

# City of Richmond



**LEVAR M. STONEY**  
**MAYOR**

February 16, 2017

To Honorable Members of Richmond City Council and School Board:

We are pleased to share with you for review and input the attached two documents, which have emerged from discussions between members of City Council, School Board, RPS Administration and the Mayor's Office.

The first document is an initial draft of the Education Compact, containing three elements:

- Shared commitment to organizational collaboration
- Shared commitment to transformational improvement in academic progress and in improving the lives of children outside of the classroom through support services and poverty reduction
- Shared commitment to developing a resource strategy allowing the City and RPS to achieve these shared goals

The second document is a detailed proposal for organizational collaboration at both the elected official and the administrative levels, between the City of Richmond and Richmond Public Schools. These organizational proposals can move forward once positive confirmation is received from Richmond City Council and Richmond School Board.

While much has been accomplished in these initial discussions, it is important to understand what these documents are not:

- The Compact is not a detailed strategic plan for RPS. Rather, it articulates broad goals in academic achievement that the RPS School Board will work towards achieving, guided by a strategic plan that the School Board will develop.
- The Compact is not a detailed strategic plan for child poverty reduction, provision of support services and out-of-school opportunities, though it specifies several key metrics in each area. The City of Richmond will bring forward a multi-year strategic plan for improvement in each area in the coming months in alignment with the Performance Review and other strategic planning processes involving Human Services, Community Wealth Building, and community partners.
- The Compact is not in itself a long-term funding strategy; rather, through its organizational proposals and accountability measures, it sets in place the framework and process by which

a multi-year strategy encompassing operational and facility needs can be developed, endorsed and implemented.

In short, while these documents are an important start, we understand there is much difficult and essential work ahead of us. We ask for your ongoing engagement in and support for this collaborative process, including your input on these documents.

The envisioned process over the next month is as a follows:

- Over the next four weeks, we will solicit input from elected officials as well as the general public concerning these documents.
- On the basis of that input, a revised document will be adopted and forwarded for consideration to both City Council and School Board.
- It is hoped that both City Council and School Board will adopt resolutions supporting the finalized document by approximately April 1.
- City of Richmond and Richmond Public Schools administrations will, in the interim, move forward with collaborative discussions in existing areas of overlapping concern such as early childhood, out-of-school time, multicultural affairs, and workforce development.

Thank you for your support of this process. Detailed input on the Compact documents may be directed to Dr. Thad Williamson, Senior Policy Advisor for Opportunity, in the Mayor's Office. Dr. Williamson is also available to meet with any elected official individually concerning the Compact as requested. We also encourage you to engage your constituents in providing feedback on the Compact at upcoming public engagement sessions, both in-person and virtually. Details on those opportunities will be forthcoming soon.

Sincerely,

A handwritten signature in black ink, appearing to read 'L. M. Stoney', with a large, stylized flourish extending from the end of the signature.

Levar M. Stoney

# City of Richmond/Richmond Public Schools Education Compact

By this Compact, the Mayor, Richmond City Council, and the Board of Richmond Public Schools affirm these shared commitments:

1. Commitment to institutionalize collaboration between the Mayor, City Council, and School Board, and between City of Richmond and Richmond Public Schools administrations
2. Commitment to set and achieve transformational goals for Richmond's children, families, schools, and communities, including:
  - a. Placing Richmond academic achievement on par or better than statewide benchmarks
  - b. Strong investments in the whole child, in support of all children; reducing child poverty outright and mitigating its impact on learning
3. Commitment to develop and execute a shared funding strategy to ensure resources are available to meet the needs of Richmond's children, families and schools, including engagement with the Commonwealth of Virginia, philanthropic, business, community, and nonprofit partners

## Goals, Metrics, and Action Steps

### 1. Institutionalize Collaboration<sup>1</sup>

Goals	Metrics	Actions/Tactics
Establish a regular schedule of communication between elected officials: Mayor, School Board, Council	<ul style="list-style-type: none"><li>Quarterly joint meetings of full bodies of City Council, School Board, and Mayor</li><li>Formation of an Education Compact organization (driven by elected officials)</li></ul>	<ul style="list-style-type: none"><li>Joint quarterly meetings beginning May 2017</li><li>Formation of Education Compact</li></ul>
Institutionalize communication between administrative bodies	<ul style="list-style-type: none"><li>Formation of a Children's Cabinet (administrative collaboration)</li></ul>	<ul style="list-style-type: none"><li>Monthly meetings beginning April 2017</li></ul>
Establish operating principles for the Compact	<ul style="list-style-type: none"><li>Strategic Plan for Richmond Public Schools (RPS) to achieve academic goals</li><li>Strategic Plan for City commitments to support whole child</li></ul>	<ul style="list-style-type: none"><li>Publication of a Strategic Plan, frequent assessment of progress, transparent sharing of data and challenges</li></ul>

<sup>1</sup> See attached organizational proposal.

