

**SAN RAFAEL CITY SCHOOLS**  
**2019-20 PROGRESS TOWARDS DISTRICT GOALS**  
**June 12, 2020**

**Goal 1: Achieve Student Success**

- Increase Graduation Rates From:
  - 80 to 84% for all students
  - 46 to 56% for English Learners
  - 88 to 84% for Students with Disabilities\*
  - 28 to 81% for Homeless/Foster Youth
  
- Increase Language Arts SBAC scores by:
  - 8 points for all students
  - 11 points for English Learners
  - 17 points for Students with Disabilities
  - 28 to 81% for Homeless/Foster Youth
  
- Increase math SBAC scores by:
  - 4 points for all students
  - 5 points for English Learners
  - 7 points for Students with Disabilities
  - 14 points for Homeless/Foster Youth
  
- Reduce suspension rates from:
  - 3 to 2% for all students
  - 3.9 to 2.5% for English Learners
  - 3.5 to 2% for Students with Disabilities
  - 6 to 4% for Homeless/Foster Youth
  
- Reduce chronic absenteeism rates from:
  - 10 to 8% for all students
  - 10.1 to 9% for English Learners
  - 16.9 to 15% for Students with Disabilities
  - 10.3 to 8% for Homeless/Foster Youth

**COMMENTS:**

**Graduation Rates:** Data for our 2019-20 Graduation Rates are not yet available and will be somewhat skewed because of the new grading policies that were put in effect due to the Coronavirus in March.

**Language Arts/Math SBAC Scores:** Due to the Coronavirus, SBAC scores for the 2019-20 school year have been suspended by the State.

**FIRST ESTIMATE**

# Suspension

19-20 Rates  
Unpublished &  
Preliminary

Elementary Schools

	ALL	EL	SPED	Homel.	Hisp.
17-18	0.5%	0.7%	1.9%	0.9%	1.1%
18-19	0.3%	0.4%	1.3%	0.6%	0.4%
19-20 GOAL	0.2%	0.3%	1.0%	0.4%	NA
19-20 Estimates	0.3%	0.5%	0.3%	0.6%	0.5%

Middle Schools

	ALL	EL	SPED	Homel.	Hisp.
17-18	5.2%	8.1%	11.0%	8.4%	7.3%
18-19	5.1%	7.4%	9.4%	5.8%	6.5%
19-20 GOAL	3.5%	5.0%	8.0%	4.0%	NA
19-20 Estimates	1.9%	2.7%	5.7%	1.5%	2.5%

High Schools

	ALL	EL	SPED	Homel.	Hisp.
17-18	6.2%	14.4%	10.8%	10.5%	8.4%
18-19	5.1%	11.3%	7.0%	10.0%	7.3%
19-20 GOAL	3.5%	8.0%	4.0%	7.0%	NA
19-20 Estimates	1.4%	1.8%	2.1%	2.2%	2.0%

K-12

	ALL	EL	SPED	Homel.	Hisp.
17-18	3.4%	4.4%	6.8%	4.8%	4.3%
18-19	3.0%	3.9%	3.5%	6.0%	3.9%
19-20 GOAL	2.0%	2.5%	2.0%	4.0%	NA
19-20 Estimates	1.0%	1.2%	2.2%	1.3%	1.4%

**Suspension Rates Goals Achieved? Yes**

**Comments:** The data above is preliminary, and obviously was calculated up until the last day of in-person school on March 13, 2020. As you can see from the tables above, overall K-12 we made strong progress towards our goal of reducing suspension rates, especially at the middle and high school levels which is where the problems were occurring. (Elementary suspension rates are actually quite low). At the Middle School level, we achieved our goals across the board, with an average reduction for all subgroups of over 2%. At the High School level, we really made amazing progress, meeting our goal in every single category with an average reduction for all subgroups of over 4%. Our secondary administrators are to be commended for making use of restorative justice practices this year in conjunction with the YMCA and their work with Don Carney and others to utilize other options such as Peer Court, conflict mediation and restorative circles to use alternatives to suspension.

