

MENIFEE COUNTY SCHOOL DISTRICT

DECEMBER 7, 2016

ACTION PLAN UPDATE

1. Status Update

The Menifee County School District has a current balance of \$1,266,811.31. The current tentative budget has a 9.0% contingency. The district approved the working budget at the September board meeting. The district received the 2016 Draft Audit of Financial Statements indicating a General Fund ending balance of \$1,060,087 for Fiscal Year 2016. This is an increase of \$603,031. The audit noted no Financial Statement or Federal Award Findings. There were two minor management comments.

The Menifee County School District continued to make many improvements since the beginning of the school year. The district worked persistently on transparency and improving the climate and culture of the district. Systems are monitored to educate and hold all stakeholders responsible for following policies and procedures. Policies and procedures have been updated that will ensure constant monitoring and implementation within the district.

Plan, Do, Study, Act model (PDSA) plans have been revised collaboratively with the Educational Recovery (ER) staff and district staff to address the improvement priorities found within the state management audit. 30/60/90-day plans are being utilized to ensure successful implementation and completion of school and district processes. The topics of each plan are as follows: Curriculum and Instruction, Assessment, Governance, School Food, Finance, Facilities, Technology, Pupil Attendance, Transportation, Novice Reduction and Student Health. Data analysis and deliberate planning based on student needs are the driving force for decision making. Each responsible person is held accountable for action items during monthly sessions with the State Manager.

2. Action Strategies - Completion

- i** The KDE Management Audit found a number of improvement priorities within the district. Specific 30/60/90-day plans have been created utilizing the management report and PDSA model provided by KDE to guide the improvement process.

- **Finance:**

The district finance officer continues to present a cash flow projection that informs board members of an accurate picture of what the district financial position will be at the end of each month.

The district has all bus routes covered by full-time school bus drivers without the utilization of other district personnel. This eliminates several hours of overtime pay for the district.

The district is in the process of establishing tax rates for the 2016-2017 school year. The board voted in July to approve the recallable nickel tax. A petition committee was established within the community, and the county clerk determined that the petition was valid. The board of education approved the nickel increase to the tax rate and a special election is set for January 3, 2017. The supporters of the tax have formed a nickel committee that is currently educating citizens and staff regarding benefits of the tax. Finance Officer, Lorri Bartley, and her staff have attended faculty meetings and Open House sessions for each school to inform stakeholders. A website has been created as another resource for the community.

<http://www.menifee.kyschools.us/Content2/our-nickel>

- **Governance:**

KSBA will continue to provide training to the board members. The board received training in the area of Open Meetings Act Basics for School Boards and received Needs Assessment training with the Botts Elementary School Council in November.

As a result of the August election filings for school board members, two board members will run unopposed, while one precinct did not have a candidate file. The Commissioner of Education has recently started the process of appointing a new board member for the vacated seat when it becomes vacant on January 1, 2017.

District administration has developed a school-based decision making (SBDM) observation and review document to assist in monitoring the SBDM Councils at each of the schools.

The Menifee Board of Education will establish a Council of Councils meeting with individual SBDM Councils to ensure a common mission and vision is obtained. This work will begin in November.

As a result of district leadership visiting Lawrence County and to ensure district leadership is held accountable for their responsibilities, the State Manager incorporated a weekly meeting for all district administrators called Central Office Leadership Accountability (COLA) to share their top five

priorities for the week. All information is listed by each individual prior to the meeting in OneDrive and includes directives from and requests of the State Manager. Leadership will also include details for any out of the office time. Once the COLA weekly meeting takes place and priorities are confirmed, a copy is distributed for all staff as well as board members.

Liaison meetings with each principal are held monthly. The Liaison Monitoring Form was updated to ensure district expectation is clearly communicated between district and school. The State Manager meets with administrators after each meeting to debrief on the findings from each school.

- **Attendance:** The District Attendance Specialist continues to send daily emails on the attendance for each school. The district attendance rate is 96% as of October 31, 2016. The district enrollment has remained steady at 1,055 students. The staff attendance for the first three months of school was 94.38%.

- **Curriculum/Assessment/Instruction:**

ER Staff were assigned to all three schools as well as district office to provide support and guidance in all aspects of the educational process. Each school sent a team to the Novice Reduction Regional Workshop to continue focus on reducing novice students in all buildings.

The State Manager conducted site visits at all three schools as part of the Principal Professional Growth and Effectiveness System (PGES) and provided feedback on established professional growth goals. Principals have established working conditions along with state and local growth goals.

Curriculum alignment and design will continue to be a focus area for the district. The district has established a K-5 Curriculum Team (one representative from each grade; equal representation of schools) to ensure a quality Tier 1 core instruction and begin building common assessments for reading and math. Effective grading practices will also be incorporated throughout the team's work. Curriculum work is a monthly focus for each grade level through the established professional learning community (PLC) process at all grade levels. This curriculum work includes deconstruction of standards and the development of student friendly learning targets which will lead directly to a mapped curriculum for each grade level. The team focus is to gain insight on how effective instruction and assessment connect with a solid curriculum.

