



THE HAZELWOOD NOW
STRATEGIC PLAN
2017-2022

ANNUAL REPORT

The Board of Education's Goals and Superintendent's Priorities
August 6, 2019

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The Hazelwood Board of Education



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A Message From the Superintendent

The Hazelwood *NOW* Strategic Plan was developed with input from parents, students, community stakeholders, board members, and staff. We utilized parent and community feedback, focus areas, and committee work in Hazelwood *NOW* with Board and administration's guidance and input to write the plan. Our five-step process includes measuring, evaluating, and monitoring progress toward reaching our goals over the next five years.

To date, we are the most proud of expanding early childhood education programs, opening a school-based health center, creating two thematic schools, balancing our budget, addressing 100% of state audit recommendations, and successfully redistricting for optimization and efficiency.



"We are preparing our children to thrive in an ever-evolving, diverse, and globally competitive society."

Dr. Nettie Collins-Hart,
Superintendent

Points of Pride - Outstanding Students and Staff

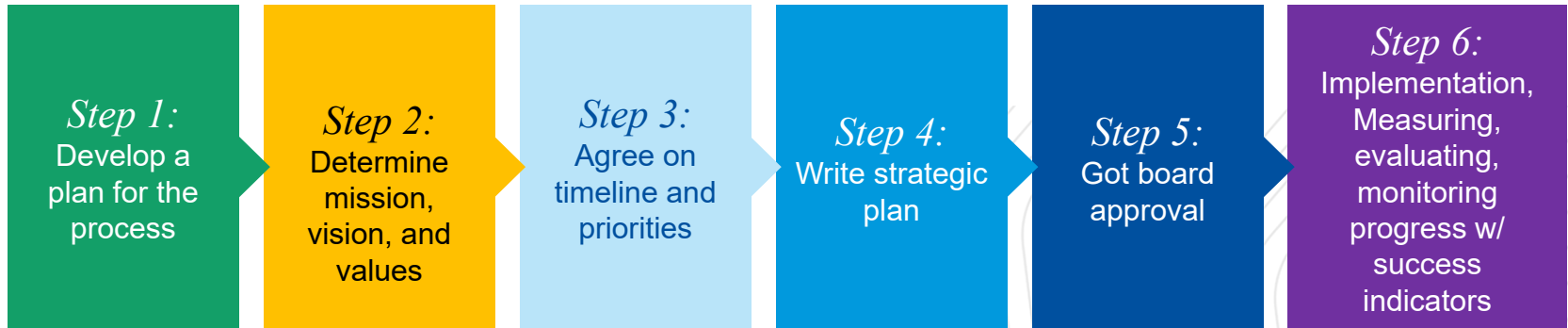
- During the past three years, high school students have reported being awarded over \$70M in scholarships and volunteering over 200,000 community service hours.
- On August 1, 2019, the National Association of School Superintendents named Superintendent Dr. Nettie Collins-Hart the Superintendent of the Year.
- Ashley Gerald, teacher at Lusher Elementary School, was named Hazelwood's Teacher of the Year for the 2018-2019 school year.
- Risa Schoene, teacher at the Opportunity Center, was recognized with a 2018 Emerson Excellence in Teaching Award.
- Scott Borcharding, teacher at West High School, was named Regional Teacher of the Year by the Missouri Department of Elementary and Secondary Education for the 2017-2018 school year.

Points of Pride – Exceptional Initiatives

- Opened East High Schools' School-Based Health Center
- Created two thematic schools: the Opportunity Center and the East Middle School 8th Grade Center
- Expanded early childhood programs
- Balanced budget for three consecutive years and increased the fund balance for FY20
- Addressed 100% of state audit recommendations
- Redistricted for optimization and efficiency
- Garrett Elementary was awarded the Missouri Sustaining Excellence Award from the Department of Elementary and Secondary Education (DESE).
- Walker Elementary received the Gold Award for Positive Behavioral Intervention Systems (PBIS) implementation from Special School District (SSD).

Overview

The **Hazelwood NOW Strategic Plan** is a comprehensive five-year roadmap developed by staff and stakeholders that provides guidance on fulfilling our mission and achieving our goals.



Quarterly departmental updates allow us to measure, evaluate, and monitor our progress on projects and strategies to reach our goals. This report also helps to gauge the efficiency of our plan's implementation and to reassess areas that may require midcourse corrections.

Mission Statement



In a culture of high expectations and excellence, our students will become lifelong learners equipped with 21st Century skills for success as global citizens.

Districtwide Goals



Goal #1:
Improve
Student
Achievement



Goal #2:
Differentiate
and Expand
Resources
and Support
Services for
Students



Goal #3:
Enhance
Professional
Growth



Goal #4:
Maintain
Fiscal
Responsibility



Goal #5:
Increase
Parent and
Community
Engagement

Library Basics

- Take care of books
- Quiet voices
- Use kind words
- Use time wisely
- Read
- Walk

GOAL #1

IMPROVE STUDENT ACHIEVEMENT

GOAL #1: IMPROVE STUDENT ACHIEVEMENT

Cross-Departmental Contributions to Goal Attainment:

- Alternative Education: Increased from 500 to 700 students who were served at the Opportunity Center and from 69 to 115 students who met requirements for graduation.
- School Safety: Started a mentoring program with reading safety-related books.
- Transportation: Increased on-time performance of bus routing using GPS system.
- Custodial Dept.: Using 20 new automated scrubbers to clean school buildings.

Milestones:

- Early Childhood education are writing curriculum and creating assessment tools that integrate 21st century learning skills.
- English Language Arts: Piloted an independent reading program, increased training in Foundations, and focused on teacher training
- Schools are conducting full needs assessments that align with the five pillars outlined by Missouri Department of Elementary and Secondary Education.
- Staff revised and updated course offerings for middle and high school students who are English Language Learners