**FIRST ESTIMATE**

19-20 Rates  
Unpublished &  
Preliminary

# Chronic Absenteeism

Elementary Schools

	ALL	EL	SPED	Homel.	Hisp.
17-18	6.6%	6.5%	9.7%	3.5%	6.9%
18-19	5.8%	5.5%	10.5%	5.4%	6.0%
19-20 GOAL	5.0%	5.0%	9.5%	3.5%	NA
19-20 Estimates	5.7%	6.0%	6.6%	5.0%	5.7%

Middle Schools

	ALL	EL	SPED	Homel.	Hisp.
17-18	8.2%	10.5%	16.0%	9.1%	9.5%
18-19	6.6%	9.5%	12.6%	7.5%	7.2%
19-20 GOAL	6.0%	8.5%	11.5%	6.5%	NA
19-20 Estimates	5.4%	8.0%	14.0%	4.7%	5.5%

High Schools

	ALL	EL	SPED	Homel.	Hisp.
17-18	18.1%	28.1%	30.7%	21.9%	21.0%
18-19	16.6%	22.9%	26.8%	24.0%	19.7%
19-20 GOAL (1)	13.0%	20.0%	20.0%	20.0%	NA
19-20 Estimates	13.6%	20.3%	20.2%	19.6%	16.3%

K-12

	ALL	EL	SPED	Homel.	Hisp.
17-18	11.0%	11.1%	18.0%	8.5%	11.8%
18-19	10.0%	10.1%	16.9%	10.3%	10.7%
19-20 GOAL	8.0%	9.0%	15.0%	8.0%	NA
19-20 Estimates	8.6%	9.9%	13.4%	8.9%	9.3%

(1) Assuming a change in our calculation of Full Day Attendance for High Schools, per CDE definition

## Chronic Absenteeism Goals Achieved? Partially

In looking at the tables above, it appears that we achieved our goals at the middle school level but stayed about the same at the elementary and high school levels. Middle school absenteeism was down in all subgroups except for our special education students, with the most noticeable decrease in our homeless population of 2.8%. At the elementary level, our absenteeism rates were down from the 2018-19 school year, but we did not reach our overall goals. At the high school level, we also decreased our absenteeism rates from the 2018-19 levels across the board, but we did not reach our overall goals. Still, I would say we are making strong progress in this key area. Steps we took to help address this problem were to improve our communication processes and procedures with automatic notes home to parents, using Bill Welch from North Bay Security to visit homes in extreme cases, and using counselors and administrators to speak with students and families about the importance of daily attendance.

## Goal 2: Establish a Common Vision

**Goal Achieved? Yes**

**Comments:** This year we used the Together 2023 process to help us develop a common vision for our district. Overall I believe this process was very successful, as we engaged the Community with over 60 stakeholders in attendance at our 2 Community Workshops held in the fall and the spring, engaged our staff through presentations and workshops at every school, once in the fall and once in the spring, met with our Leadership Team regularly, and also met with our community advisory team of over 50 people on a monthly basis. This process was energizing, participatory, and collaborative. Our stakeholders enjoyed our discussions around district values, as well as around what skills our students need to be effective upon graduation. The result was that we agreed upon our 3 district values, equity, community and joy. We then agreed upon our 5 Graduate Profile Skills, which are Effective Communicator, Critical Thinker, Productive Collaborator, Courageous Advocator and Reflective Learner. These are the two areas where we received lots of input and feedback from our stakeholders. We then agreed upon our 4 Goal Areas, which are Student Success, Staff Success, Community Engagement and Systems and Structures (each of these areas has a more specific goal attached to it). Finally, we were in the middle of coming to agreement on our strategic actions when our work was stopped short by the COVID-19 pandemic. We needed one more meeting to finalize our list of most impactful strategies to help us achieve our goals, and this last part of the process will need to be completed when we can all come together again, hopefully in the fall. The actions being developed by the Equity Blueprint Committee also overlap with these strategic actions and will become part of the overall strategic plan.

San Rafael City Schools  
**TOGETHER  
 2023**  
 values · skills · goals · actions



This year, San Rafael City Schools is on a journey to create a new three-year strategic plan. Grounded in our vision for student success, we are engaging the greater SRCS community to develop our District values, core skills, three-year goals and strategic actions. We are calling this important undertaking "Together 2023."



## Goal 3: Build a Culture of Excellence

**Goal Achieved? Partially**

**Comments:** We did not set a measurable goal here, so it is hard to say whether we achieved it or not, but I do feel we made significant progress towards changing our district culture. Most of the work we did was with our District Leadership Team members, which includes our district administrators and site administrators. During our summer and mid-year retreats, we worked to improve our district culture by improving trust, teamwork, and honest feedback. At our summer retreat we hired Mickey Porter, a consultant, to help us use the *Dare to Lead* book by Brene Brown to look at how we can become better leaders through being willing to be vulnerable, living into our values, building trust, and having tough conversations. We also developed shared norms for our meetings, and principals in particular worked hard to be honest with each other, avoid parking lot conversations, and agreeing on our main goals. There has been mistrust between the site principals and the district office that has built up over the years, and I think we took some positive steps this year to be honest with our frustrations and to address areas of concern. At the district level we focused on improving customer service and our responsiveness to school sites so that we are now seen as more supportive. We restructured our meetings, we are more visible at school sites, and we provide honest feedback to help our site administrators improve. We also try to listen closely to our principals and ask for their input.

