



# STATE OF THE DISTRICT REPORT

2023- 2024

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# SUPERINTENDENT'S REPORT

## Section 1

# ANNUAL LETTER FROM DR. ANDERSON



Richard Milburn Academy Texas Public Schools  
Dr. Armard Anderson Superintendent of Schools  
401 Sonterra Boulevard, Suite 375 • San Antonio, Texas 78258  
830 - 557 - 6181 • FAX 830 - 557 - 5424

Dear Partners in Education,

Thank you for your partnership in making another year at RMA Public Schools a success. We are excited to share some of our district's accomplishments while celebrating our students and staff. The district-wide growth and achievement shown in our elevated STAAR scores is a new benchmark for RMA and reflects our district's ongoing dedication to curriculum and instruction. These impressive results exemplify our firm commitment to academic excellence. In addition, 302 students have graduated from RMA across the state this year. These students showcase the dedication and hard work of our students, teachers, and staff.

At RMA, we prioritize knowing every student by name and need, enhancing our individualized student services to provide more than just a high school education. Through dedication, RMA remains steadfast in fostering a stable and supportive learning environment for all students. Additionally, we are committed to financial transparency and prudent fiscal management, prioritizing a safe learning environment, increased security measures, and student-centered initiatives.

During the 88th Legislation Special Session, the Texas Legislature recognized RMA for 25 years of unwavering service and commitment to the students of Texas. The ongoing culmination of sustained relationships with congressional leaders in each region of the state continues to be essential for advocating the needs and interests of RMA Public Schools. These strategic partnerships enable us to influence education policy and resource distribution effectively.

Another notable achievement for our district is the steady increase in student retention rates and average daily attendance percentages. These improvements showcase our ongoing efforts to provide every student with an optimal educational experience and comprehensive support throughout their academic journey. We aim to ensure that each student remains engaged and benefits from a consistent, individualized educational experience, underscoring the effectiveness of our student-centered initiatives and interventions.

School District operations and the shift to district-obtained facility purchases continue to be an area of heavy focus, with an intensified emphasis on ensuring the safety and security of students, staff, and campus infrastructure. Utilizing grants and state funding options, we are able to implement security measures that exceed state standards and expectations.

Campus initiatives to enhance the district's overall success encompass several key strategies. These include recruiting high-quality staff and sustained campus support to ensure a stable learning environment for our students. An established task force focused on recruitment, enrollment, and retention further bolsters these efforts. Additionally, we offer a broad spectrum of Career and Technical Education (CTE) pathways, featuring hands-on learning and training to equip students with practical skills. RMA has also increased the availability of scholarships and expanded workforce readiness opportunities, thereby supporting students' academic and professional development.

The success of RMA is attributable to the unwavering support of our board of trustees, the dedication of our faculty and staff, and the trust placed in us by the communities we serve. We extend our sincere appreciation for your continued support and collaboration in making RMA Public Schools a viable option for students who otherwise would be forgotten. Together, we will persist in nurturing and empowering our students to reach their full potential.

A handwritten signature in cursive script, appearing to read 'Armard Anderson'.

Dr. Armard Anderson  
Superintendent of Schools



# BUSINESS OFFICE

## Section 2

Requisition  
Banking CentralOffice HumanResources  
Coaching Accountability Ascender  
RMABusinessOfficeIdeasFundingLeadership  
TEAEducation FinancialStatements Goals  
AccountsPayable Marketing teamwork  
SuccessAnalysisTexas PayrollBudget  
AuditDiscover FASRGManagement  
StaffVendors Knowledge  
Purchasing CharterFirst  
FiscalPolicy PurchaseOrders

Ascender Platform

Financial Audit

New Campus Sites

Fiscal Management Policy



The Charter First Rating System ensures that charter schools are held accountable for the quality of their financial management practices and provide the maximum allocation possible for direct instructional purposes.

**Richard Milburn Academy has achieved a Superior Achievement Rating with Charter First Rating System for eight consecutive years.**

TEXAS EDUCATION AGENCY  
2022 Charter School Performance Framework (CSPF)

## RICHARD MILBURN ALTER HIGH SCHOOL - KILLEEN

CDN 014801

2022 CSPF - NA

### Financial Standard

Indicator		Points	Score	Weight	Weighted Score
2a	Overall performance on Charter FIRST	100 out of 100	100	70%	70
2b	Solvency: cash on hand	10 out of 10	100	7.5%	7.5
2c	Solvency: ratio of current assets to current liabilities	10 out of 10	100	7.5%	7.5
2d	Solvency: revenues equal or exceed expenses	5 out of 5	100	7.5%	7.5
2e	Solvency: debt service coverage ratio	10 out of 10	100	7.5%	7.5
<b>TOTAL</b>					<b>100</b>

100

Meets



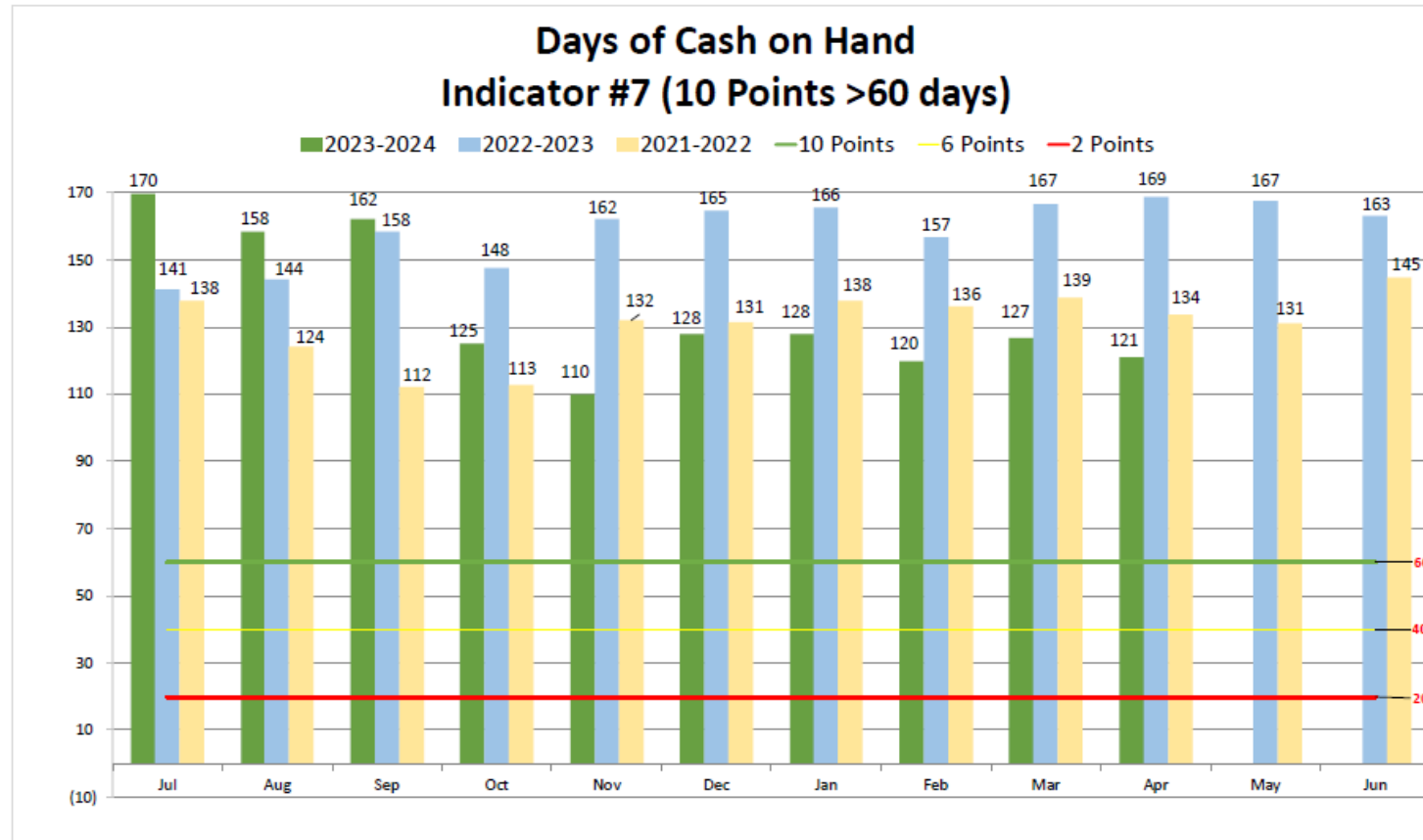
Richard Milburn Academy's robust fund balance substantiates and provides a testament to years of sound financial decisions. A fund balance serves as a measure of the financial resources available to an institution. TEA's Charter First indicator number six demonstrates that 75 days of operational expenditures is the measure of success. For our school district, 75 days of operational expenditures equates to approximately \$3.6M.