## 2. Set and Achieve Transformational Goals for Our Children, Families, Schools, and Communities <sup>2</sup>

- Grade-level Academic Achievement: Richmond (RVA) match or exceed VA achievement levels, minimum one year progress per student year
- Support Whole Child: Strong support and enrichment services for all children; reduce child poverty by 50% by 2030; mitigate the impact of poverty on learning
- RPS Becomes a System of Choice for Families, Teachers and Children – Enrollment of school-age children in RPS at same level as state average and growing enrollment

### 2a. Academic Achievement -- Education Sub Goals

Goals	Metrics	Actions/Tactics
Improve graduation rate	<ul style="list-style-type: none"> <li>• Graduation rate by type of diploma received (match or exceed VA benchmark)</li> <li>• Min one grade year progress per student year</li> </ul>	<ul style="list-style-type: none"> <li>• Systemic improvement in K-12 outcomes based on all strategies</li> </ul>
8 <sup>th</sup> grade performance	<ul style="list-style-type: none"> <li>• 8<sup>th</sup> grade math/read - match or exceed VA benchmark</li> </ul>	<ul style="list-style-type: none"> <li>• Implementation of RPS Strategic Plan</li> </ul>
5 <sup>th</sup> grade performance	<ul style="list-style-type: none"> <li>• 5<sup>th</sup> grade math/read - match or exceed VA benchmark</li> </ul>	<ul style="list-style-type: none"> <li>• Implementation of RPS Strategic Plan</li> </ul>
3 <sup>rd</sup> grade performance	<ul style="list-style-type: none"> <li>• 3<sup>rd</sup> grade math/read - match or exceed VA benchmark</li> </ul>	<ul style="list-style-type: none"> <li>• Implementation of RPS Strategic Plan</li> </ul>
K readiness (Phonological Awareness Literacy Screening, PALS)	<ul style="list-style-type: none"> <li>• Phonological Awareness Literacy Screening (PALS) scores - match or exceed VA benchmark</li> </ul>	<ul style="list-style-type: none"> <li>• RPS Strategic Plan + City early childhood initiatives</li> </ul>
Compliance with state standards	<ul style="list-style-type: none"> <li>• Virginia Standards of Quality (SOQ) (match or exceed VA benchmark)</li> </ul>	<ul style="list-style-type: none"> <li>• RPS Strategic Plan</li> </ul>
Strong school cultures supporting learning	<ul style="list-style-type: none"> <li>• Attendance improvement</li> <li>• Decrease in disciplinary incidents</li> </ul>	<ul style="list-style-type: none"> <li>• RPS Strategic Plan</li> <li>• Focused strategy on disciplinary issues</li> </ul>
Improve quality and effectiveness of instructional staff and school leadership	<ul style="list-style-type: none"> <li>• Credentials, experience, professional development, retention of staff</li> </ul>	<ul style="list-style-type: none"> <li>• Recruitment, compensation, coaching, professional development</li> </ul>
Improve quality of facilities, technology, equipment available to students	<ul style="list-style-type: none"> <li>• Access to and use of technology and related equipment; improvement of facilities</li> </ul>	<ul style="list-style-type: none"> <li>• Develop long-term technology plan aligned with RPS strategic plan</li> <li>• Develop and fund long-term schools facilities plan aligned with City Master Plan</li> </ul>

<sup>2</sup> Note that metrics are subject to change pending review of Education Policy experts and creation of Strategic Plans.