**GOAL 4: BALANCE THE BUDGETS**

**Goal Achieved? Yes**

**Comments:** This goal was also a little vaguer than it should have been, but overall, we did make enough cuts at the high school level to stop deficit spending for next year (at least until Covid-19 hit!). We convened the high school budget advisory committee and had great discussions and debates about what we could cut from the budget, which resulted in a recommendation to the Board to cut \$1.3 million from the budget, which you approved. Doug led a strong process, and we had great input. Most of the cuts took place here at the district office, and we were able to keep the impact away from the school sites for the most part. Some of the elementary teachers were upset that they did not have more input into the process of reallocating our high school and elementary expenses, which we changed from splitting district expenses 50-50 to 62-38, but we did include them in the final 3 HS budget advisory committee meetings, and they did have an opportunity to repeatedly weigh in on the reallocation. We also convened the Elementary budget advisory committee separately. We also proposed and the Board adopted as policy to have a target of a 17% ending fund balance reserve. The district was also able to conclude negotiations for the 2019-20 school year with all 3 of our labor partners, and in addition we have significantly improved relations with both SRFT and CSEA. I think we have demonstrated a commitment to sound budgeting and fiscal accountability, and we are very mindful of watching our expenses going into a very difficult upcoming budget year. We agreed not to replace the outgoing Deputy Superintendent of Education Services position here at the district office, and we will not replace Kim Evans' Assistant Principal position at Bahia Vista as well.

**Managing the District during the Covid-19 Crisis**

**Comments:** It would be incomplete for me not to take some time to reflect on how things have gone over the last three months since on-site school in the district was suspended after March 13. What a crazy time! While the school year is almost over now, the uncertainty hanging over us about what will happen in the fall is causing much anxiety amongst us all- staff, students, parents and our community partners. The issues that continue to arise and the resulting communication demands have been incredible, and I don't know of a person who is not simply exhausted! However, overall, I believe we have done very well in managing this crisis.

## Successes

- Managing communications- overall, I have received very positive feedback from people thanking us for keeping them informed and up to date during this pandemic.
  - Weekly superintendent updates: thanks to Michelle Drake and now Christina, we are working together to keep our staff and parents apprised of important weekly developments related to Covid-19 as well as district decisions
  - Town Hall meetings: we held two Town Hall meetings, the first on managing the crisis and the second on grading practices, both of which were well attended
  - Surveys: we continue to put out surveys to students, staff and parents about how distance learning is going; grading options, graduation options, returning to school in the fall options; etc.
  - Videos: we have put out a certificated and classified appreciation videos, and I have put out a few to try and stay connected with our public.
  - Meetings: We meet constantly with various groups: Cabinet (daily); principals (twice a week); MCOE weekly (including Matt Willis); Superintendent's (weekly); union leadership (weekly); Leadership Team; and our new Re-entry task force (weekly); These help us stay informed and on the same page.
- Grading Policy
  - We took our time to consider all of our options for grading and did a ton of research. We also reached out to get lots of input from students, parents and teachers, and they expressed their opinions during our Town Hall. This led to a well-informed decision that most of our community was satisfied with.
- Graduation
  - Graduation was another issue that took an extraordinary amount of time to deal with, especially for Tyler, Katy and Glenn. The Task Force was helpful, but it was the behind the scenes work and keeping an open mind that finally let to the decision for the Drive-in Graduation at the Civic Center Lagoon Park. Hopefully it will work out well—we will see next week!
- Re-entry Task Force
  - We have established a Re-entry Task Force to consider all of our options for the fall and have set up committees with mostly teacher and classified representation for elementary instruction, secondary instruction, wellness and safety.
- Summer School
  - We made the decision to offer a limited (10 classrooms) EL support summer school at Bahia Vista for K-5; virtual summer school at Davidson, and credit recovery for high school.
- Food Service
  - Alan and his team have done a terrific job of not only keeping our own students fed with breakfasts and lunches, but he also helped to coordinate the San Francisco-Marin Food Bank on Wednesdays and Fridays at Bahia Vista as well.
- Technology
  - Sarah has similarly done an amazing job of working with her team to distribute over 2,700 Chromebooks and over 200 personal hotspots to our students, and all the work that this entailed. She has also been on top of all of the technology issues involved with distance learning and our two learning management systems, Canvas and Google Classroom, as well as helping to run our Board meetings remotely.