**RMA currently holds more than four times that amount in our fund balance.  
The number below represents almost 384 days of operating expenditures.**

**Operating Fund Balance  
June 30, 2023**

**\$ 14,997,286**

# Richard Milburn Academy



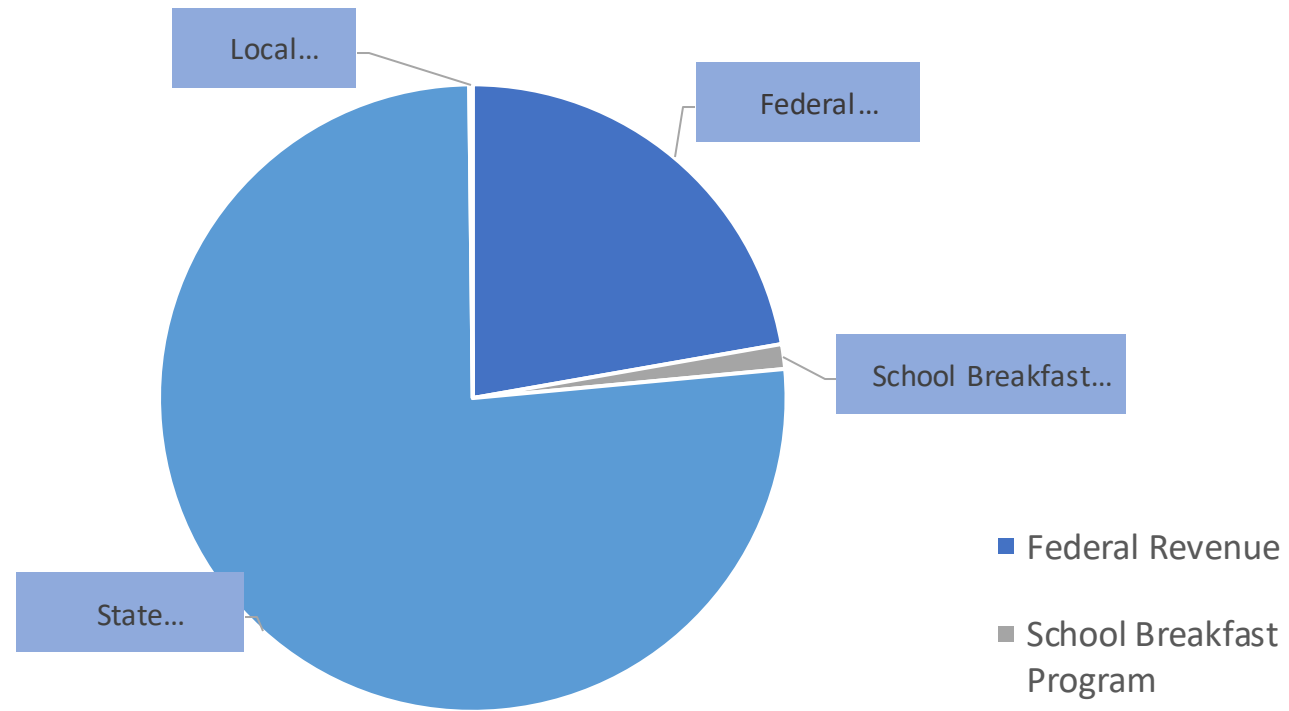
# AVERAGE DAILY ATTENDANCE

➤ An RMA student generates about \$11,624 per year ADA

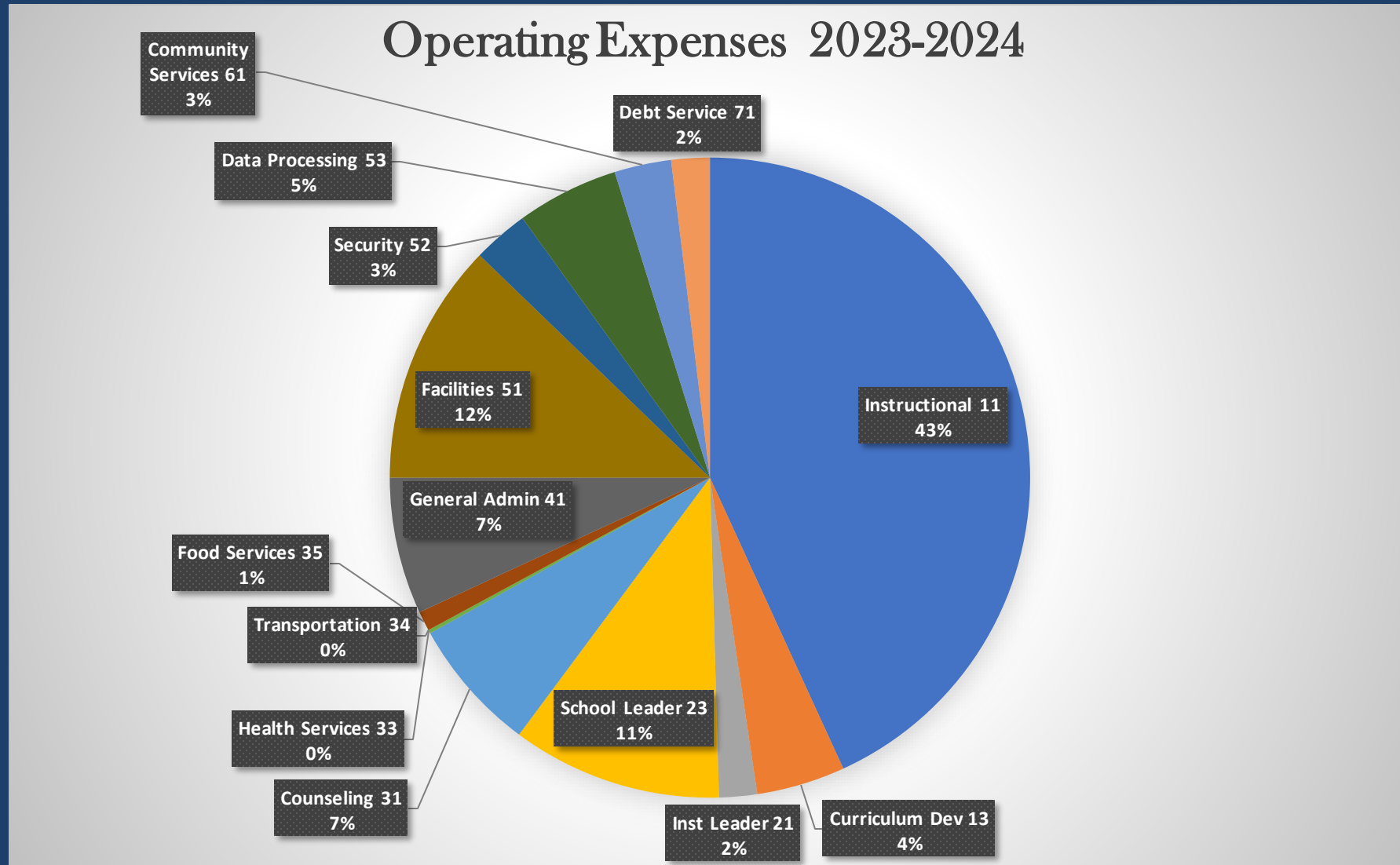
	Suspensions	Expulsions
Killeen	4	3
Odessa	74	30
Lubbock	22	5
Houston	19	4
Ft Worth	0	0
Corpus Christi	55	3
Amarillo	49	11
Pasadena	2	1
Midland	4	4
<b>Total</b>	<b>229</b>	<b>61</b>
	Days	Students
<b>Lost Revenue</b>	<b>\$ 14,788.31</b>	<b>\$ 709,064.00</b>
	per day	per year
\$ 11,624.00	ADA per student per year	
180	School Days	
\$ 64.58	ADA per student per day	



