Implementation Timeline

- August 2014 – Academic team learned about SLOs at state administrator's conference
- October 2014 – Training for SLO implementation team at RPDC
- November 2014 – SLO implementation team meets to plan the implementation process
- December 2014 – Training for pilot participants
- January 2015 – SLOs identified for pilot participants
- January – May 2015 – Pilot will take place
- May – June 2015 – Revisions will be made in SLO process
- Summer of 2015 – Training for administrators in the SLO process
- 2015-16 School year – Implement teacher evaluation system that includes the SLO process



KCPS SLO Implementation Plan

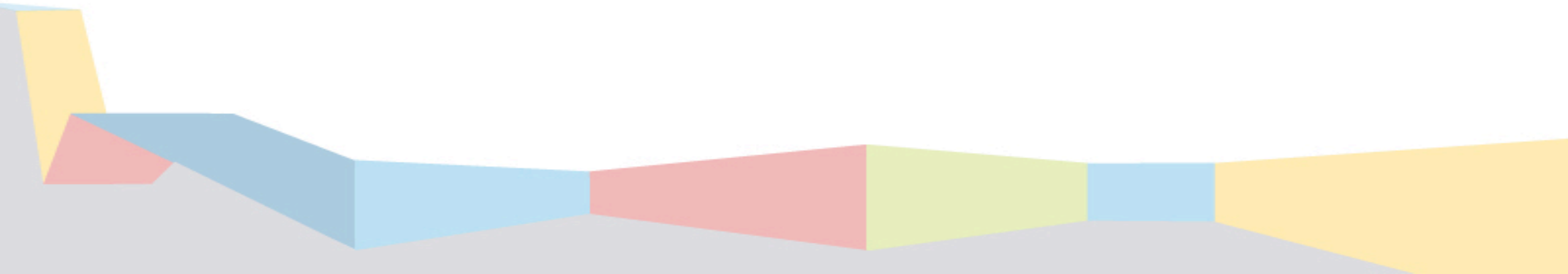
- The Pilot will take place during second semester.
 - One or two teacher volunteers from each school and building administration will participate in the pilots.
 - The teacher volunteers in the pilot will be available to assist the balance of the teachers during 2015-16 in creating their SLOs.
 - Training sessions will take place for the people in the pilot during the month of December.
 - NWEA can be the growth measure for those teachers in the grade levels and using the content that is assessed by NWEA.
 - Teachers not able to use the NWEA will have the option of determining their own growth measure with approval of the principal.
 - The district will use the new summative form provided by the state that includes the SLO information as one of many variables to determine the final ranking for the teacher.
- 
- A decorative graphic at the bottom of the slide consists of several overlapping, semi-transparent geometric shapes. From left to right, there is a yellow trapezoid, a red trapezoid, a blue trapezoid, a light blue trapezoid, a red trapezoid, a light green trapezoid, a light blue trapezoid, and a yellow trapezoid. These shapes are arranged in a way that they appear to be floating or layered on top of each other, creating a modern, abstract design.

Questions

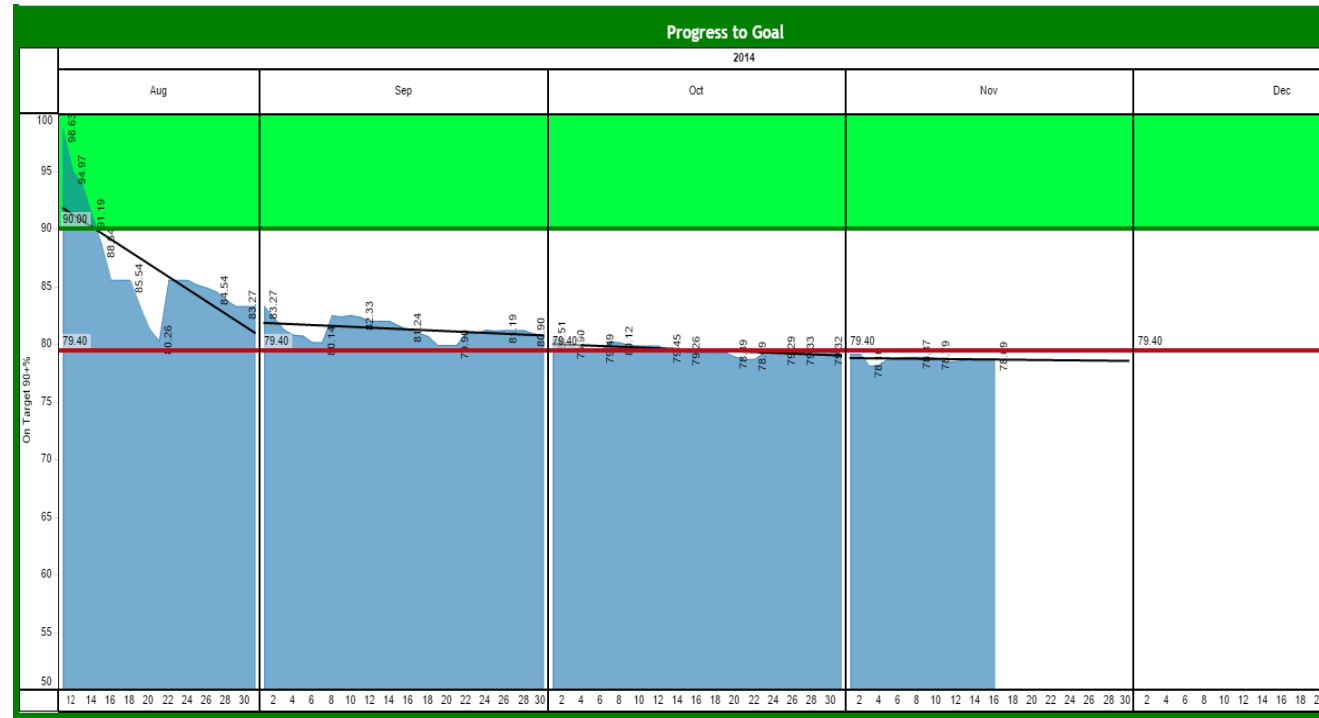
Office of Student Interventions

Attendance Monitoring

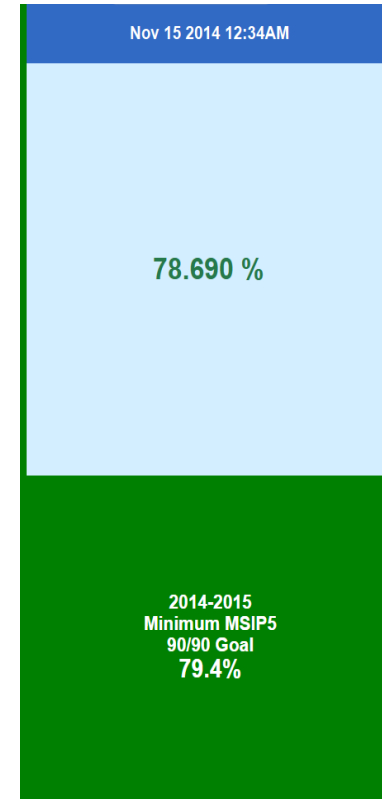
Policy & Procedures through stages of Implementation