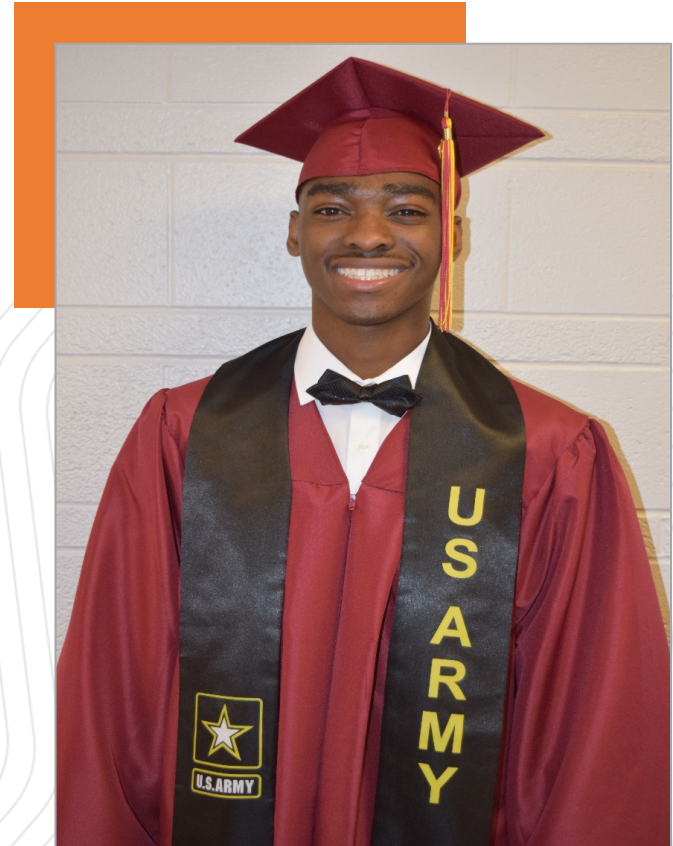


GOAL #1: IMPROVE STUDENT ACHIEVEMENT

Strategies	Verified	Funding Source	Est. Budget	Status
1 Improve fidelity of the curriculum's implementation	6/19/19	N/A	N/A	In Progress
2 Develop a diverse committee of stakeholders reflecting the district population (teachers, students, parents, community members) to review curriculum and resources in each area and provide feedback on cultural responsiveness and diversity	6/19/19	N/A	N/A	Completed
3 Implement the curriculum management plan	6/19/19	N/A	N/A	Completed
4 Publish grade-specific and school building level performance targets to track academic proficiency and growth to ensure opportunities for course corrections and praise	6/19/19	N/A	N/A	Completed
5 Provide training to staff on culturally proficient instruction	6/19/19	Title II and General Funds	\$75,000	Ongoing
6 Audit, revise, continuously update, all existing curriculum and major instructional resources to identify strengths and "holes" as related to cultural responsiveness and diversity. Integrate culturally responsive activities and diverse resources into curriculum where missing	6/19/19	N/A	N/A	In Progress
7 Incorporate the following into career pathway sequences of courses that extend beyond high school: internships, problem-solving experiences, and opportunities to earn career certificates and/or college credit	6/19/19	N/A	N/A	In Progress

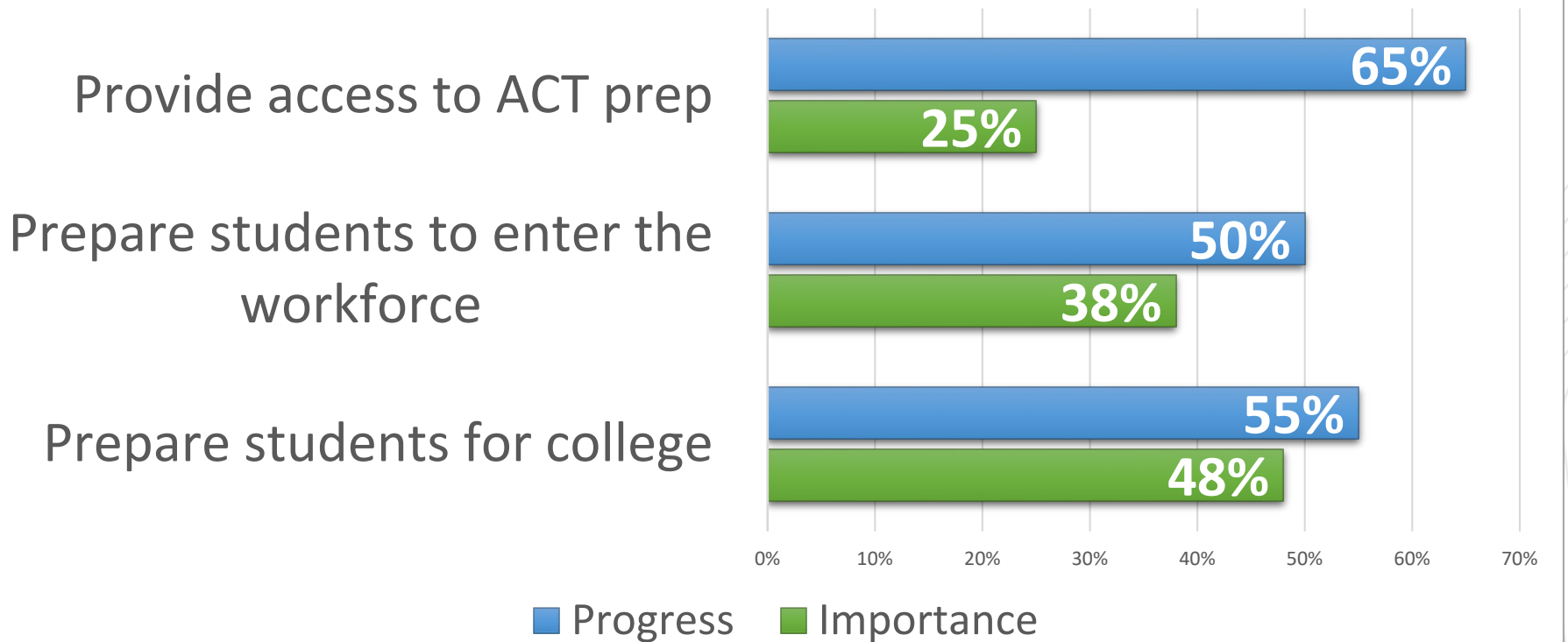
Success Measure Indicators for Goal #1: **IMPROVE STUDENT ACHIEVEMENT**

- The percentage of Hazelwood pre-kindergarten students who entered kindergarten in Hazelwood increased in 2018-19 from the previous year.
- Embargoed academic data for Goal 1 unavailable at this time. The annual report will be updated once data become available.



GOAL #1: IMPROVE STUDENT ACHIEVEMENT

TOP 3 Most Important Activities: Goal #1 and Progress Made



Notes: Respondents suggest that the district should focus on preparing students for the future. At least half of respondents say that moderate to significant progress has been made in preparing students for college and to enter the workforce, rated the two most important activities for Goal 1. In open-ended comments related to student achievement, 29% of students and 19% of parents discussed college and career readiness.