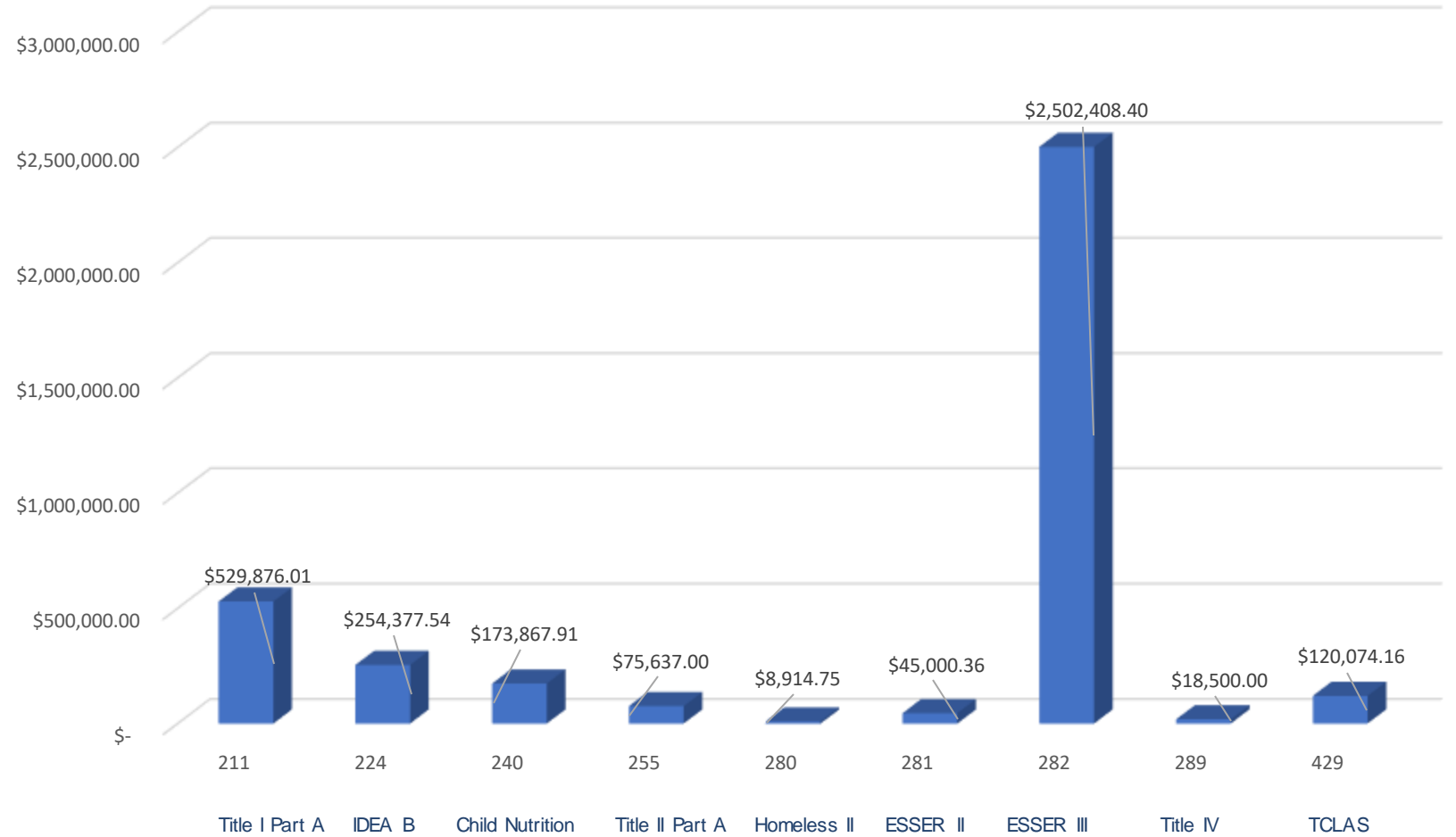
## OPERATING REVENUE



# OPERATING EXPENDITURES



# Federal Spending



# TECHNOLOGY SCHOOL SAFETY FACILITIES

## Section 3

# Technology

## ASCENDER Migration Project

- Migration of RMA financial and Student information management

## FP Mailing Solutions

- Replaced Pitney Bowes mailing system w/FP mailing systems

## New Computers

- Purchase of (178) Dell Latitude laptops
- ESSER grant

## Classroom Digital Displays

- Purchase of (18) ViewSonic 80" display monitors
- Purchased for math and English classrooms
- TCLAS grant

## Student Headsets, Calculators

- Purchase of (295) Cyber Acoustic Headsets
- Purchase of (137) Texas Instruments Graphing Calculators
- ESSER grant



# Safety and Security

1

## SPAT Grant

- Raptor upgrade to improve the alert system for emergencies
- Added drill manager feature for better emergency preparation at campuses

2

## 24-25 Safety & Facilities Enhancement Grant I

- Improvement on school perimeter fencing
- Replace doors and added protective film to exterior windows.