Attendance Key Performance Index

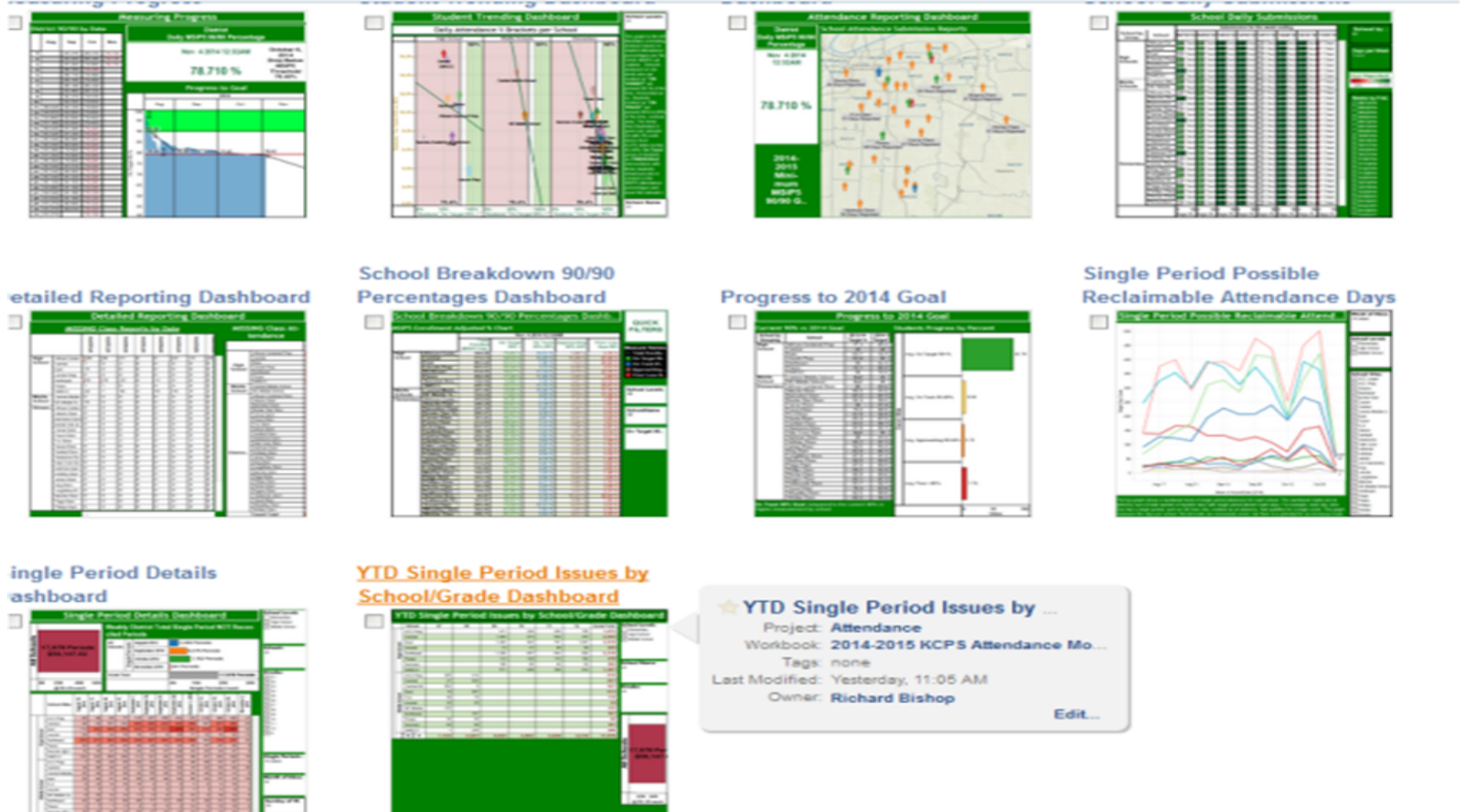


From Start of School to Present



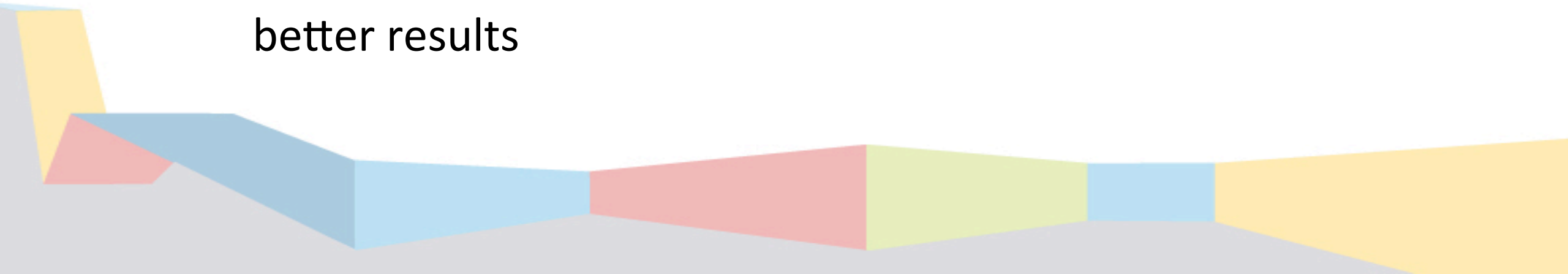
Sample View of the Monitoring

Image is Hyperlinked to Tableau, if you have an active account



Improving Attendance

- 2012-2013 KCPS Attendance was 68%
- As of today, KCPS Attendance is 78.69%
- The goal for 2014-15 school year is 79.40%
- KCPS continues to analyze and interpret data to achieve better results



Daily School Alerts (E-Mail)

- Student Absence
- Dropped Students
- Students with High Risk of Suspensions

Attention District Official,

This is the district level of the alerts sent to principals, the enrollment office, counselors, and the office of student interventions. You receive this version to include all schools. Principals and counselors will see only their school information.

As of the day before 11/19/2014, the following students have 15 or more consecutive absences. Verify the student attendance records and contact the Office of Student Interventions:

School: East Student: [REDACTED] Grade: 11
Absences: 15+

School: Northeast Student: [REDACTED] Grade: 12
Absences: 15+

School: Northeast Student: [REDACTED] Grade: 09
Absences: 15+

School: Northeast Student: [REDACTED] Grade: 09
Absences: 15+

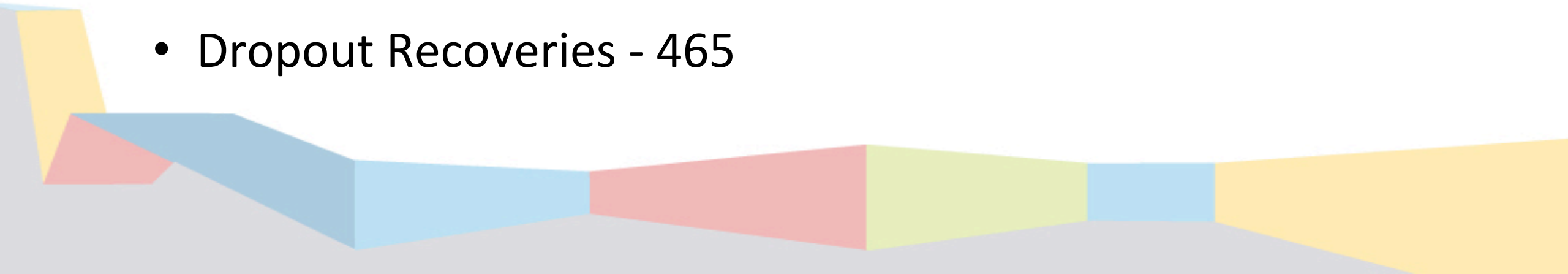
Team Interventions

- Monitor daily attendance and absences.
- Create weekly monitor attendance/dropout reports.
- Follow-up with telephone calls, letters and daily home visits.
- OSI conducts truancy sweeps.
- Refined Truancy Court process and procedures.



Team Interventions

- Phone Calls - 682
- Home Visits - 367
- Letters - 1,255
- Student Conferences - 245
- Parent Conferences - 67
- School Visits - 201
- Dropout Recoveries - 465



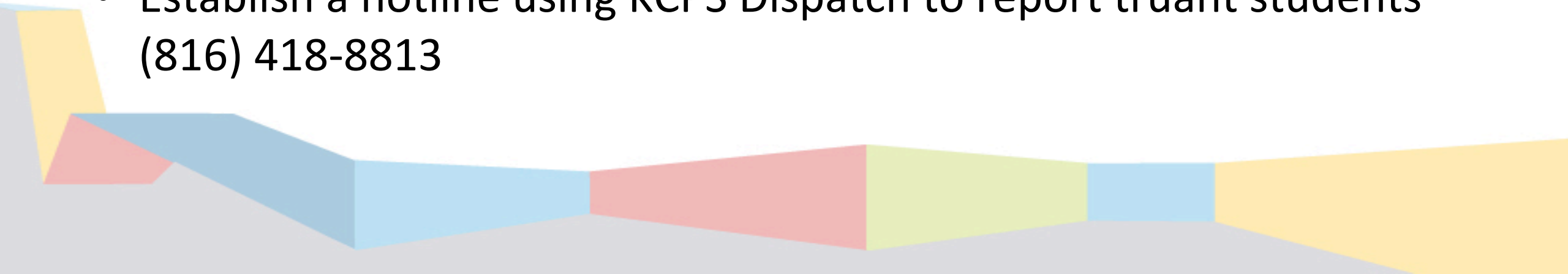
The Final Push

- “Final push to reach attendance goal” – following March 31
- School Level Incentives
- March Madness 90/90 Basketball Tournament
- Business Community engagement & Office of the Superintendent
- MSIP 5 “90/90” Target 76.4%, a jump from 68% in 2012-13



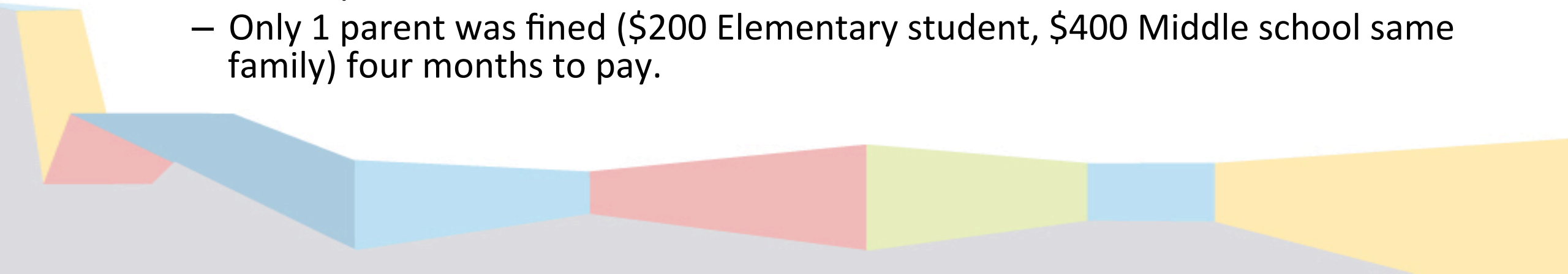
Truancy Interventions

- City Compulsory Attendance Ordinance (passed August 15, 2012)
- Success Court Established (September 2012)
- Established Truancy Court (October 2012)
- Hired 2 Attendance Ambassadors (July 1, 2013)
- Establish a hotline using KCPS Dispatch to report truant students (816) 418-8813



Truancy Data

- 2012-2013
 - 185 pickups
 - 11 sweeps
 - 123 citations issued
 - No parents fines
- 2013-2014
 - 235 citations issued
 - 1 sweep
 - Only 1 parent was fined (\$200 Elementary student, \$400 Middle school same family) four months to pay.