GOAL #2

DIFFERENTIATE AND EXPAND RESOURCES FOR STUDENTS

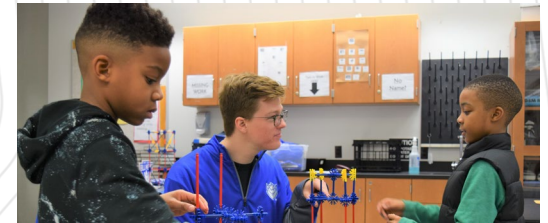
GOAL #2: DIFFERENTIATE AND EXPAND RESOURCES FOR STUDENTS

Cross-Departmental Contributions to Goal Attainment:

- Alternative Education provides group and individual counseling to support behavioral health.
- Child Nutrition now offers universal breakfast to all students.
- Curriculum and Instruction created a Redefining Ready parent platform to measure students' readiness for college, careers, and life.
- Health Services expanded medical in-house services to meet medical needs.

Milestones:

- The district opened the Hazelwood East High School's School-Based Health Center. With parent consent, students receive medical and behavioral health support from medical practitioners supported by the Christian Hospital Foundation and CareSTL Health.
- Expanded Early Childhood Programs with a full-time English Learner teacher supporting Dual Language Learners
- Partnered with Alive and Well Communities to support the Missouri Model of Trauma and Cornerstones of Care for therapeutic therapy in schools; additional partners include the Department of Human Services and the National Council on Alcohol and Drug Abuse.



GOAL #2: DIFFERENTIATE AND EXPAND RESOURCES FOR STUDENTS

STRATEGIES		VERIFIED	FUNDING SOURCE	EST. BUDGET	STATUS
1	Expand early childhood development programs including the Parents-as-Teachers (PAT) Program	6/19/19	State Funding Formula	\$675,000	In Progress
2	Expand programs and opportunities for Gifted and Talented students	6/19/19	General Funds	Year 1: \$75,000 Years 2-5: \$386,580 annually	In Progress
3	Provide all students with grade-level appropriate opportunities through Redefining Ready Initiative	6/19/19	Title II & General Funds	\$15,000	In Progress
4	Develop and implement the use of restorative practices as an integral part of school-level behavior management plans	6/19/19	Student Services Budget	\$2,500	In Progress
5	Fully implement all school-level processes to support effective and efficient behavior modification systems (i.e. counseling, trauma, substance abuse, anger management, and alternative education programs)	6/19/19	General Funds & Title II	Year 1: \$156,000 Year 2: \$133,457 Year 3: \$126,319	In Progress

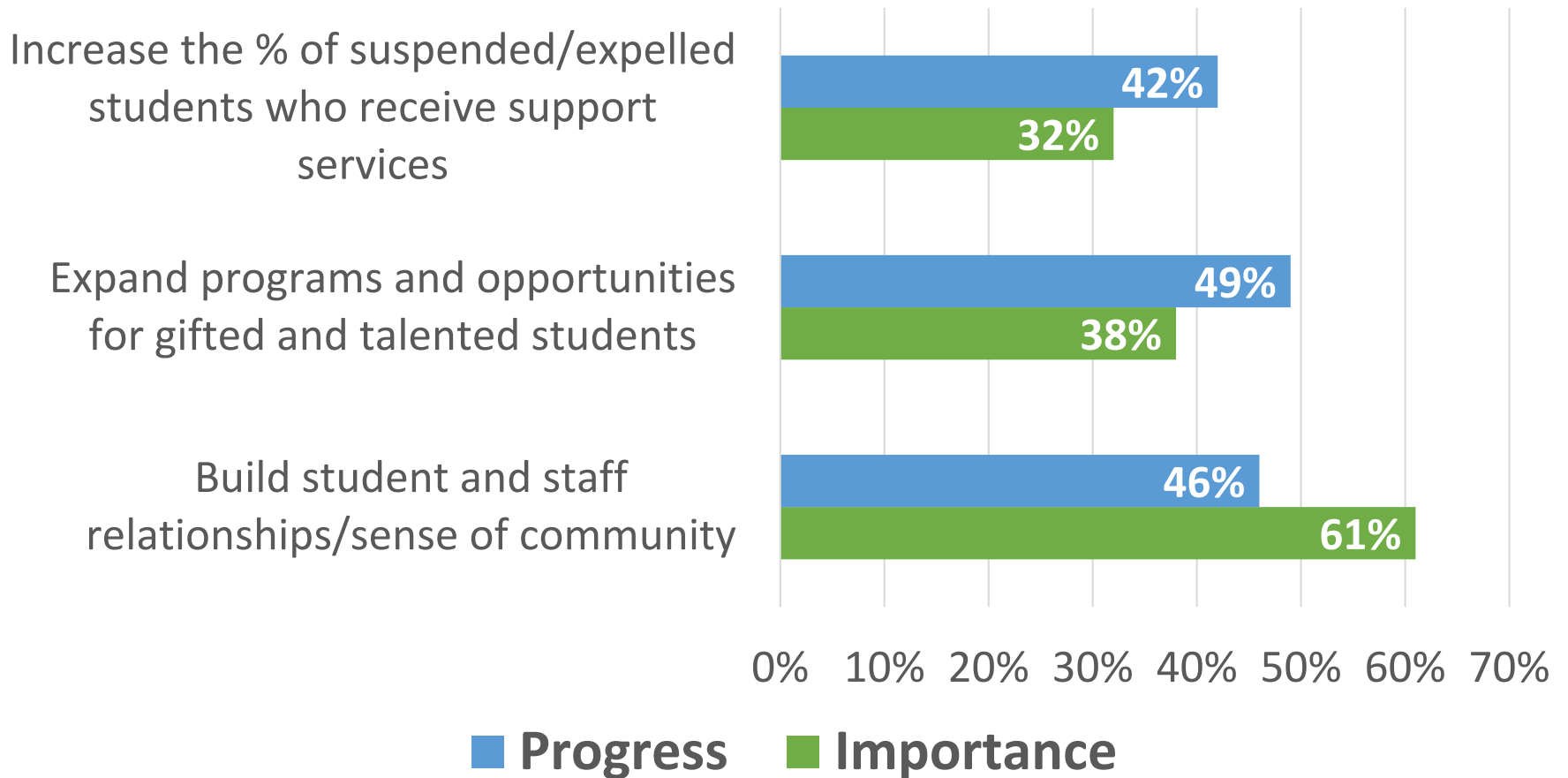
Success Measure Indicators for Goal # 2: **DIFFERENTIATE AND EXPAND RESOURCES FOR STUDENTS**

- Early Childhood student participation increased during the 2018-19 school year.
- Elementary/Middle school student participation increased in the gifted program.