3

## 24-25 Safety & Facilities Enhancement Grant II

- Access controls
- Vestibules

4

## Maintain Compliance with the TEAs Safety Audits

- 2025 Three-year audit report
- Intruder Detection Audits

# Safety and Security

## Audits and Filing Highlights

### Fall EOP Submission Completed & Accepted by TxSSC

- Completed Hazard Analysis @ Each Campus

### Summer Safety Tasks

- Summer Targeted Partial Safety Audit
- Exterior Door Safety Audit

### Completed Charter 3 Year Audit Report

- Audit submitted to TXSSC in September 2022

### 9 Intruder Detection Audits

- 1 required Corrective Actions for single occurrences

# Annual Safety and Security Audits

RMA completed our previous Charter 3-Year Audit Report in September 2022

Our next Charter 3-Year Audit Report is due in September 2025

Four audits were conducted by School Safety Pros in 2023-2024

Five audits are scheduled to be conducted by School Safety Pros in 2024-2025  
Completed the year with 100%

## School Safety Pros

A safety audit of the Richard Milburn Academy, Midland Campus was conducted by School Safety Pros (Staci Weaver) using the Texas School Safety Center Audit tool. The audit was completed on January 18, 2024. The audit included an intruder audit, exterior audit, interior audit, Principal interview, and staff interviews. The following suggestions are provided because of the audit. This feedback is to assist RMA in mitigating safety and security risks, it is by no means to be considered a comprehensive plan or to be considered directives to prevent a threat. The RMA Multi-Hazard EOP should be used to guide and plan for any intruder or threatening situations. The audit is to ensure you are meeting the minimum safety standards required.

### Intruder Detection

Upon arrival I walked the exterior of the campus and began to take photographs. I was immediately approached by a member of the staff wearing a school ID badge. He asked me what my purpose was as to taking pictures and walking on the school property. I explained who I was, and he escorted me to a double vestibule entrance where I was met by security who requested my driver's license and asked who I was there to see. My license was scanned into Raptor. I was given a visitor badge and told to display it on my shirt. My license was then returned to me.

### Geographic/Demographic Information

The charter school campus is located off a 4-lane roadway. The neighborhood is residential with businesses lining the roadways. The school leases space from a church. The facility is a one-story building, consisting of an additional building used for CTE courses. The student traveled area is within a courtyard area that leads to and from the parking lot. The area has fencing to provide a barrier between the business behind the school but does not have fencing to keep individuals from trespassing. There are also no barriers to keep church visitors or personnel from entering the school.

# Compliance with Drill Log Standards

- Added Raptor drill manager feature for better emergency preparation
  - Converted manual Excel-based system to digital app-based system
  - Completed the year with 100% compliance

Drill Manager

Drill Schedules | Drill Compliance Dashboard

Building Schedule Compliance - RMA 23-24 Drill Schedule (AM)


	Lockdown No. Satisfy 06/19/2023 - 11/22/2023 1 Satisfy required	Evacuate No. Satisfy 04/19/2023 - 11/22/2023 2 Satisfy required	Evacuate No. Satisfy 01/16/2024 - 07/24/2024 2 Satisfy required	Evacuate No. Satisfy 05/16/2023 - 07/24/2024 2 Satisfy required	Hold No. Satisfy 06/19/2023 - 07/24/2024 1 Satisfy required	Secure No. Satisfy 04/19/2023 - 07/24/2024 1 Satisfy required	Lockdown No. Satisfy 01/16/2024 - 07/24/2024 2 Satisfy required	Shelter Severe Storm 08/19/2023 - 07/24/2024 1 Satisfy required	Shelter Chemical/Asbestos 06/19/2023 - 07/24/2024 1 Satisfy required	Evacuate Reverse Evacuation 06/19/2023 - 07/24/2024 1 Satisfy required	Evacuate Bomb Threat 06/19/2023 - 07/24/2024 1 Satisfy required
	Details	Details	Details	Details	Details	Details	Details	Details	Details	Details	Details
Richard Milburn Academy - Amarillo	●	●	●	N/A	●	●	●	●	●	●	●
Richard Milburn Academy - Corpus Christi	●	N/A	N/A	●	●	●	●	●	●	●	●
Richard Milburn Academy - Fort Worth	●	N/A	N/A	●	●	●	●	●	●	●	●
Richard Milburn Academy - Houston	●	●	●	N/A	●	●	●	●	●	●	●
Richard Milburn Academy - Killeen	●	●	●	N/A	●	●	●	●	●	●	●
Richard Milburn Academy - Odessa	●	●	●	N/A	●	●	●	●	●	●	●
Richard Milburn Academy - Pasadena	●	●	●	N/A	●	●	●	●	●	●	●
Richard Milburn Academy - Lubbock	●	●	●	N/A	●	●	●	●	●	●	●
Richard Milburn Academy - Midland	●	●	●	N/A	●	●	●	●	●	●	●

1 - 9 of 11 items

# Compliance with Intruder Detection Audits

- Automated our visitor management system with Raptor
- RMA initiated a closed-door campus directive for all campuses
- Exterior door sweeps are conducted twice daily
- 89% compliance for 2023-2024
  - Corrective action measures have been implemented

INTRUDER AUDIT DASHBOARD



DASHBOARD
CORRECTIVE ACTIONS
ADMIN
COMPLIANCE
Marilu Egula-Riojas - Logout

RICHARD MILBURN ACADEMY

**Campus List**

Below is a list of all campuses that are to be visited during the 2023-24 school year as part of the Intruder Detection Audit (IDA) program for your district. As they are visited, the campus name will be automatically activated with a link to the full audit report.

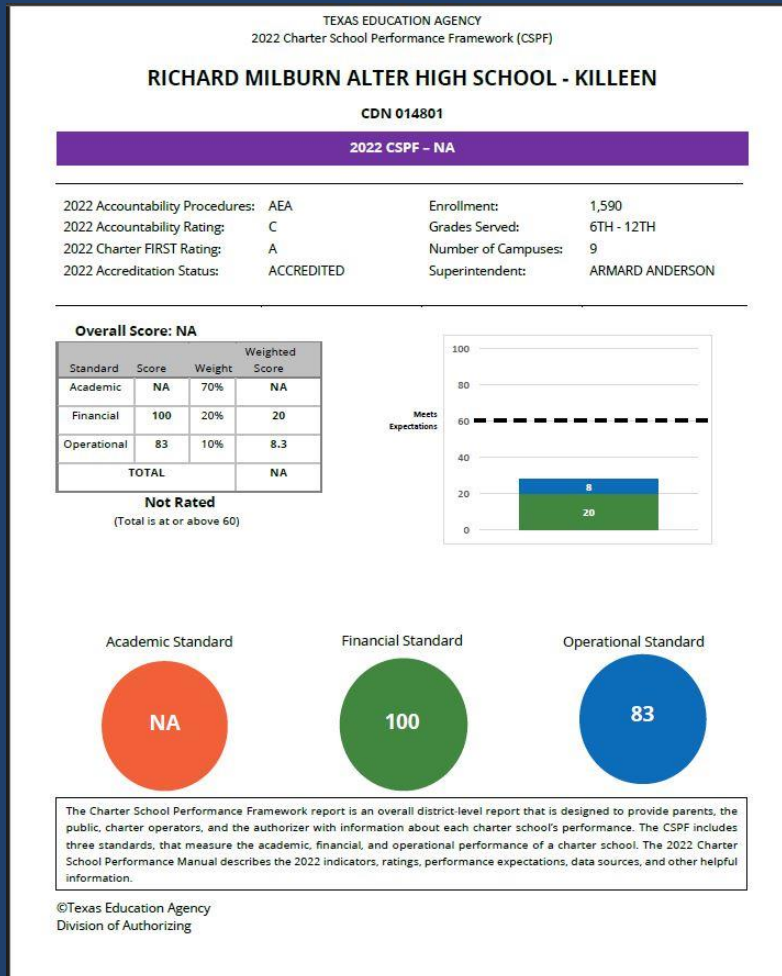
Audit Date	Campus	Findings	Corrective Actions
10/11/23	<a href="#">RICHARD MILBURN ACADEMY AMARILLO</a>	✔	-
02/08/24	<a href="#">RICHARD MILBURN ACADEMY CORPUS CHRISTI</a>	✔	-
04/09/24	<a href="#">RICHARD MILBURN ACADEMY FORT WORTH</a>	✔	-
04/02/24	<a href="#">RICHARD MILBURN ACADEMY HOUSTON (SUBURBAN)</a>	✔	-
03/06/24	<a href="#">RICHARD MILBURN ACADEMY LUBBOCK</a>	✔	-
12/13/23	<a href="#">RICHARD MILBURN ACADEMY MIDLAND SOUTH</a>	✔	-
01/30/24	<a href="#">RICHARD MILBURN ACADEMY ODESSA</a>	✔	-
05/06/24	<a href="#">RICHARD MILBURN ACADEMY PASADENA</a>	✔	-
11/13/23	<a href="#">RICHARD MILBURN ALTER H S (KILLEEN)</a>	✘	✔

**Corrections:**  
 These icons only apply to the Corrections Column above and indicate the correct action status for each campus.