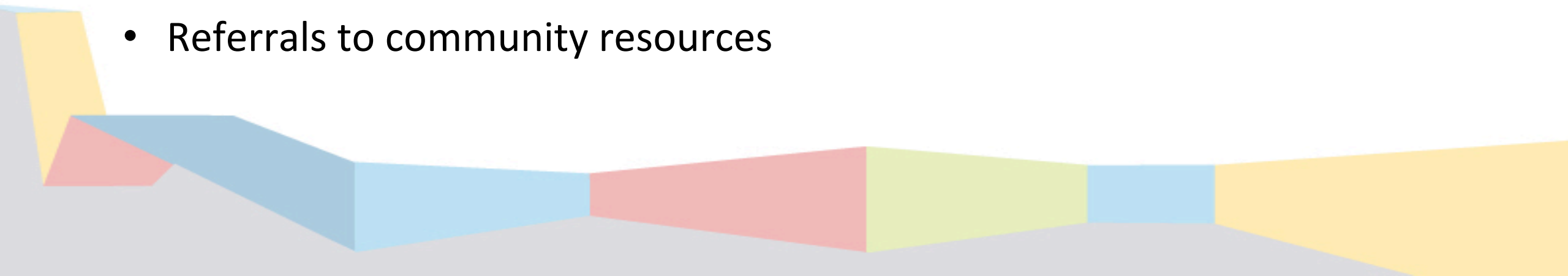


Success Court



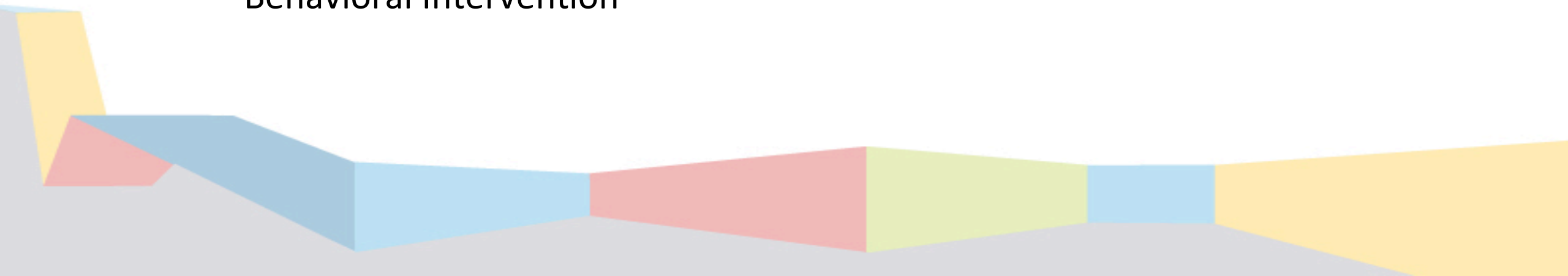
Success Court

- Partnership formed in April 2012 between Jackson County Family Court, COMBAT, and KCPS.
- Success Court launched in September 2012 at Northeast High School.
- Interactive case management
- Families receive intensive academic support with mentoring from a circuit court judge.
- Referrals to community resources



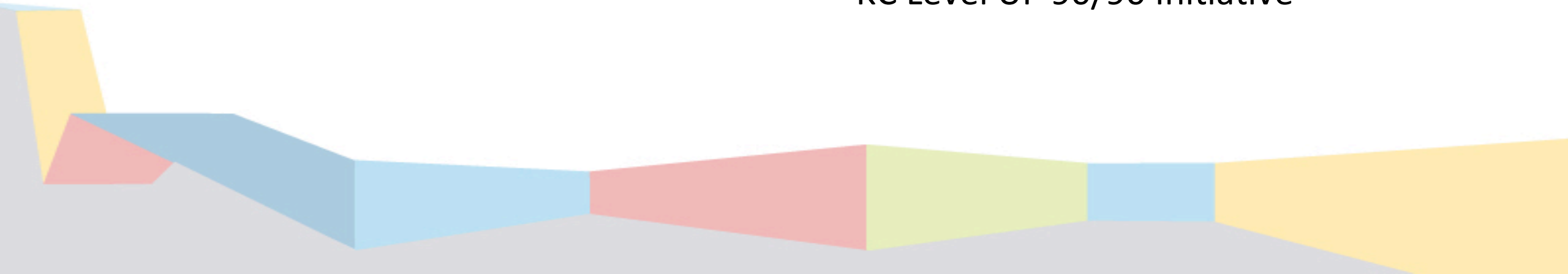
Success Court Interventions and Outcomes

- Phone calls - 464
- Home visits - 143
- Interventions - 214
 - Conflict resolution
 - Case management
 - Home work assistance
 - Behavioral Intervention
- Enrollment - 129
- School Students contacts - 856
- Staff Contacts - 310
- Attendance improvement - 4.51%
- Improvement on GPA of 1.64%



Additional Attendance Efforts

- Compulsory Attendance Ordinance (cite parents)
- City Prosecutor's Office (Letter)
- Truancy Sweeps
- Attendance Ambassadors (Knock-n-Talk)
- Anti-Bullying Initiatives
- Trauma Sensitive Schools (Trauma Informed Care) pilot program 2 schools
- Mattie Rhodes case manger and the rapist at Northeast High
- KC Level UP 90/90 Initiative



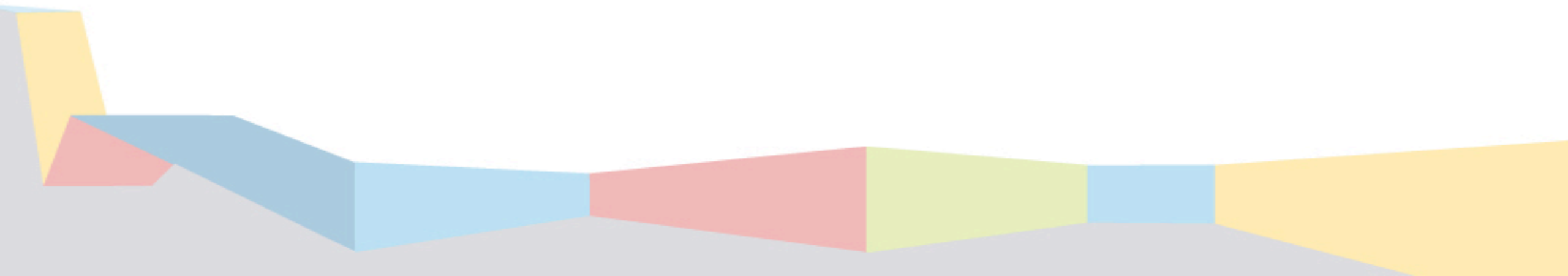
The Student Intervention

KC Level-Up Sports 90/90 League



Questions

Finance



Superintendent Goals

2. Business and Finance Stability and Solvency

Metrics

District will maintain financial stability by the following indicators:

- Operate and maintain a balanced budget
- On June 30, maintain unrestricted fund balance at 25% of budget
- Maintain a debt ratio less than 15% of the District's assessed value
- Report zero finding from external auditor
- Maintain at least 90% fund balance for future employee benefits
- Alternate funding source for capital projects