Menifee County has administered Think Link Assessments in grades K-8 and Fountas and Pinnell for reading in grades K-5. ER staff conducted training

for all K-8 teachers in the analysis of Think Link and Fountas and Pinnell data. Teachers are using this analysis to inform instructional practice, address individual student needs, and Response to Intervention (RtI). As a result of this data analysis, buildings have begun to modify bell schedules to include dedicated RtI times to meet the needs of all students based on current data. Software such as IXL, DreamBox, Reading Plus, and ALEKS were purchased to provide materials to support student learning and support for reading and math.

Menifee County High School is implementing the College/Career Readiness (CCR) PDSA during PLCs. The current CCR rate for Menifee County High School (MCHS) is 18%. Menifee County High School has shown positive results from KYOTE exams. The school has started the transition from Compass, but will continue the partnership with Maysville Community College for seniors through December.

Teachers from MCHS from all core departments visited the HUB school in Carter County to observe effective instruction and systems in place.

The Menifee County Board of Education approved a district-wide Multi-Tier System of Supports/Response to Intervention (MTSS/RtI) Plan. District administrators have provided and reviewed with each principal an Implementation Guide for school RtI Teams to complete. Botts and Menifee Elementary have applied for the Math Achievement Grant. This will provide additional and much needed Tier 3 instruction opportunities for our struggling students in mathematics. Curriculum documents will continue to be checked for expectation and compliance by Robin Brewer, Instructional Supervisor.

Action steps and deadlines for Comprehensive School Improvement Plans (CSIP) were reviewed with each principal during Principal Cadre. Plans will address priority needs and plans to close the achievement gap. All plans will be submitted in ASSIST by December 29, 2016.

District Effective Learning Environment Observation Tool (ELEOT) walkthroughs continue monthly with a snapshot of the learning environment of each school being captured. The district walkthrough team uses this snapshot to identify strengths (pluses) and weaknesses (deltas) which are shared with staff after each walkthrough. In addition to ELEOT, the district will begin an instructional walk-through process focusing on differentiation, student engagement, and formative assessment. The process will not only provide support to teachers, but will also allow district administrators to coach principals in providing effective feedback to teachers. The district will begin piloting the process in early November with three teachers from each

school.

ER staff along with a district team including district and school level leaders attended the Continuous Improvement Summit on September 19-20, 2016. The conference allowed networking with other districts and learning strategies and systems for continuous improvement. The walkthrough process we will pilot was adapted from Perry County's presentation at the conference.

Botts Elementary Principal, Jeremy McNabb, along with district administrators, Catherine Hacker and Dawn Hardeman, are attending the National Institute for School Leadership (NISL). This provides an excellent opportunity for professional growth and learning.

3. Action Strategies - Deficiencies

- i** Although many areas of curriculum/assessment/instruction have been completed, there are still many deficiencies in this area and these will continue to be a focal point for 2016-2017.

There are currently no aligned common assessments across the district for grade levels (K-5) and like courses (6-12). Disaggregation of student level data is not always resulting in adjustments in instruction and intentional planning to meet the individual needs of all students. Current grading practices are not reflective of true student performance and mastery of the standards. There is a great need for teachers to understand the multi-tiers of instruction and to ensure that 80% of students should reach mastery of standards from the core program.

The district is developing and refining a three-year plan that will break the task into manageable steps. As an initial step, a survey on Effective Grading Practices aligned to O'Connor's 15 Fixes for Broken Grades, will be analyzed to show evidence of current practice and help guide us to more effective grading practices. These processes will be aligned to the Kentucky System of Interventions Guide to help meet individual needs for RtI and credit recovery. This will include a process for current programs in place, such as Odysseyware. Funding must be budgeted for much needed curriculum materials in all levels of instruction. The district will meet with textbook committees to ensure utilization of program funding.

During the last round of district walkthroughs, there were no improvements in the effectiveness of the learning environments in each building. The lowest areas in the district walkthroughs include rigorous instruction, differentiation, high level questioning, high expectations for student achievement, students' knowledge of how they are assessed and the use of exemplars and rubrics.

4. Action Strategies – Additions

- i** While all components of the KDE Management Audit will continue to be addressed through the PDSA and 30/60/90-day work, a laser-like focus will be placed on curriculum/assessment/instruction with the assistance of ER staff assigned to Menifee County to ensure that student achievement is a top priority.

In an effort for continuous improvement and an intentional focus on student achievement, Principal Cadre sessions have been revamped to focus solely on instruction and professional growth and are now certified under Effective Instructional Leadership Approval (EILA). District leadership team meetings are also being reviewed for efficiency.

An induction course for certified personnel began this school year. However, the district does not currently have effective procedures in place for classified staff. The district will begin to research effective procedures from other districts and prepare a plan of action.

The district has implemented Talent Ed to improve the management of the application process and to improve the operational efficiencies of the talent management process.