Icon	Meaning
✘	Corrective actions have not been submitted to LEA.
⚠	Corrective actions have been submitted by the LEA and are pending TEA review.
⚠	Corrective actions were found to have discrepancies and requires further action from the LEA.
✔	Corrective actions were verified by the agency, and the campus has completed its audit process.

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# Operational Standards



RMA scored 83 out of 100 on the CSPF-Operational Standards

# Safety and Security Training Highlights



Behavioral Threat Assessment

Psychological First Aid

Standard Response Protocol

AED/CPR

Stop the Bleed

# Facilities

Provide facilities maintenance for nine campuses and CO

- Including new safety and security mandates from the TEA

Property asset management

- Seven purchased campuses
- Five leased campuses and CO

Construction management

- Amarillo campus
- Fort Worth campus
- Houston campus
- Midland Campus
- ESSER II & III HVAC Projects



# Facilities Asset Management

## Amarillo Relocation

- Negotiated lease extensions
- Purchased new property
- New property demolition

## Fort Worth Relocation

- Negotiated lease extensions
- Purchased new property

## Houston Relocation

- Negotiated lease extensions
- Negotiated lease for the new location

## Midland Relocation

- Completed construction and relocated campus

# ACADEMIC PERFORMANCE

## Section 4

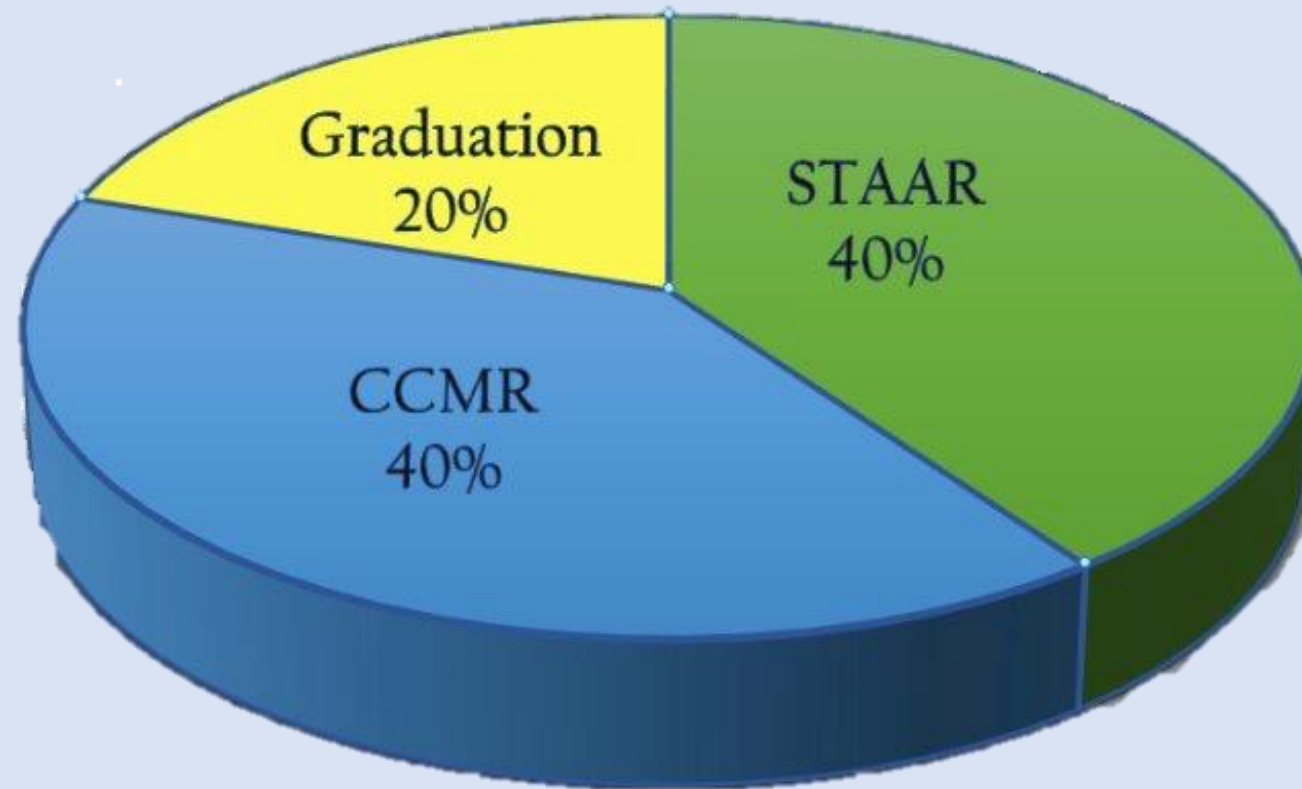
C

***73 out of 100***



The 2023 accountability reports are not yet publicly available. The release of these reports is pending judicial ruling and decisions from the 88th Legislature during a special called session.