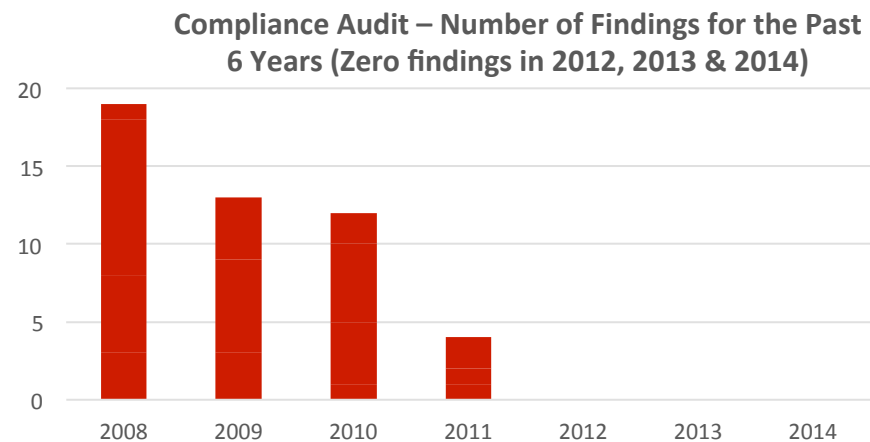
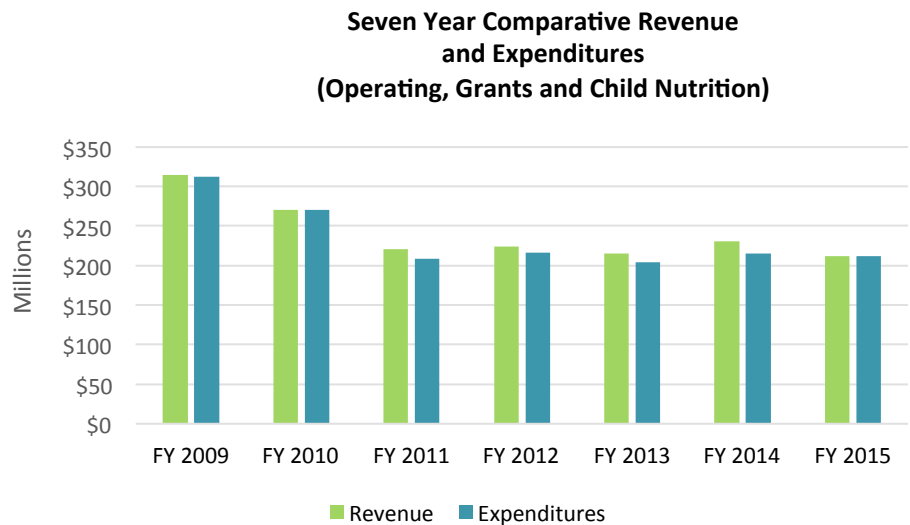
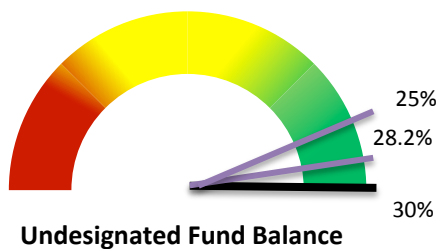
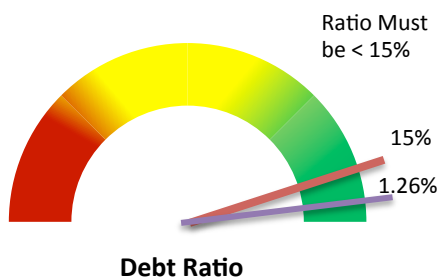
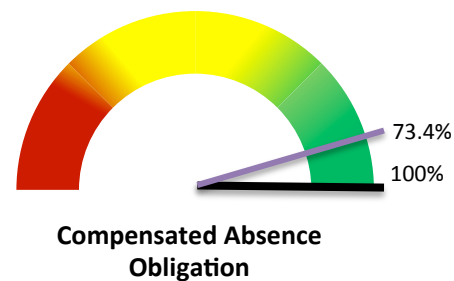
Strategy

- Monthly comprehensive summary of revenues and expenditures
- Comprehensive Annual Financial Report (Nov, 2014)
- Compare outstanding debt with District's certified assessed value
- Audit report of McGladrey Pullen for FY2014
- Compare restricted fund balance for employee compensated items
- Secure funding through lease purchase and performance contracts

Overall Rating



Indicators of Financial Stability – as of 6/30/2014



7-Year History of Major Programs and Compliance Opinions

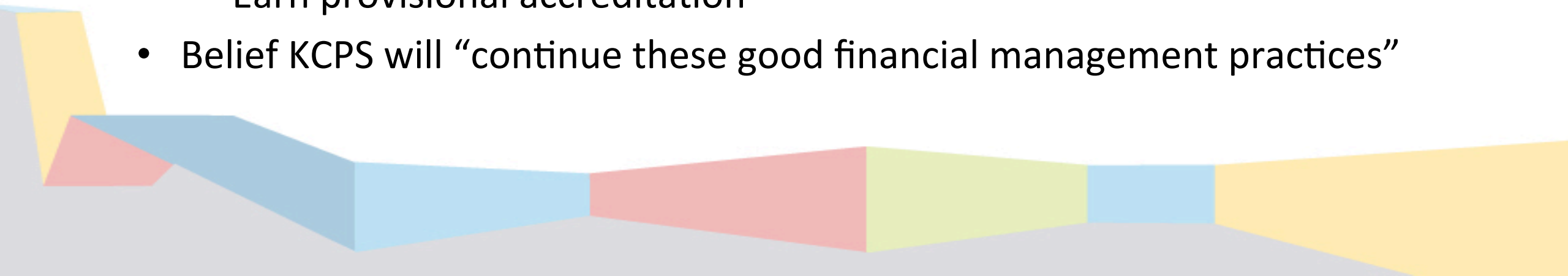
Program	2008	2009	2010	2011	2012	2013	2014
Adult Ed	Unqualified	n/a	n/a	n/a	n/a	Unmodified	n/a
Child Nutrition	Qualified	Qualified	Qualified	Unqualified	Unqualified	n/a	n/a
Early Reading First	Unqualified	n/a	n/a	n/a	n/a	n/a	n/a
Head Start	Qualified	Unqualified	Unqualified	Unqualified	n/a	n/a	Unmodified
Title I	Qualified	Qualified	Qualified	Qualified	Unqualified	Unmodified	n/a
IDEA	n/a	Unqualified	Unqualified	Unqualified	n/a	n/a	Unmodified
Title II, Part A	n/a	Qualified	Qualified	Unqualified	n/a	Unmodified	n/a
Title II, Part B	n/a	n/a	n/a	n/a	n/a	Unmodified	n/a
Title III	n/a	Unqualified	n/a	n/a	n/a	n/a	n/a
State Fiscal Stabilization	n/a	n/a	Unqualified	Unqualified	Unqualified	n/a	n/a
Ed Jobs	n/a	n/a	n/a	Unqualified	n/a	n/a	n/a
School Imp. Grant	n/a	n/a	n/a	Unqualified	Unqualified	Unmodified	n/a
Teacher Incentive Grant	n/a	n/a	n/a	n/a	n/a	Unmodified	n/a
State Compliance	Unqualified	Unqualified	Unqualified	Unqualified	Unqualified	Unmodified	Unmodified

Compliance Audit – Number of Findings for the Past 7 Years

Type of Finding	2008	2009	2010	2011	2012	2013	2014
Material Weakness	3	-	1	1	-	-	-
Significant Deficiency	5	3	4	1	-	-	-
Material Instance of noncompliance	10	6	5	2	-	-	-
Instance of noncompliance	1	4	2	-	-	-	-
Total	19	13	12	4	0	0	0

Standard & Poor's Bond Rating

- Issuer Credit Rating (ICR) – “A”
- Outlook – negative, stable, positive
- March 2014 – “A” stable to “A” positive
- Expectation to raise the rating to “A+”
 - Implement budget cuts from FY 2013 in FY 2014
 - Break even in FY 2015
 - Earn provisional accreditation
- Belief KCPS will “continue these good financial management practices”

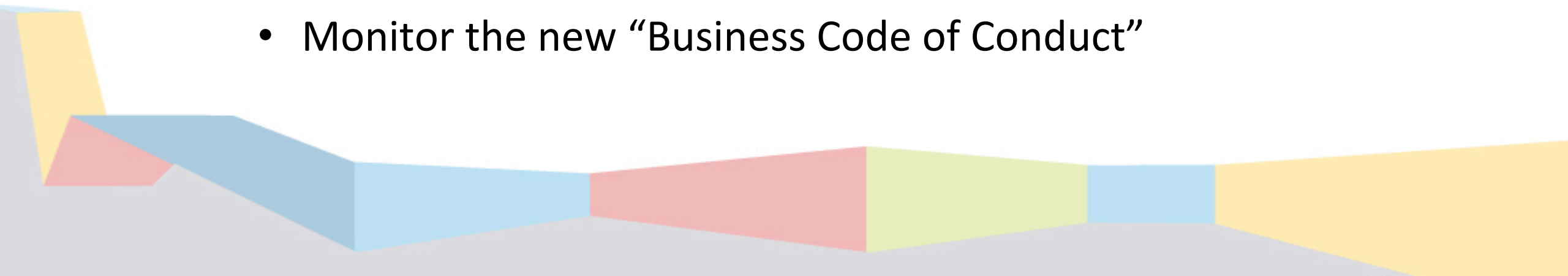


FY2016 Priorities to Improve Student Achievement & Maintain a Balanced Budget

- One-to-one initiative
- Two fully implemented Middle Schools
- Comprehensive ISS/OSS absence programs
- Alternative school placements
- Expand HS electives
- Extended school day
- Extended school year
- Tutoring program expansion
- Implementation of Master Facilities Plan
- Implementation of Capital Improvement Plan and Energy Management Program
- Employee recruitment practices
- Student transportation distances
- Salary & Benefit increase
- Fringe benefit awareness as part of total compensation-
National health care reform
- Expand HS Higher Ed options
- Early College Academy
- Dual Credit
- AEL Options Program
- CTE Programs
- Supplemental Reading Program for High School Students
- Expand activity and athletic programs
- PD emphasis on:
 - One-to-one
 - Teacher assessment
 - Common Core
- Implement safety and security plan
- Enrollment strategies
- DESE contract implementation
 - Accredited Schools
 - Provisionally Accredited Schools
 - Unaccredited Schools