2b. Whole Child – Support and Enrichment Sub Goals

Goals	Metrics	Actions/Tactics
Develop robust collaborative approach to improving early childhood learning and expanding access to quality care for children 0-3	<ul style="list-style-type: none"> <li>• Full accessibility to early learning, home visiting, parent support and education classes in all neighborhoods</li> <li>• Increase accessibility to affordable quality child care in all neighborhoods</li> </ul>	<ul style="list-style-type: none"> <li>• Investment in coordinated leadership (following recommendations of Kellogg Grant report)</li> </ul>
Provide universal access to quality after-school and summertime opportunities for all children K-12	<ul style="list-style-type: none"> <li>• Full accessibility of quality age-appropriate programs at all school sites</li> </ul>	<ul style="list-style-type: none"> <li>• Implementation of Mayor's Youth Service Initiative (alignment and expansion of quality programs)</li> </ul>
Build strong pathways of all RPS students to a postsecondary opportunity; or graduation with a credential; all students graduate with a plan	<ul style="list-style-type: none"> <li>• % of graduates going on to a 2 year or 4 year institution or into a career/training opportunity – match or exceed VA benchmark</li> </ul>	<ul style="list-style-type: none"> <li>• Expansion of RVA Future Centers</li> <li>• Implementation of Career Academy</li> <li>• Development of RVA Promise Scholarship</li> <li>• Expansion of career and technical education</li> </ul>
Effective use of data to track progress provide in-time feedback	<ul style="list-style-type: none"> <li>• Creation of in-time dashboard and system for collating data</li> <li>• Linkage with City Human Services and other case management partners</li> </ul>	<ul style="list-style-type: none"> <li>• Human Services/Community Wealth Building Strategic Plan in collaboration with RPS</li> </ul>
Provide trauma-informed, family based wraparound services to students commensurate with need	<ul style="list-style-type: none"> <li>• In-school case management support linked to external family-based case management in all schools commensurate with need</li> <li>• Intensive support for children with special needs and circumstances</li> </ul>	<ul style="list-style-type: none"> <li>• Presence of in-school support and case load ratio at all schools</li> <li>• Linkages to family-based case management</li> <li>• Systemic collaboration between RPS Office of Family and Student Services and City Human Services</li> </ul>
Healthy physical and mental development of all children	<ul style="list-style-type: none"> <li>• Commonwealth of Virginia Youth Well-Being Index</li> <li>• Equity in health outcomes across neighborhoods</li> </ul>	<ul style="list-style-type: none"> <li>• Focused strategies on meeting nutrition, physical health, mental health, medical access needs and gaps.</li> <li>• Equity lens in targeting investments and resources</li> </ul>
Promote parent engagement in education and meet needs of parents	<ul style="list-style-type: none"> <li>• Increase participation in PTA/school activities</li> <li>• Parents engaged in continuing education</li> <li>• Parents with active plan for</li> </ul>	<ul style="list-style-type: none"> <li>• Outreach</li> <li>• School-based community centers (community schools)</li> <li>• Linkages to City services and workforce opportunities</li> </ul>

	family progress	publicized through schools
Reduce family poverty rates and build community wealth	<ul style="list-style-type: none"> <li>Number of adults per year transitioning out of poverty through workforce development and related supports</li> <li>Number of children living in census tracts with poverty rates higher than 50%</li> </ul>	<ul style="list-style-type: none"> <li>Workforce development and job creation</li> <li>Neighborhood revitalization creating mixed-income neighborhoods and expanding opportunities for low-income families</li> </ul>

### 3. Shared Funding Strategy

Goals	Metrics	Actions/Tactics
Develop shared understanding of need for investment in schools	<ul style="list-style-type: none"> <li>Formation of Education Compact</li> <li>Clear, transparent articulation of shared needs</li> </ul>	<ul style="list-style-type: none"> <li>Creation Education Compact</li> <li>Ongoing dialogue concerning resources needed to activate transformational strategies</li> </ul>
Developed shared strategy to obtain sufficient resources to implement transformational goals for Richmond's children, families, schools, and communities	<ul style="list-style-type: none"> <li>Develop comprehensive, long-term funding plan</li> </ul>	<ul style="list-style-type: none"> <li>Internal efficiencies</li> <li>Assistance from other levels of government</li> <li>Revenue enhancements</li> <li>Creative strategies</li> <li>Explore cross-sector funding strategies</li> </ul>
Articulate shared plan for investment in children	<ul style="list-style-type: none"> <li>Concrete, itemized list of needs and planned investment as resources become available</li> </ul>	<ul style="list-style-type: none"> <li>Bring on board philanthropic, business, community, nonprofit partners</li> <li>Aggressively communicate plan to all stakeholders with shared message from all RVA leaders</li> </ul>