# ACCOUNTABILITY



# RMA Graduates 2023 - 2024





302

Graduates

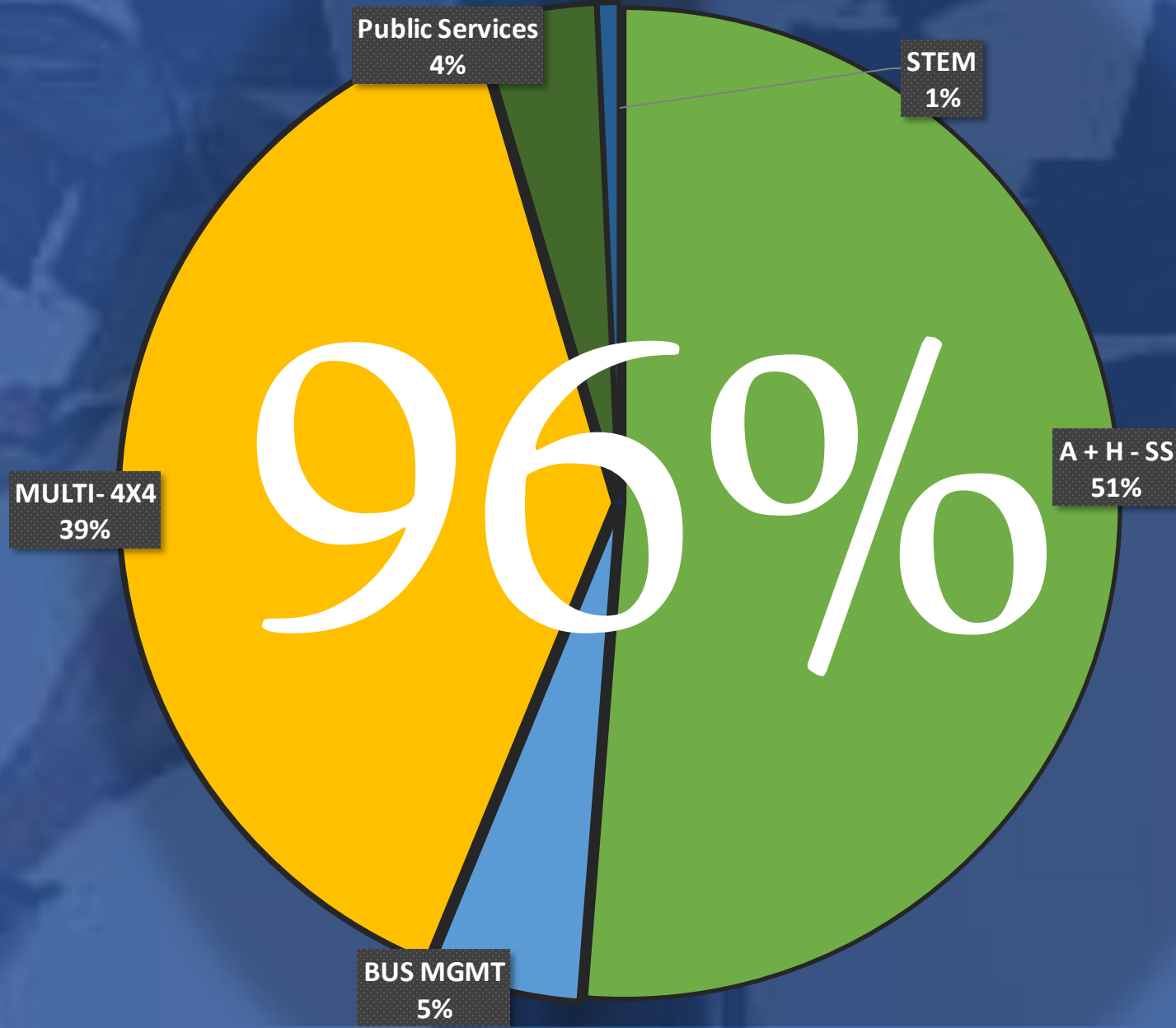
2023 - 2024

# RMA Total Graduation 302 + Graduating Seniors



Amarillo	Corpus Christi	Fort Worth	Houston	Killeen	Lubbock	Midland	Odessa	Pasadena
32	71	31	66	29	29	29	37	44

# ENDORSEMENTS FOR GRADUATES



- A + H - SS
- BUS MGMT
- MULTI- 4X4
- Public Services
- STEM



# Distinguished Graduates

73%

Amarillo	Corpus Christi	Ft. Worth	Houston	Killeen	Lubbock	Midland	Odessa	Pasadena
69%	44%	50%	77%	45%	41%	69%	41%	91%

## 92% of Graduates Earned a CCMR Credit

### Highlights:

87% of Graduates Earned CCMR from Texas College Bridge

73% of Special Education Graduates Earned a CCMR Credit

# STAAR Performance



CELEBRATING  
RECORD  
**STAAR**  
PERFORMANCE

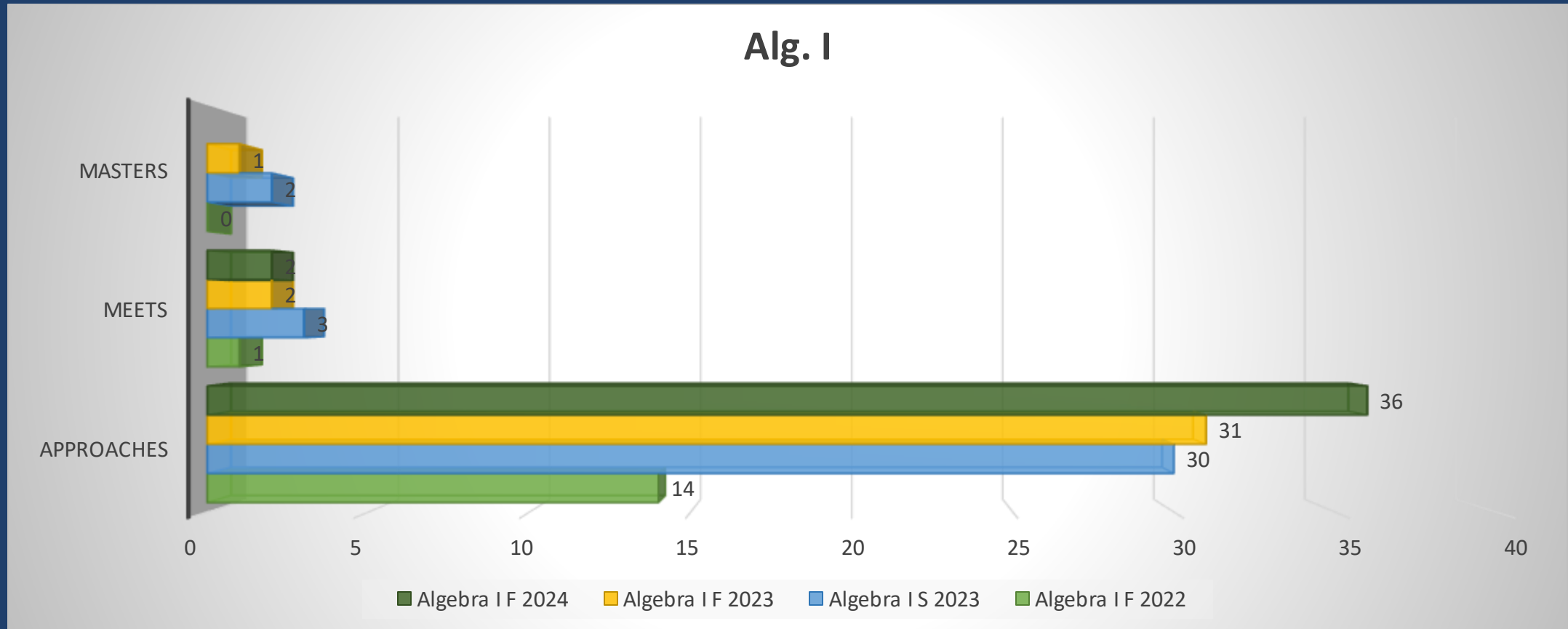
# Overall STAAR Passing Rate INCREASED

11%

55%!