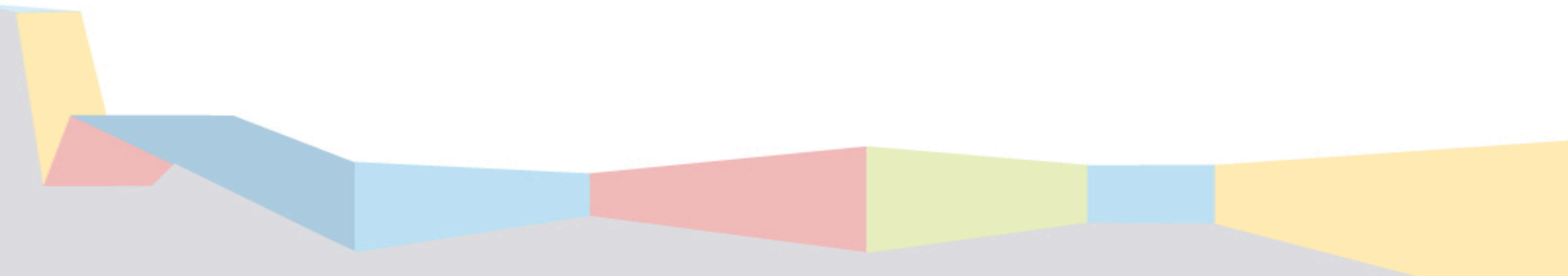
FY2016 Potential Savings to the Budget

- Savings from Employee Turnover
- Eliminate Under-utilized Instructional Materials
- Create Technology Efficiencies
- Energy Management Savings - Utilities
- Use of District's Legal Team in Lieu of Outsourcing
- Tighten Human Resource Policies - FMLA, Leave
- Monitor the new "Business Code of Conduct"



Academic Team Budget Meetings

- Establish Budget Priorities
- Evaluate Instructional Programs
- Evaluate # of Personnel in all Departments
- Earned autonomy



Capital Improvement Needs

		Energy Perform. Contract	Lease Purchase	Levy Increase
Educational Environment			18,750,000	29,420,000
Safety			9,800,000	13,925,000
Athletics			3,620,000	7,080,000
Building Infrastructure			15,030,000	76,975,000
New King Elementary				20,000,000
Information Technology			5,400,000	
Lease Purchase Total			\$52,600,000	\$52,600,000
Energy Performance Contract		\$37,437,962		
Future Bond Issue				\$200,000,000

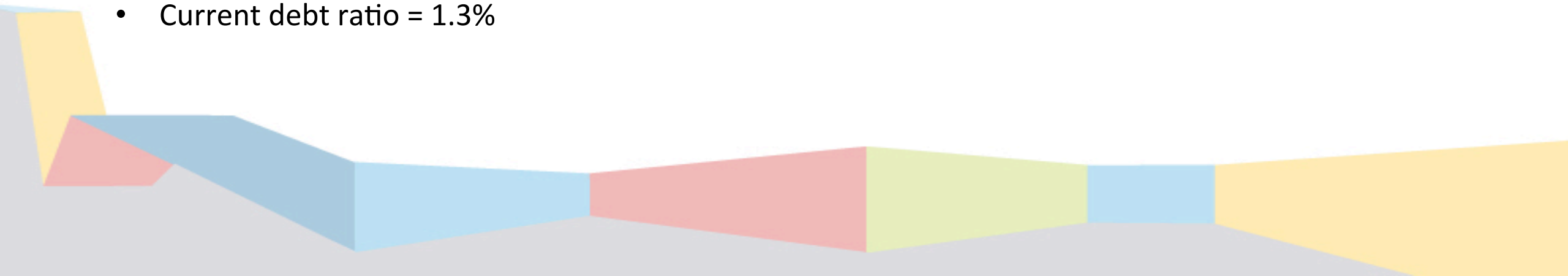
Financing Options

Option 1

- Pay as you go
- Use of operational funds to pay for completed projects when funds are available
- \$4 million annually
- Current debt ratio = 1.3%

Option 2

- Energy performance contract
- Use \$3.5 million annually in utility and equipment savings
- \$38 million in proceeds
- Debt ratio = 2.7% (including current debt)



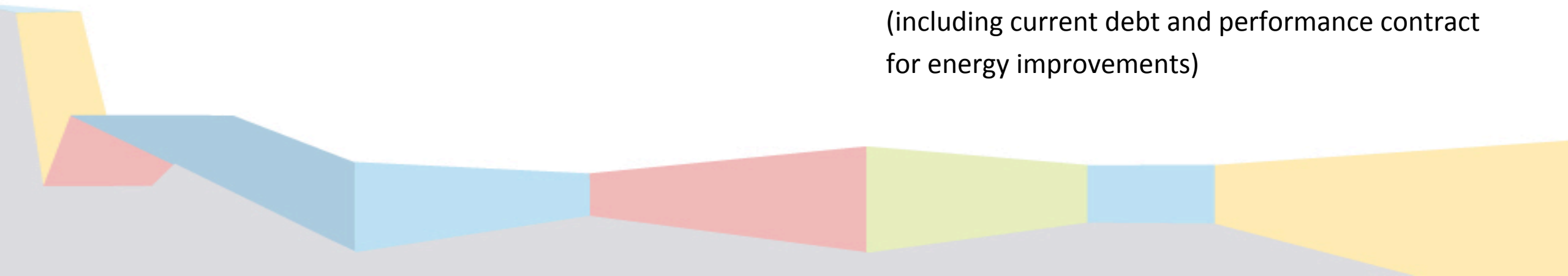
Financing Options

Option 3

- Lease Purchase (use of Building Corporation)
- Use of \$4 million in operational funds to pay debt from bond issuance (current process)
- \$52.58 million in proceeds
- Debt ratio = 3.2% (including current debt), 4.7% (including current debt and performance contract for energy improvements)

Option 4

- Debt Service Levy (requires voter approval)
- Levy increase of \$0.55 for 20 years (annual payment of \$15.5 million at 4.5%)
- \$200 million in proceeds
- Proceeds pay off 2014 lease purchase & fund \$150 million in additional needs
- Debt ratio = 7.4% (including current debt), 10.1% (including current debt and performance contract for energy improvements)