GOAL #2: DIFFERENTIATE AND EXPAND RESOURCES FOR STUDENTS

Top 3 Most Important Activities by Goal and Progress Made for Goal #2



GOAL #3A

ENHANCE PROFESSIONAL GROWTH – STAFF SUPPORT SERVICES

GOAL #3A: Enhance Professional Growth

Cross-Departmental Contributions to Goal Attainment - Staff Support Services:

- Child Nutrition provided annual training aligned with professional standards on nutrition, operations, administration, and communication.
- Curriculum and Instruction worked with teachers to develop a selection protocol and curriculum for SPARK students (push-in Galactic/gifted) in elementary.
- Custodial Services created an accountability system to support evening shift supervisors proactively.
- Residency and Enrollment provided training to middle and high school registrars to assist with accuracy, quality service, and state reporting.

Milestones:

- Human Resources coordinated and facilitated the Aspiring Leaders Program (ALPS), training for secretaries, registrars, and new teachers
- Maintenance staff are encouraged to explore educational opportunities to enhance skills, improve customer service, and improve facilities.
- Data and Assessment provided achievement level data to principals and administrators for accountability plans to assist with in-depth analysis at each school buildings.
- Finance Department's Business Office and human resources received training on the implementation of benefits, payroll, and accounting system modules to improve efficiency and address state audit recommendations and new DESE reporting requirements.



GOAL #3A: Enhance Professional Growth

STRATEGIES FOR STAFF SUPPORT SERVICES		VERIFIED	FUNDING SOURCE	EST. BUDGET	STATUS
1	Provide training on customer service, conflict mediation, and general operations (i.e. finance, attendance reporting, etc.) and performance management training for all managers in all employee groups	11/12/18	N/A	N/A	In Progress
2	Implement districtwide cultural competence training requirements and integrate technology into instruction with professional support and dedicated resources	6/19/19	Title II; Technology and Curriculum	\$75,000; \$10,000	Ongoing
3	Integrate technology into instruction --professional support and dedicated resources	11/1/18	Technology and Curriculum Budget	\$10,000	In Progress
4	Improve the recruiting process to impact trauma support, diversity, and cultural competence	10/1/18	HR Budget	\$10,000	In Progress
5	Incorporate professional development for teachers in the area of trauma-informed practices in order to support students' socioemotional well-being	6/19/19	Title II Budget	\$133,457	Ongoing
6	Expand initiatives to hire retired teachers as substitutes	7/30/19	HR Budget	\$1,500	In Progress
7	Create and implement an ongoing leadership mentoring program (for staff at all levels of the organization) and expand leadership development opportunities for all staff	7/30/19	HR Budget	\$25,000	In Progress
8	Revise the existing exit survey to include data from the strategic priorities	7/30/19	N/A	N/A	In Progress

Success Measure Indicators for Goal # 3A Enhance Professional Growth for Staff Support Services

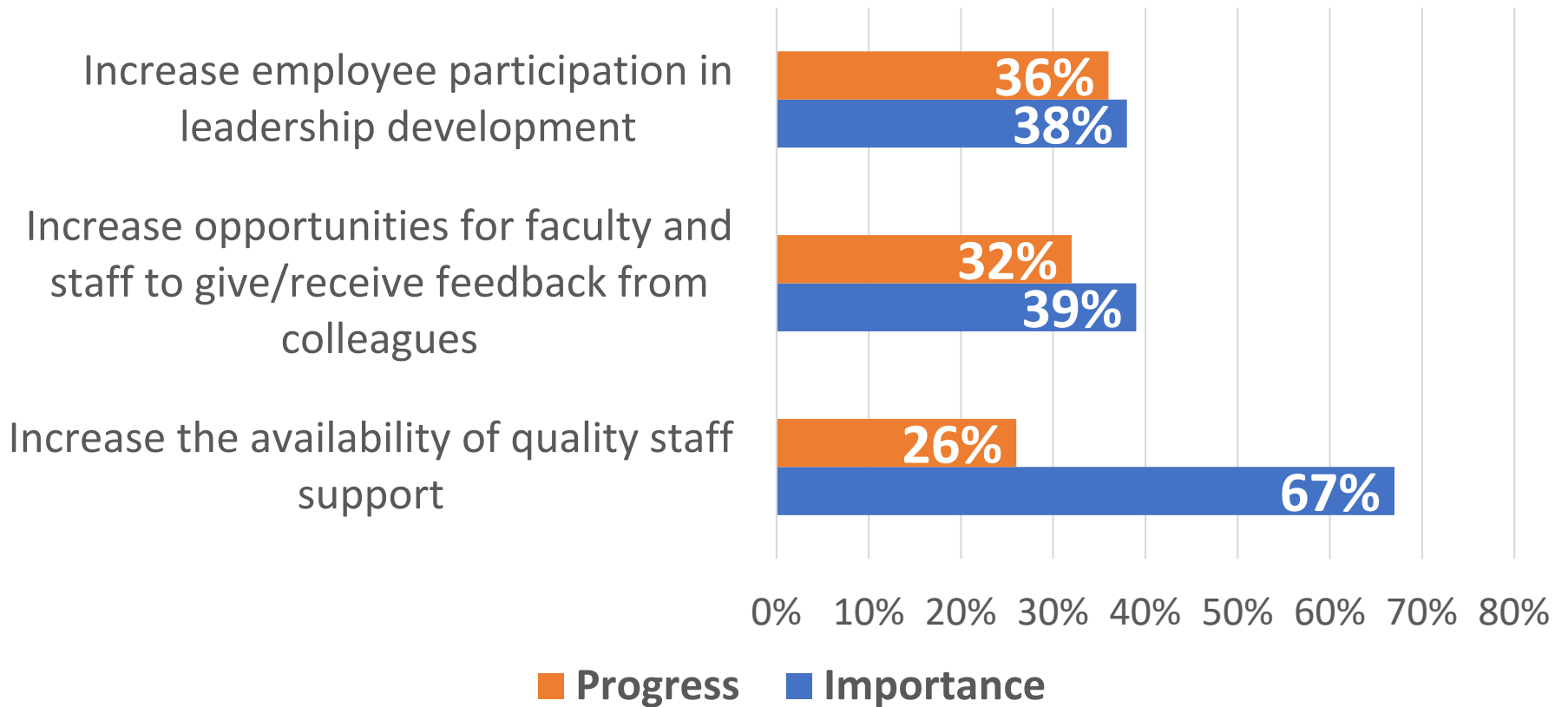
- Staff and school board members most frequently indicate that increasing availability of quality staff support is the most important activity to enhance professional growth. However, only $\frac{1}{4}$ of these respondents indicate that the district has made moderate or significant progress in this area.
- High school respondents frequently report less progress than elementary respondents.
- Of the respondents who selected quality staff support as an activity said that it is important, while only 26% said progress is being made in this area.