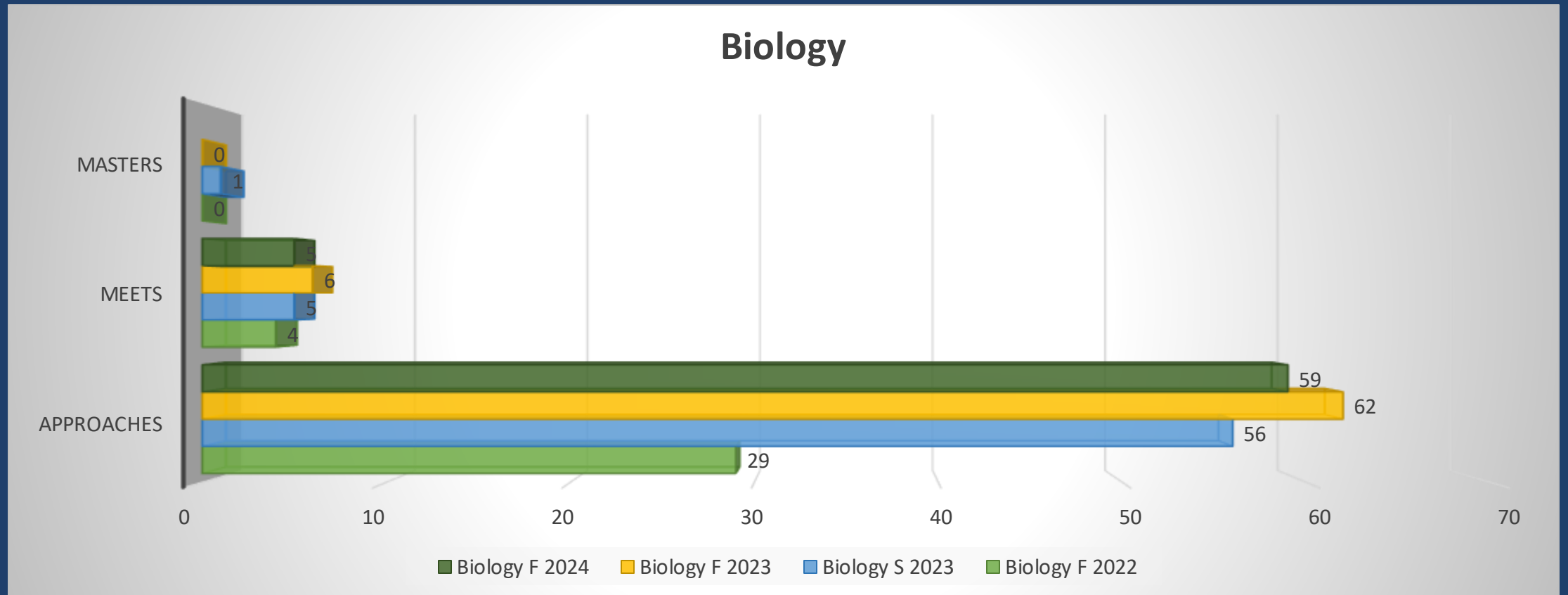
55%!

# Algebra I 2023 – 2024 Compared to 2022 - 2023

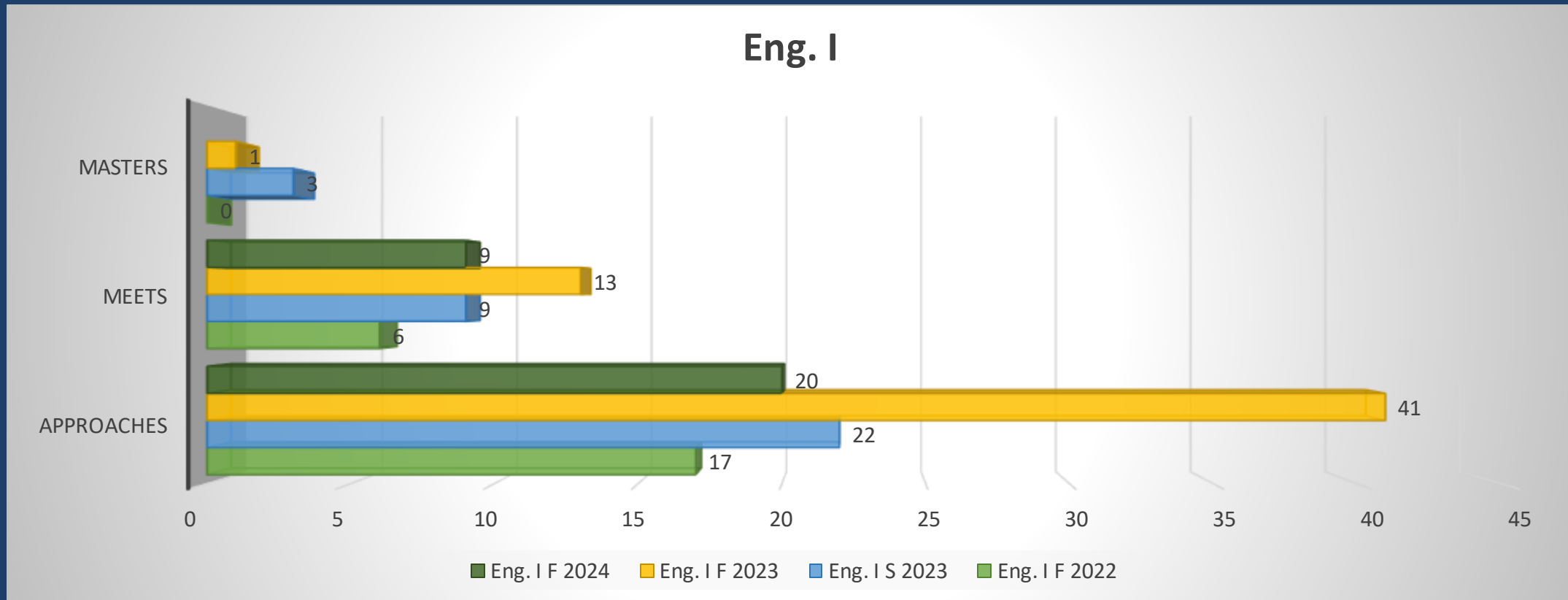


# Biology

## 2023 – 2024 Compared to 2022 - 2023



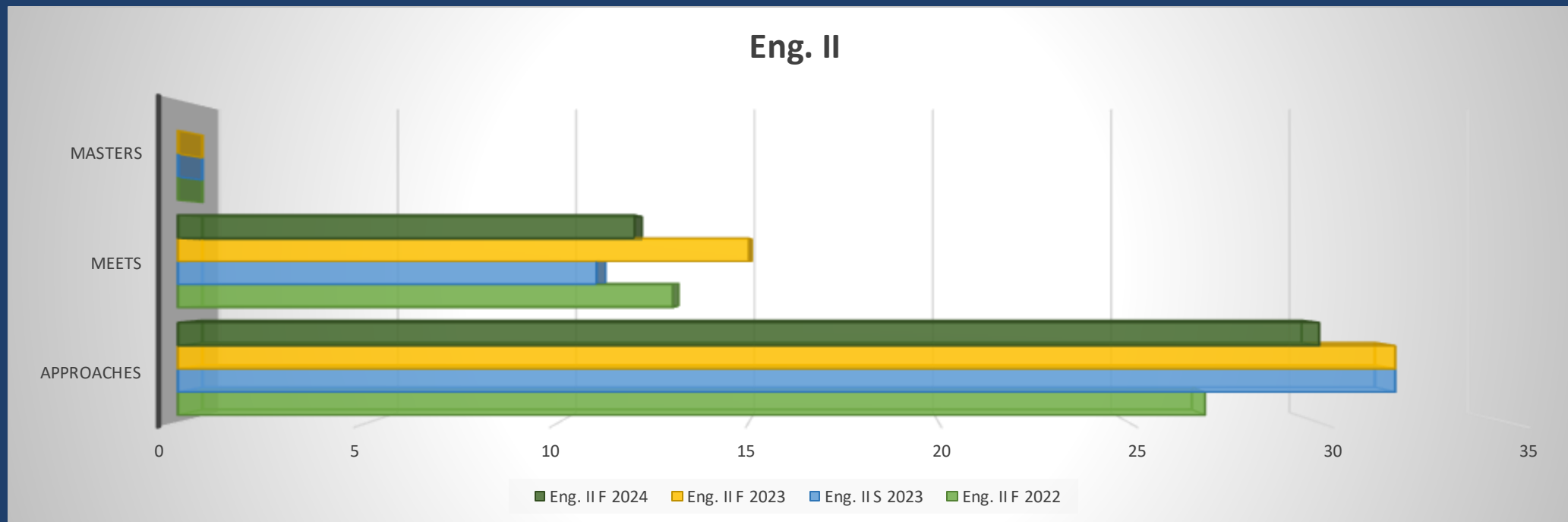
# English I 2023 – 2024 Compared to 2022 - 2023