Tax Increase on Average Home in KCPS for Debt Service Levy

\$80,000

Estimated Average appraised value

x 19%

Residential assessment ratio

÷ by \$100

Per \$100 of assessed value

x \$0.55

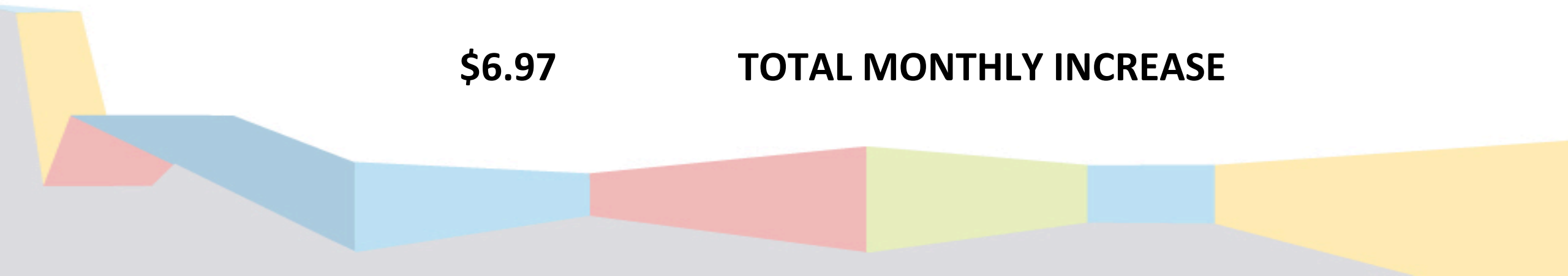
Debt service levy increase

÷ by 12

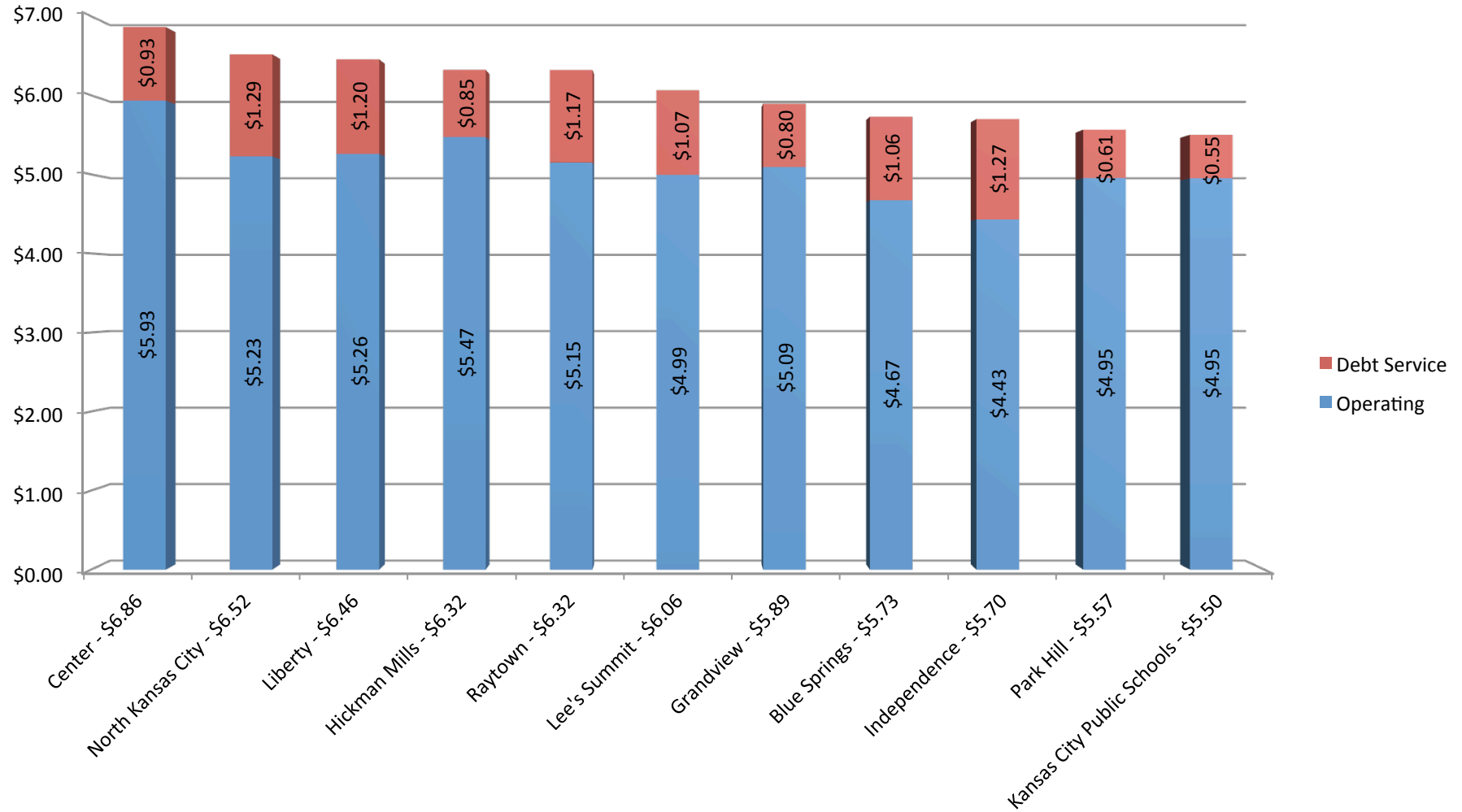
Monthly amount

\$6.97

TOTAL MONTHLY INCREASE

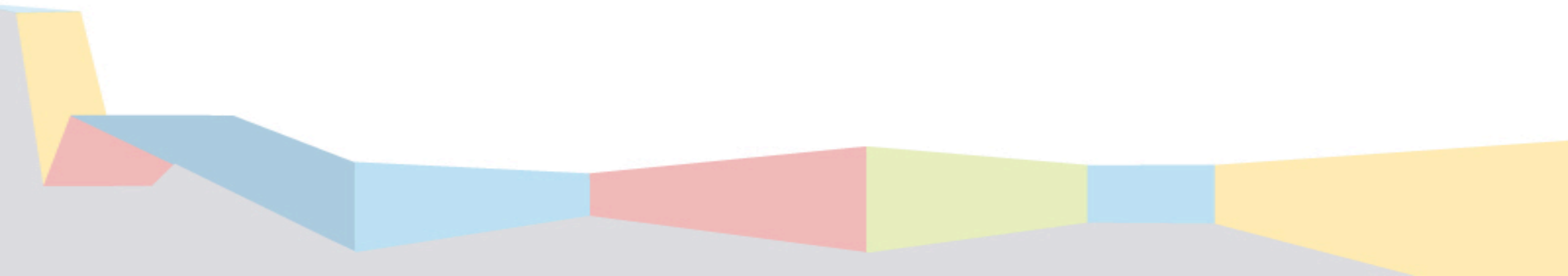


2014 Tax Levy Comparison



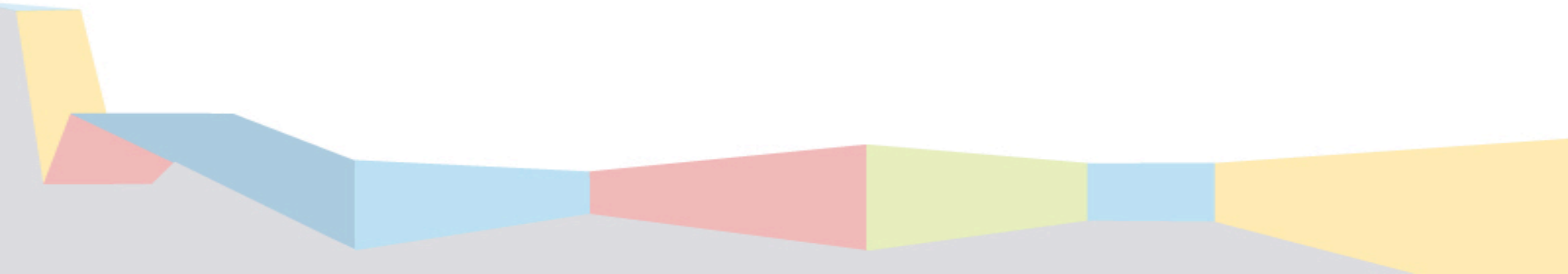
Timeline

Fall 2014	Sale of bonds for \$38 million through performance contract (energy)
Winter 2014	Sale of bonds for \$52.58 million through lease purchase
Spring 2016	Target debt service levy election



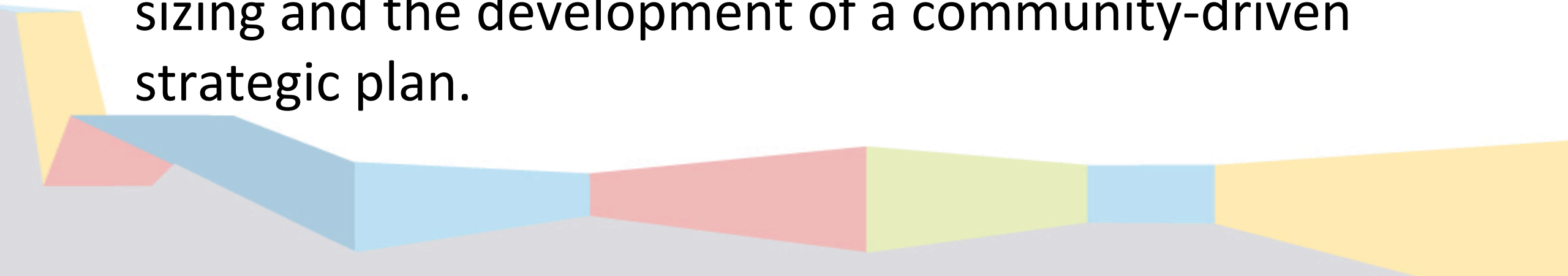
Questions

KCPS Strategic Plan



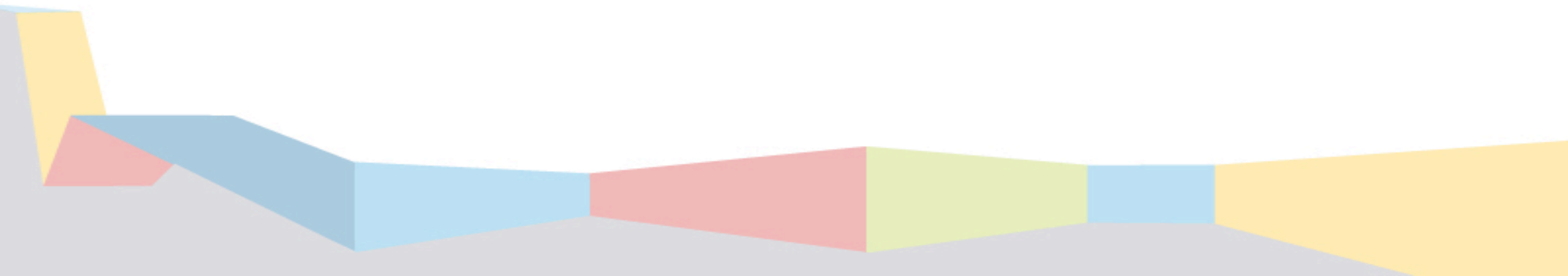
Strategic Plan Overview

- Fall of 2009, Superintendent Dr. John Covington and his Leadership Team began an effort to transform the Kansas City Public School District.
- Two pillars of the transformational process were right-sizing and the development of a community-driven strategic plan.



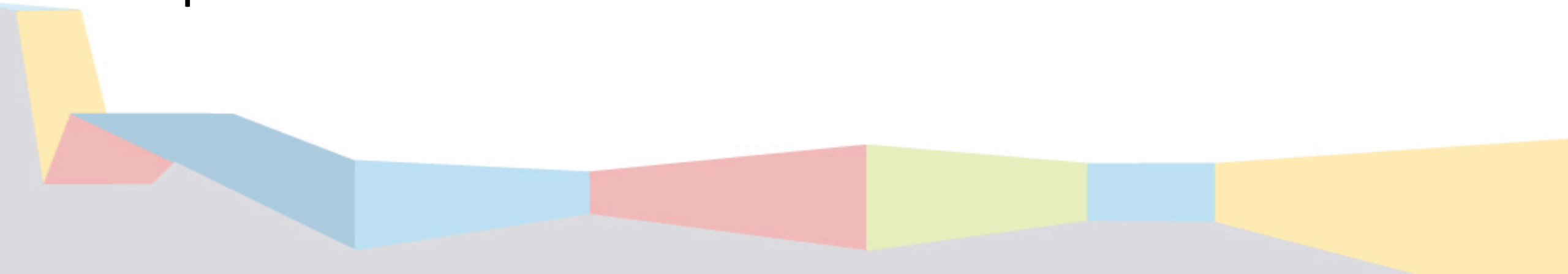
Strategic Plan Process

- A Steering Committee comprised of staff and community members were trained to develop a process that would bring together nearly 500 community stakeholders to chart the direction of Kansas City Public Schools.