GOAL #3A: Enhance Professional Growth

Staff Support Services

Top 3 Most Important Activities by Goal and Progress Made for Goal #3A



GOAL #3B

ENHANCE PROFESSIONAL GROWTH - TECHNOLOGY

GOAL #3B: Enhance Professional Growth for Technology

Contributions to Goal Attainment - Technology:

- Rolled out 2000 laptops to teachers and staff
- Rolled out 500 Thin clients to staff to replace ten-year-old desktops
- Began the refurbishing of old staff laptops for distribution to the elementary schools
- Integrated SIS with Google Classroom to simplify the creation of classrooms for teachers
- Rolled out 1000 new Chromebooks to middle schools and distributed the old ones to elementary schools
- Developed a common desktop and login for elementary school libraries to simplify login times and consistency

Milestones:

- Expanded community engagement opportunities at the Opportunity Center for professional development in Google G-Suite, Microsoft Office, Chromebooks, and other technologies based on requests from the public.
- All new teachers have attended professional development on Google G-Suite, Promethean Active Inspire, and AristotleInsight: K12. The Edtech coaches provide ongoing professional growth opportunities throughout the year in PLCs, staff meetings, grade-level meetings, and voluntary after-school training



GOAL #3B: Enhance Professional Growth

Technology

STRATEGIES	VERIFIED	FUNDING SOURCE	EST. BUDGET	STATUS
1 Assess and implement a technological infrastructure software necessary to support students and staff efficiently and effectively, including device monitoring	3/1/19	Tech Budget	\$80,000	Completed
2 Expand and understand the use of technology in school community	3/1/19	N/A	N/A	In Progress
3 Increase support for technology troubleshooting	11/12/18	Tech Budget	N/A	Completed
4 Design, develop, and implement an all-inclusive, robust, flexible, and user-friendly student performance system	1/7/19	Tech Budget	\$5,000	Not Started
5 Train all teachers PK-12 in the basic uses of Google drive and the core applications of G Suite for education	1/7/19	N/A	N/A	Ongoing
6 Share quarterly data reports with all appropriate district and school building-level administrators	3/1/19	N/A	N/A	In Progress
7 Provide and measure improvements in help desk support	6/3/19	Tech Budget	\$15,000 Annually	In Progress
8 Develop sustainable and non-person specific infrastructure and capacity within the information technology department	1/7/19	N/A	N/A	In Progress
9 Develop and implement a plan that promotes the use and awareness of technology in communities	4/1/19	N/A	N/A	In Progress
10 Measure outcomes of the districtwide technology plan based on the success measures and use the data to promote the use and awareness of technology in communities	5/6/19	N/A	N/A	In Progress

Success Measure Indicators for Goal # 3B Enhance Professional Growth for Technology

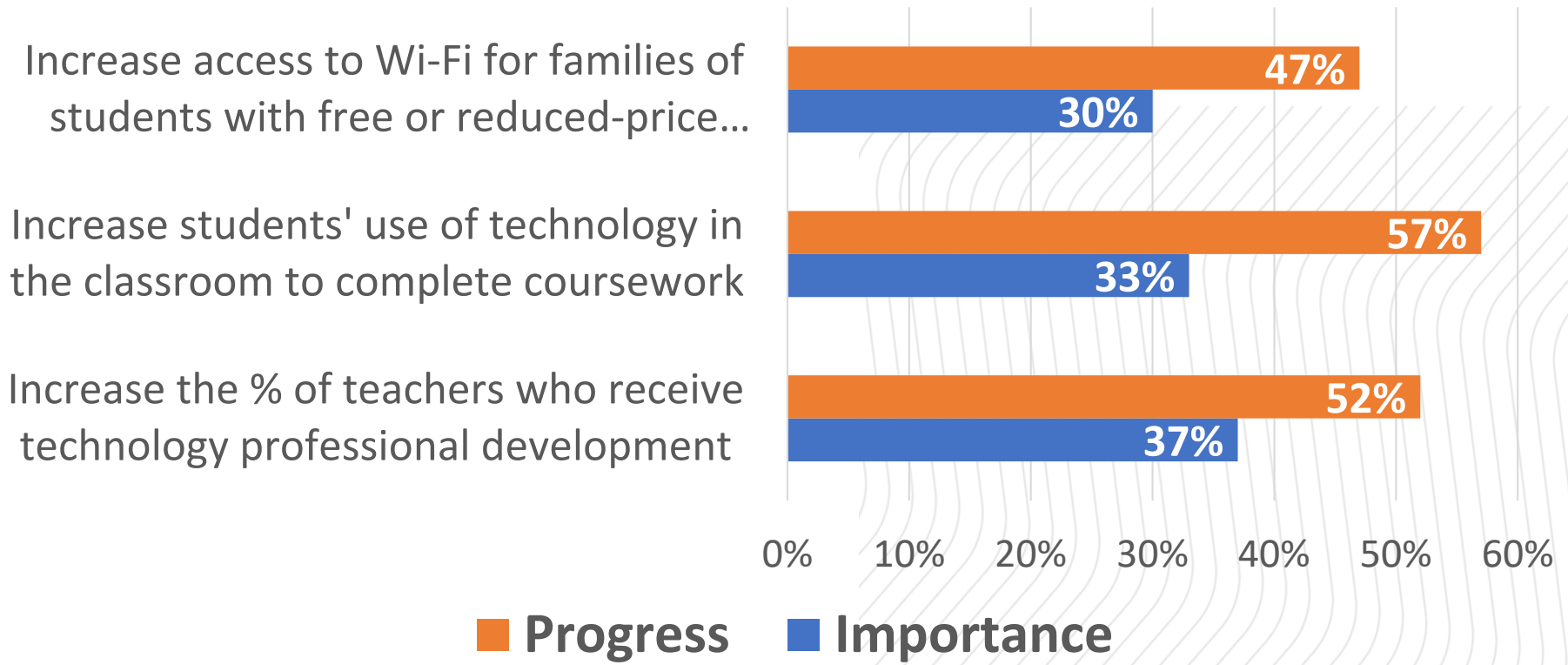
- 100% of teachers who received professional development in technology have passed the technology proficiency exam.
- Over 50% of respondents indicated moderate to significant progress has been made in increasing the percentage of teachers who receive technology professional development/training.
- Students believe the most important activity for this goal is increasing access to Wi-Fi for families of students with Free or Reduced Lunch (39%).
- Parents indicate it's important to increase students' use of technology in the classroom to complete coursework (44%).