# Education Compact Organizational Proposal

## *1. Full Body Regular Communication*

***Aim: Facilitate regular communication, share information, and foster collaborative dialogue among elected officials concerning education and closely related issues, to build and strengthen shared understanding of needs and strategies for addressing them.***

Quarterly, structured joint meetings of City Council, School Board, and Mayor

- Focus on issues of common concern
- Progress updates on initiatives related to child and family well-being
- Participation of City and RPS administrations
- Quarterly financial updates from both systems
- Public meetings
- Rotating chairs
- First quarterly meeting May 1, 2017

## *2. Education Compact Team*

***Aim: Institutionalize an ongoing, continuous conversation involving the Mayor's administration, a subset of City Council, School Board, and community partners in order to closely monitor implementation of strategies to achieve the goals of the Education Compact; develop and execute a shared resource strategy, and make recommendations for new strategies.***

- Meets monthly starting April 1, 2017; twice monthly during "budget season" (currently December-February); more frequently as needed
- Membership: two City Council members, two School Board members, Mayor's Office designees, Chief Administrative Officer, Superintendent ; Commonwealth of Virginia (Children's Cabinet) representation; philanthropic community representation; nonprofit partner representation; business community representation; RPS staff representation; parent representation; student representation.
- Meetings co-chaired by elected officials (one Council, one School Board) while staffed by City administration (one or more designees of Mayor)
- Receive regular updates on implementation of City commitments to Compact; RPS commitments to Compact; joint projects
- Ongoing work to implement funding plan
- Ongoing work to identify opportunities for shared services and other efficiencies
- Ongoing work to develop shared RPS facilities plan in sync with City Master Plan
- Transparent sharing of data, progress
- Meetings open to public but do not normally include public comment; occasional use of closed session when specifically justified

### *3. Children's Cabinet*

***Aim: Institutionalize collaboration between the City of Richmond and Richmond Public Schools administrative bodies to facilitate effective policy implementation of shared goals; identify opportunities for resource sharing, joint problem-solving in implementation of RPS Strategic Plan and Whole Child Strategic Plan; share data concerning operational issues.***

- Chief Administrative Officer, Deputy Chief Administrative Officer of Human Services, Director of Social Services, Director of Office of Community Wealth Building, Early Childhood Coordinator (Human Services), Mayor's Office (Chief of Staff, Senior Policy Advisor for Opportunity)
- Superintendent, Chief Operating Officer, Chief of Staff, Associate Superintendent for Academic Services, Chief Financial Officer, Director of Family & Student Services
- Ex officio: City Council member (Chair, Education and Human Services), School Board member
- Monthly meeting for problem solving and data sharing related to implementation of strategic plans in each body (including opportunities for resource savings and resource development)
- Updates from any joint City-RPS task forces established to further work of the Compact
- Work meeting chaired by educational designee of Mayor
- Meeting summary shared with members of Education Compact Team
- First meeting: April 15, 2017

### *4. Elected Leader Collaboration*

***Aim: Implement additional steps to build and sustain collaborative working relationships and effective partnerships.***

- Standing invitation for RPS Superintendent to participate in Mayor's Cabinet meetings
- Mayor designation of one or more staff members as liaison(s) to RPS
- Regular meetings between Mayor and all elected officials
- Mayor collaboration with Council and School Board leadership on opportunities related to resource development
- Shared legislative agenda and strategy for City of Richmond and Richmond Public Schools

### *5. Operating Principles*

***Aim: Establish shared expectations among partners for professional work, effective communication, and continuous improvement in realizing goals of the Compact.***

- Development and publication by Richmond School Board of comprehensive strategic plan consistent with the goals and commitment of the Compact, particularly as it pertains to academic progress
- Development and publication by City of Richmond of comprehensive strategic plan for enhancing extent and quality of services reaching the whole child with special aim of mitigating the impact of poverty on learning, along with comprehensive plan for reducing child poverty through increases in family income.



- Dissemination and ongoing reference to goals, aims and commitments of plan in everyday policymaking
- Commitment to sharing and dissemination of data
- Commitment to reviewing progress of plan on quarterly basis
- Annual evaluation of progress