Strategic Plan Process

- A Strategic Planning Task Force was formed, comprised of both staff and community members to work in teams to drive community conversations and listen to the voices of stakeholders through the strategic planning process.



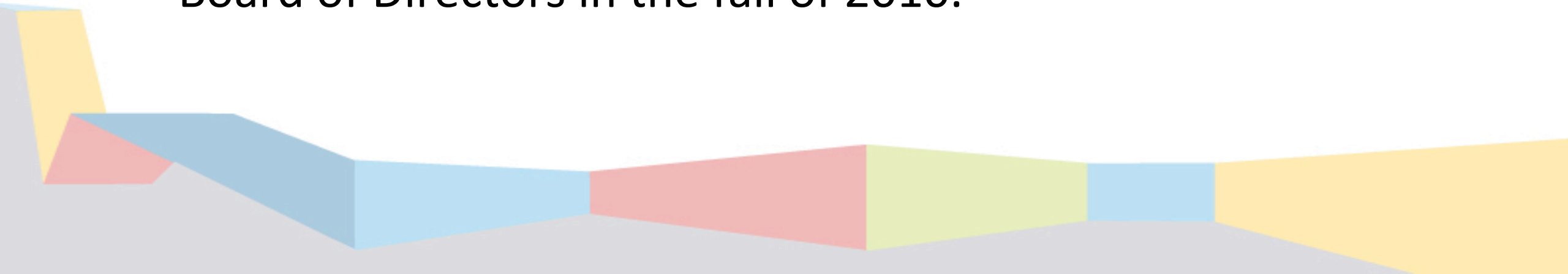
Strategic Plan Process

- In May 2010, community stakeholders came together to determine the vision for Kansas City Public Schools.
- Eight teams worked throughout the summer developing specific Action Plans.



Strategic Plan Process

- Following 10-weeks of collaboration, *The Road to.... Transformation: Teaching and Learning for a New Millennium*, became a reality.
- The final plan was adopted by the administration and the Board of Directors in the fall of 2010.



The Road to...



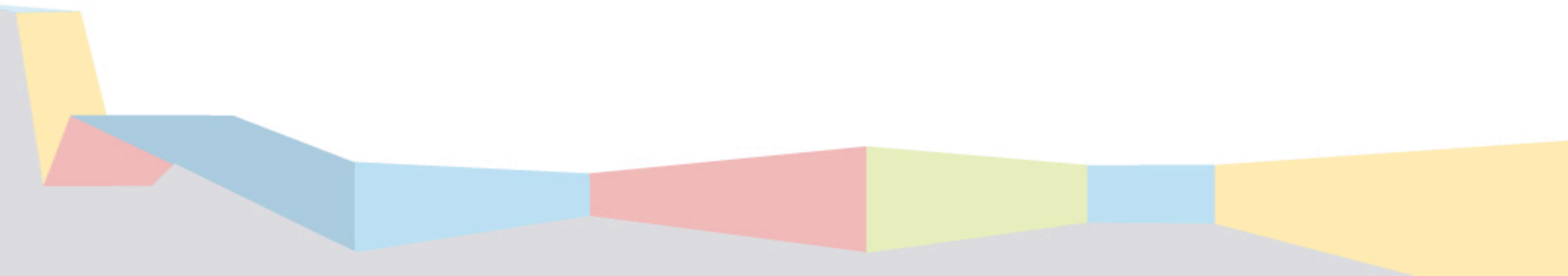
All students, with guidance from a caring adult advocate, will execute an individualized success plan that guarantees effective participation in a global society. | All graduates will be among the top 10% of their peers as measured by national and international standards. | All students will learn in a safe and nurturing educational community that provides high quality customer service. | All students will have access to a fully utilized state-of-the-art technology system to enhance and support academic achievement. | All students will have access to a high quality, enriching, early childhood educational experience.

Transformation

The Kansas City, Missouri
School District

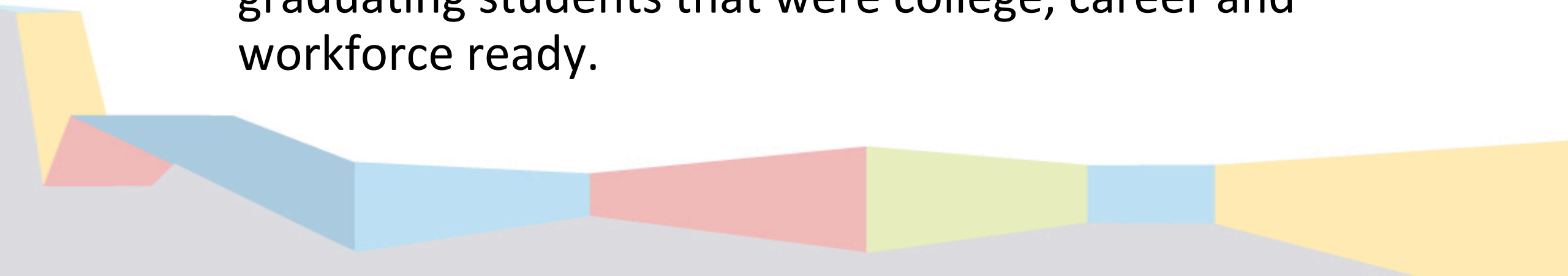
Strategic Plan

Transformation Phase II



Transformation II Focus

- The Strategic Plan focused on both academic and operational issues.
- Transformation II was launched in the spring of 2011 and was dedicated to improving teaching and learning across the district with a focus on graduating students that were college, career and workforce ready.



Kansas City, Missouri
SCHOOL DISTRICT



"STUDENT CENTERED LEARNING"
TRANSPARENCY

LEADERSHIP
ACHIEVEMENT
SCHOOLS

ACHIEVEMENT

COMMUNICATIONS

TRANSFORMATION

PHASE II

EFFECTIVE TEACHERS

KCMSD

STRATEGIC PLANNING

PARTNERSHIPS

CUSTOMER SERVICE

CORNERSTONE
STUDENTS

PIONEER

TEACHING & LEARNING

PARENT ENGAGEMENT

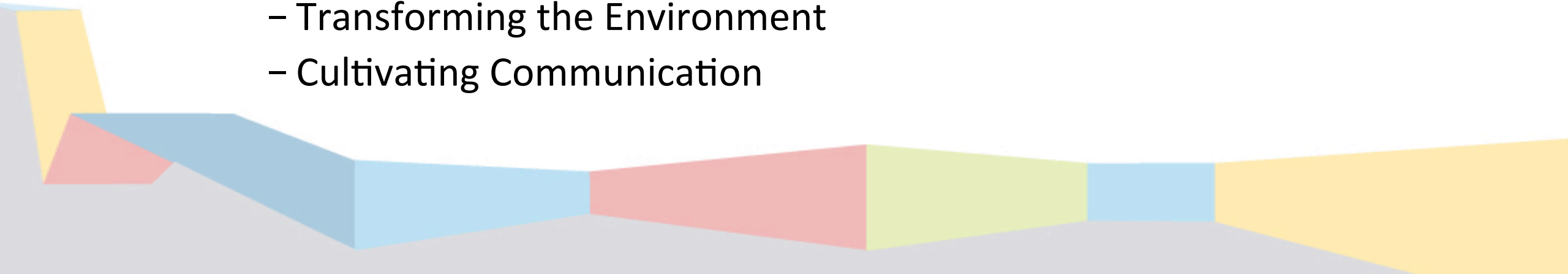
SAFE & NURTURING ENVIRONMENT

COMMUNITY CONVERSATIONS

"COLLEGE AND CAREER READY" TEACHING

Transformation II Focus

- Transformation II focused on five key initiatives for the 2011-2013 school years:
 - Creating a System of Student Centered Learning
 - Preparing College, Career and Workforce Ready Graduates
 - Revolutionizing the District Workforce: Building Leadership and Teacher Capacity
 - Transforming the Environment
 - Cultivating Communication



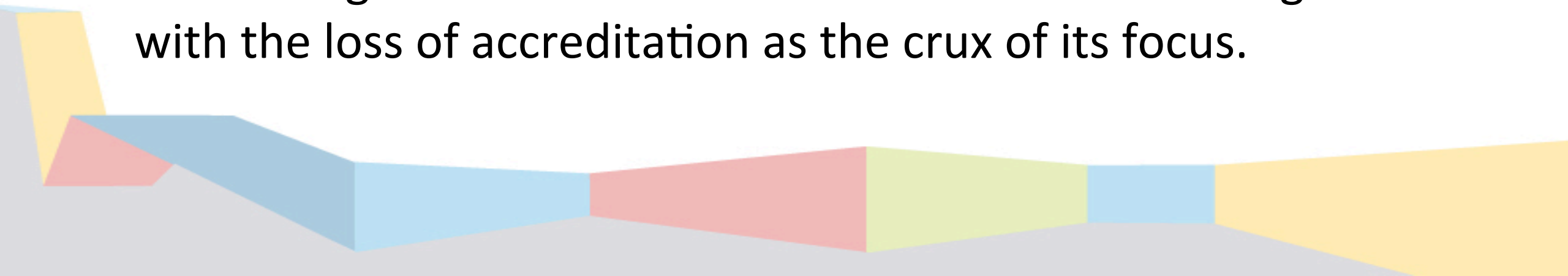
Transition in Leadership

- In the fall of 2011, Dr. R. Stephen Green was selected as interim superintendent following the sudden departure of Dr. John Covington.
- Under the new administration, not all initiatives were adopted or continued; however, many of the goals in the Strategic Plan and Transformation II have been realized.