GOAL #3B: Enhance Professional Growth

Technology

Top 3 Most Important Activities by Goal and Progress Made for Goal #3B





GOAL #4 MAINTAIN FISCAL RESPONSIBILITY

HAZELWOOD WEST HIGH SCHOOL

GOAL #4: MAINTAIN FISCAL RESPONSIBILITY

Cross-Departmental Contributions to Goal Attainment:

- Communications shared and published the HSD Redistricting Plan.
- Transportation Purchase of GPS systems, new buses, cameras, radios; auditing routes to increase route optimization; reorganized routing for efficiency and to meet district needs.
- Finance (The Business Office) continues to provide districtwide training and support to all buildings related to budget and operational procedures and implementation of state audit recommendations.

Milestones:

- Redistricted for efficiency and optimization
- Balanced budget for 3rd straight year
- Studied compensation salary schedules for all employee groups
- Addressing facility and bus fleet improvements
- Successfully addressed state audit recommendations and monthly updates are provided to the community and the Board of Education (Note: all 34 locations passed cash handling audits and all supporting staff are trained on cash handling compliance)



GOAL #4: MAINTAIN FISCAL RESPONSIBILITY

STRATEGIES	VERIFIED	FUNDING SOURCE	EST. BUDGET	STATUS
1 Adopt a sustainable operating budget that reflects districtwide priorities and maintains a fund balance in line with Board policy.	6/25/2019	N/A	N/A	Completed
2 Ensure proper stewardship of resources by strengthening internal controls	6/25/2019	N/A	N/A	Completed
3 Develop a facilities plan and maintain districtwide facility improvements	6/30/2019	Capital Projects	\$600K FY20	In Progress
4 Maintain a balanced budget and practice fiscal transparency	6/25/2019	N/A	N/A	Completed
5 Connect the financial plans to the Strategic Plan	6/30/2019	N/A	N/A	In Progress
6 Develop a long-range financial plan	6/30/2019	N/A	N/A	In Progress
7 Study HSD's compensation salary schedules and plans for all employee groups	6/25/2019	Finance and HR Budgets	\$15,000	Completed
8 Reestablish the HSD Foundation (i.e. community-led, self-sustaining, restructuring, strategy-focused) to support student achievement	6/30/2019	N/A	N/A	In Progress
9 Implement audit recommendations	6/25/2019	N/A	N/A	Completed/ Ongoing

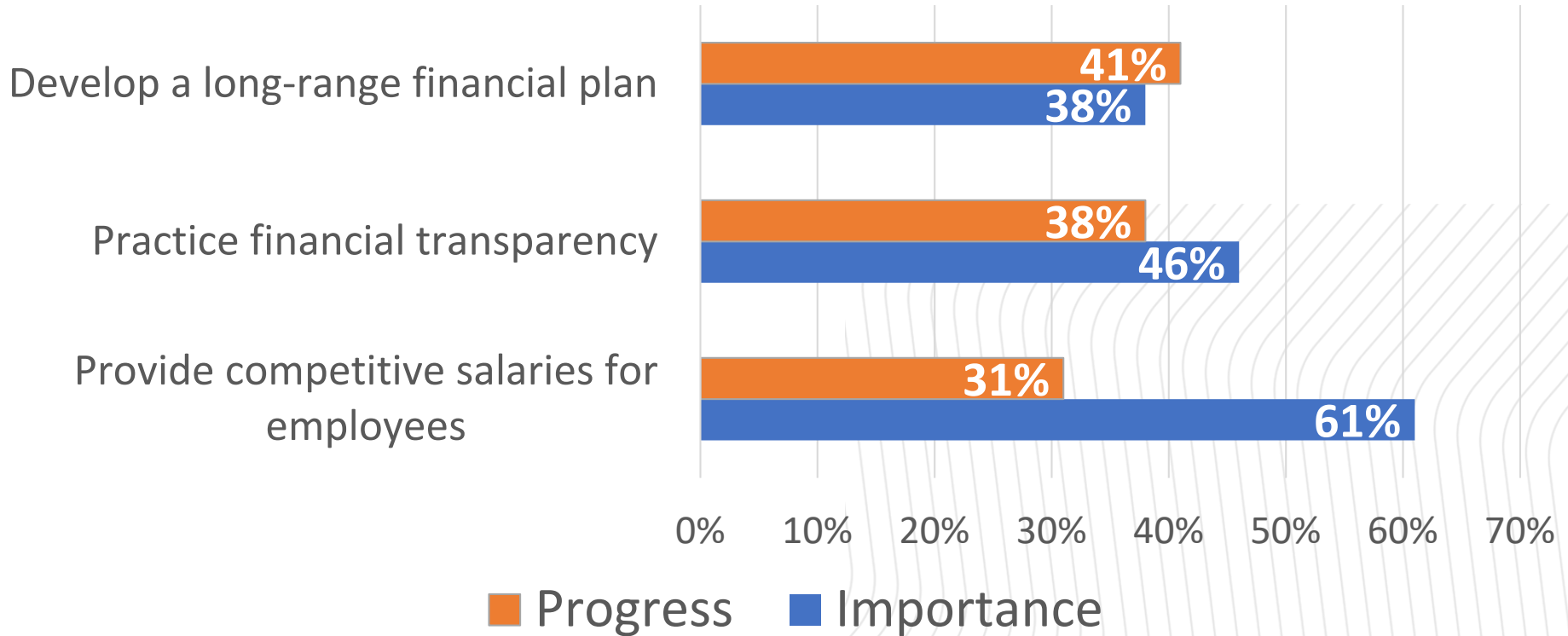
Success Measure Indicators for Goal # 4 EMAINTAIN FISCAL RESPONSIBILITY

- At the end of FY 18-19, the fund balance rose by 4% from the previous year (i.e. 21% to 25%)
- 100% of state audit recommendations have been successfully addressed
- 100% of employee group agreements have been successfully negotiated



GOAL #4: MAINTAIN FISCAL RESPONSIBILITY

Top 3 Most Important Activities by Goal and Progress Made for Goal #4



Note: Compared to other stakeholder groups, more staff say that providing competitive salaries for employees is important (73%). Thirty-one percent of respondents believe the district has made moderate to significant progress toward providing competitive salaries, and 38% believe this level of progress has been made toward practicing financial transparency.

GOAL #5A

INCREASE PARENT AND COMMUNITY INVOLVEMENT – PARENT INVOLVEMENT AND COMMUNITY PARTNERHIPS

GOAL #5A: INCREASE PARENT AND COMMUNITY INVOLVEMENT

Cross-Departmental Contributions to Goal Attainment - Parent Involvement and Community Partnerships:

- Communications hosted legislative breakfasts and outreach events with state and local stakeholders.
- Federal Programs evaluated Parent University and is relaunching it in the upcoming school year.
- Transportation implemented GPS parent portal application for bus locating and transparency; created phone bank strategy and customer service email addresses to improve parent communication.

Milestones:

- Curriculum and Instruction expanded partnerships and student programs with the St. Louis Zoo.
- Human Resources hosted a partnership breakfast with university deans to support HSD new teacher development concepts.
- Residency and Enrollment implemented centralized enrollment with early identification and screening, online registration, accommodating facilities for parents and increased staff assistances to meet families' needs.
- Student Services collaborated with the director of transportation to increase access to HSD transportation for students who are displaced.



GOAL #5A: INCREASE PARENT AND COMMUNITY INVOLVEMENT

PARENT INVOLVEMENT AND COMMUNITY PARTNERSHIP STRATEGIES		VERIFIED	FUNDING SOURCE	EST. BUDGET	STATUS
1	Share and publish the HSD Redistricting Plan	10/31/18	General Funds	\$10,000	Completed
2	Identify HSD partnership needs	6/19/19	Communications Budget	\$4,500	In Progress
3	Identify and access all current district partnerships	6/19/19	N/A	N/A	In Progress
4	Create additional opportunities for partnerships	6/19/19	N/A	N/A	In Progress
5	Increase 21st Century Internship programs	6/19/19	N/A	N/A	In Progress
6	Align partnerships with HSD's teaching and learning initiatives	6/19/19	N/A	N/A	In Progress
7	Increase opportunities through HSD Parent University	6/19/19	Title I	\$15,000	In Progress
8	Increase use of ambassadors and advocates	6/19/19	Communications Budget	\$2,000	In Progress
9	Enhance meaningful community outreach strategies and partnerships	6/19/19	N/A	N/A	In Progress
10	Utilize committee work pertaining to the strategic plan, redistricting study, and student recruitment and retention	6/19/19	N/A	N/A	Completed

GOAL #5A: INCREASE PARENT AND COMMUNITY INVOLVEMENT

PARENT INVOLVEMENT AND COMMUNITY PARTNERSHIP STRATEGIES		VERIFIED	FUNDING SOURCE	EST. BUDGET	STATUS
11	Assess the needs of parents and the district	6/19/19	N/A	N/A	Completed
12	Use partnerships to build trust	6/19/19	N/A	N/A	In Progress
13	Expand volunteers and pool	6/19/19	Communications Budget	\$1,500	In Progress
14	Expand specific mentorship partnerships	6/19/19	N/A	N/A	In Progress
15	Measure progress based on community stakeholder input	6/19/19	N/A	N/A	Completed
16	Sponsor community events that build understanding around the school district's mission, vision, and goals	6/19/19	Communications Budget	\$25,000	In Progress
17	Increase community-based opportunities for high-risk student populations with language and financial barriers	6/19/19	N/A	N/A	In Progress
18	Promote legislative advocacy in support of schools	6/19/19	N/A	N/A	In Progress

Success Measure Indicators for Goal #5A: **INCREASE PARENT AND COMMUNITY INVOLVEMENT**

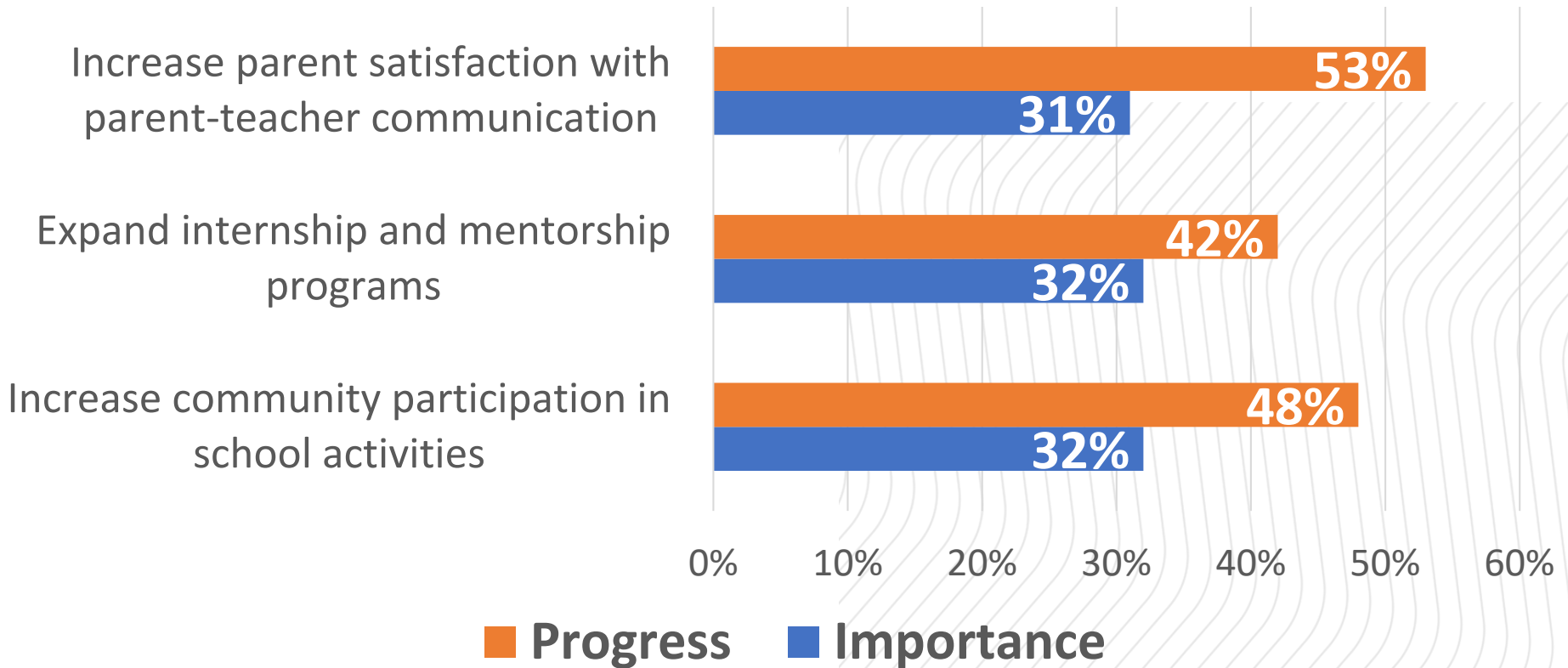
Students rate progress in these areas higher than parents or staff: increasing community participation in school activities, expanding internship and mentorship programs, and increasing parent satisfaction with parent-teacher communication about their child's academic progress. (note: about 1/3 of all respondents selected these as most important).