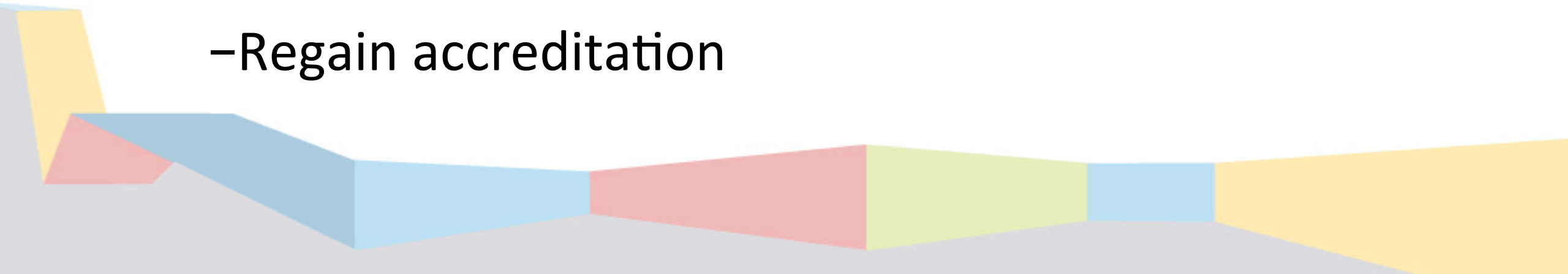
State Board of Education Decision

- In September 2011, the Missouri State Board of Education announced KCPS would be designated as unaccredited in February 2012.
- As a result, the administration had to make a dramatic shift as the Strategic Plan and Transformation II were not designed with the loss of accreditation as the crux of its focus.



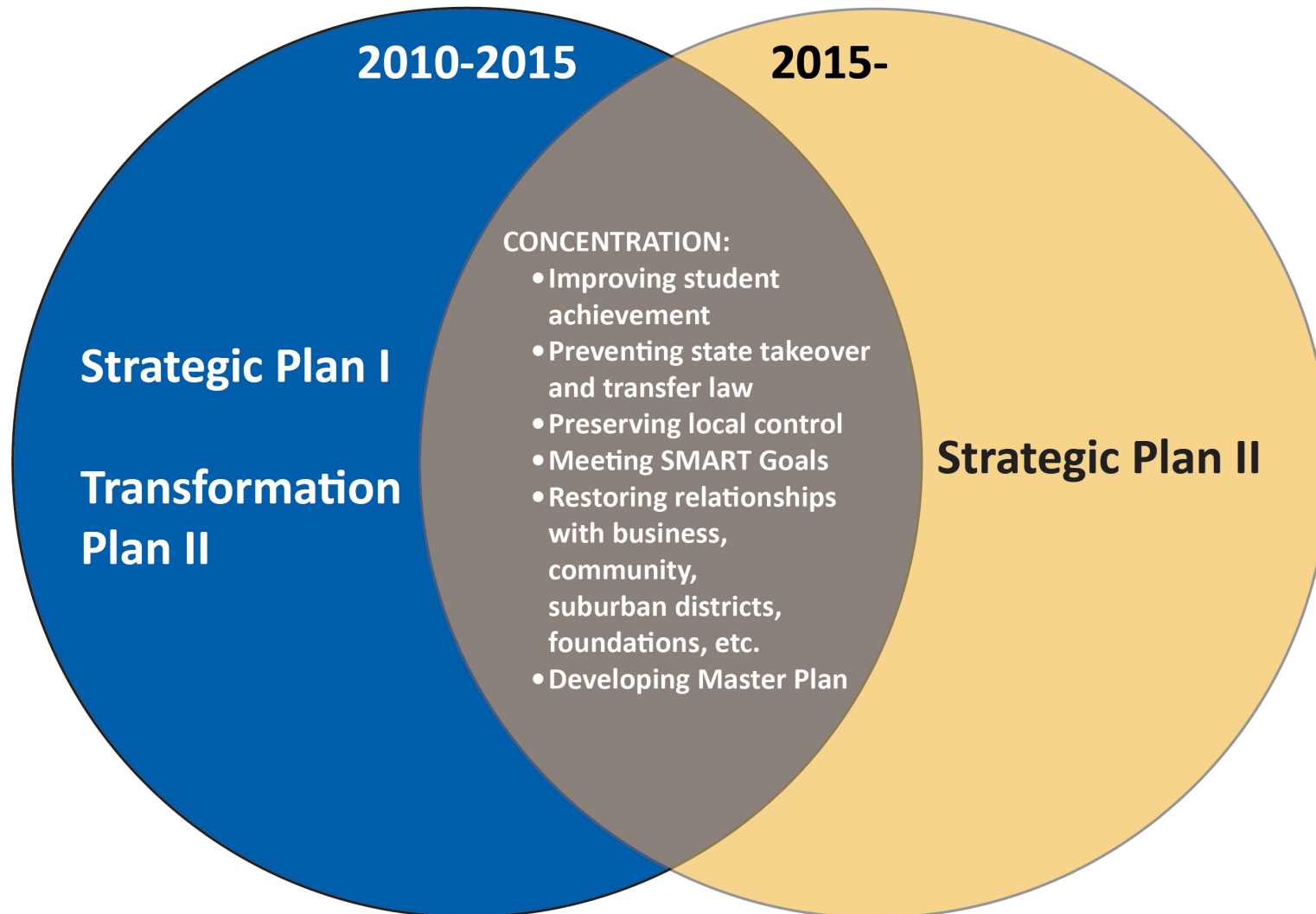
Development of SMART Goals

- Superintendent Green developed SMART Goals to guide the work of the organization.
- The SMART Goals were designed to:
 - Increase student achievement
 - Regain accreditation



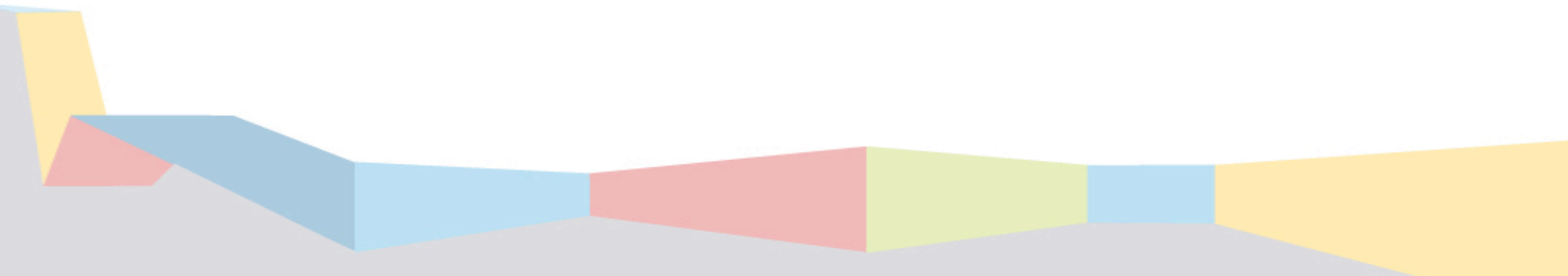


Strategic Plan & Direction



Conclusion

- Full accreditation is on the horizon. The KCPS Board of Directors will engage in a full-scale community engagement process along with the administration, in the spring/summer of 2015 to develop the next phase of the strategic plan.

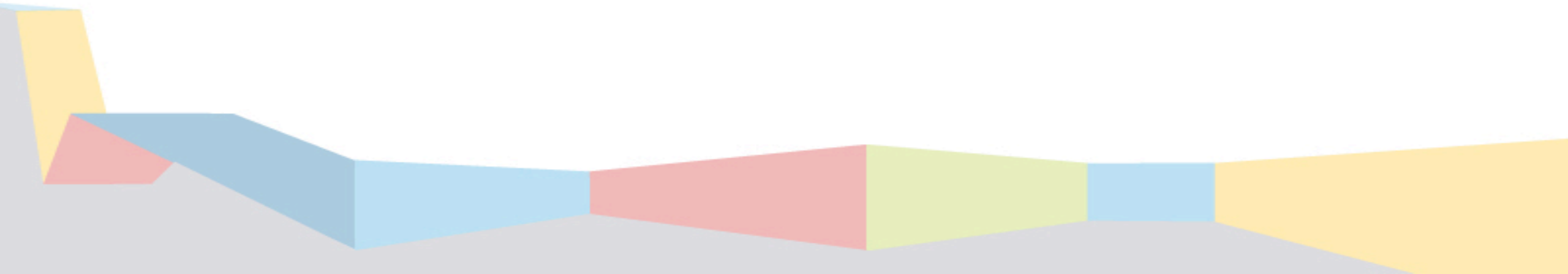


Questions

Feedback

Questions from blue cards –

1. What were the results of the NWEA by school?



RSIT Breakout Discussion

Feedback/Requests



Monthly Meeting Date