GOAL #5A: INCREASE PARENT AND COMMUNITY INVOLVEMENT

Parent Involvement and Community Partnerships

Top 3 Most Important Activities by Goal and Progress Made for Goal #5A



GOAL #5B

INCREASE PARENT AND COMMUNITY INVOLVEMENT – CLIMATE AND CULTURE

GOAL #5B: INCREASE PARENT AND COMMUNITY INVOLVEMENT

Cross-Departmental Contributions to Goal Attainment - Climate and Culture:

- Curriculum and Instruction partnered with the St. Louis Zoo, facilitated literacy night for families including English Learners, implemented a summer reading program in collaboration with Scholastic.
- Federal Programs presented an equity plan to the Board of Education in July 2019.
- Human Resources facilitated recruitment resource fairs.

Milestones:

- Faculty and staff received training on cultural competence.
- All administrators participated in case studies and equity discussions during summer planning retreats in July 2019.
- Principals participated in ongoing leadership discussions with the superintendent and designees regarding student efficacy, visible learning, and the application of cultural competence training techniques.



GOAL #5B: INCREASE PARENT AND COMMUNITY INVOLVEMENT

STRATEGIES	VERIFIED	FUNDING SOURCE	EST. BUDGET	STATUS
1 Define clear behavioral expectations for adults and students, and train, teach, and reteach appropriate behaviors	6/19/19	Curriculum Budget, HR, and Student Services	\$7,500	Ongoing
2 Develop a climate of sharing best practices	6/19/19	N/A	N/A	In Progress
3 Engage parents and community members in events focused on academic growth and social emotional development	6/19/19	N/A	N/A	In Progress
4 Collaborate with community partners to develop two-way communication strategies and protocols	6/19/19	N/A	N/A	In progress
5 Create a culture survey in collaboration with parents, the PTA, community partners, teachers, and staff	6/19/19	HR Budget	\$5,000	Not Started
6 Use the annual data to draft climate and culture goals for the organization	6/19/19	N/A	N/A	In progress

GOAL #5B: Success Measure Indicators for INCREASE PARENT AND COMMUNITY INVOLVEMENT – CLIMATE AND CULTURE

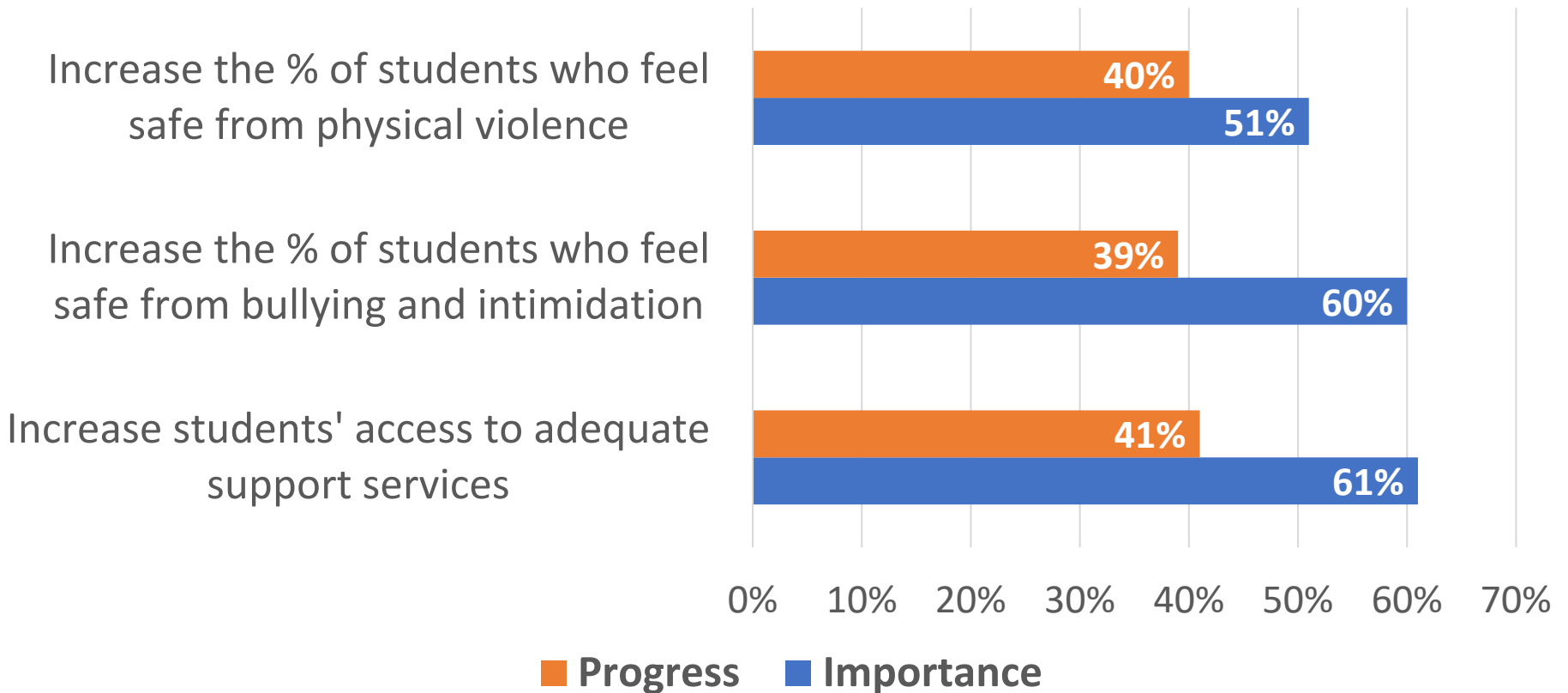
- Parents and staff agree that the most important activities to improve school culture are to (1) increase students' access to adequate support services and (2) increase the percentage of students who feel safe from bullying and intimidation.
- Only 1/3 of parents and staff believe moderate to significant progress has been made in these areas.



GOAL #5B: INCREASE PARENT AND COMMUNITY INVOLVEMENT

Climate and Culture

Top 3 Most Important Activities by Goal and Progress Made for Goal #5B



Conclusion

- Overall, the presentation represents a status update for the 2017-2019 school years.
- General information and data were collected from departmental directors, school leadership teams, central office administrators, and Hanover Research.
- The purpose of the Hazelwood *NOW Strategic Plan 2017-2022* Annual Report and presentation is to share progress relative to assigned goal areas, to increase transparency, and to use data from staff and survey respondents to inform short-term action steps and long-range action plans.