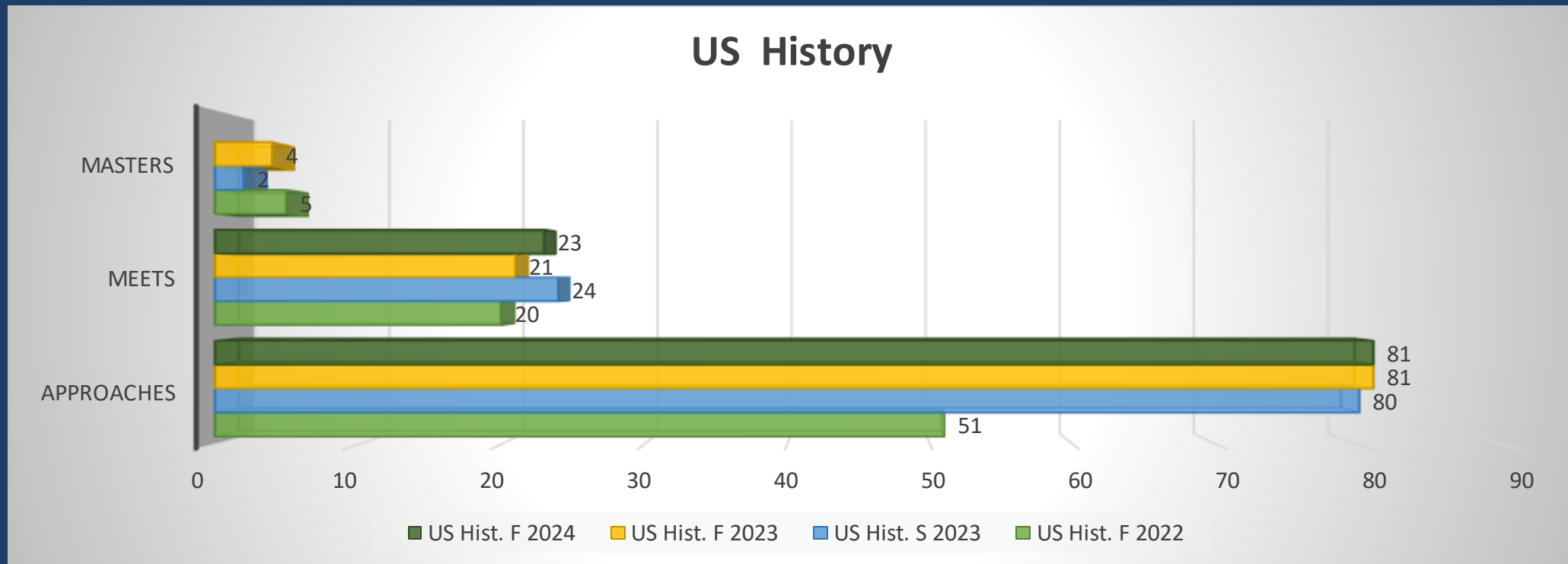
# English II

## 2023 – 2024 Compared to 2022 - 2023

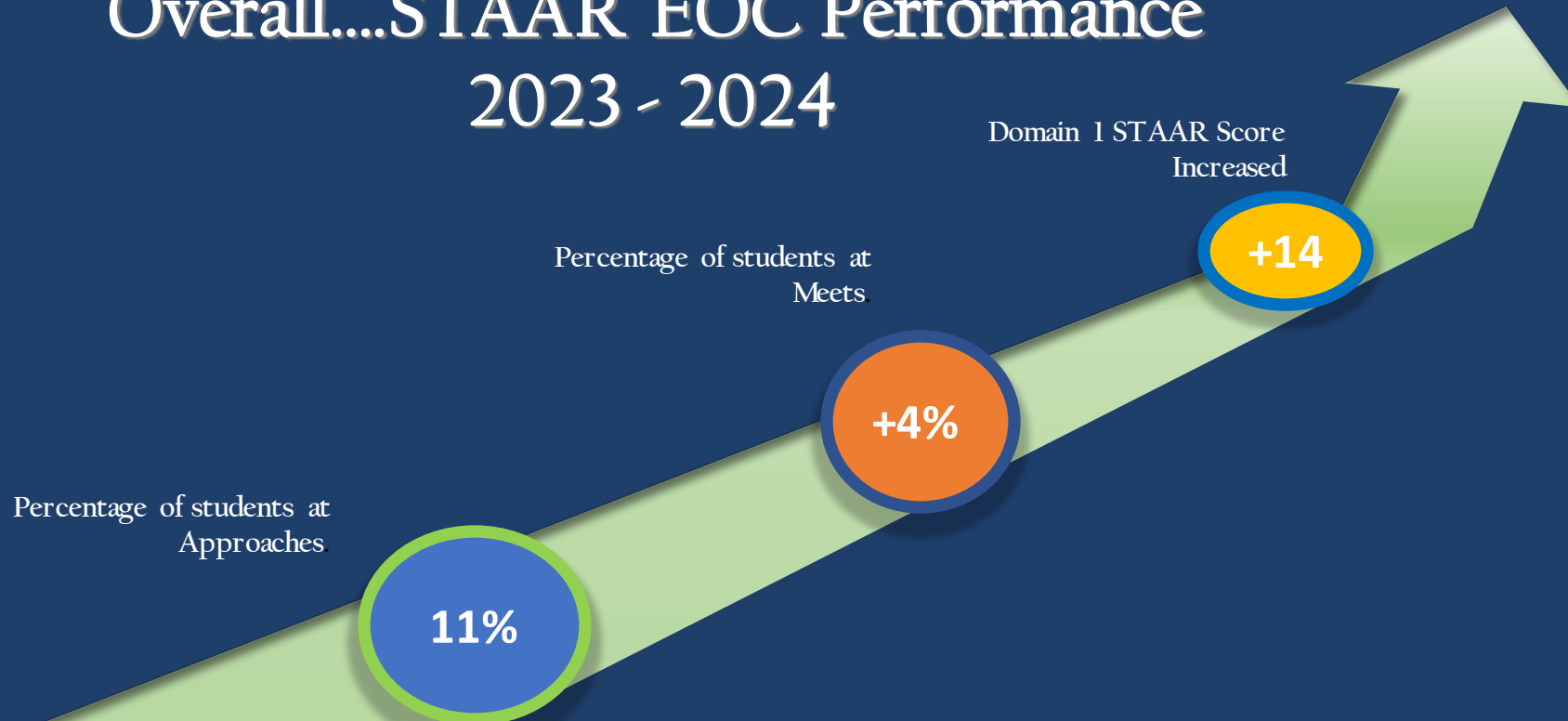


# US History

## 2023 – 2024 Compared to 2022 - 2023



# Overall...STAAR EOC Performance 2023 - 2024

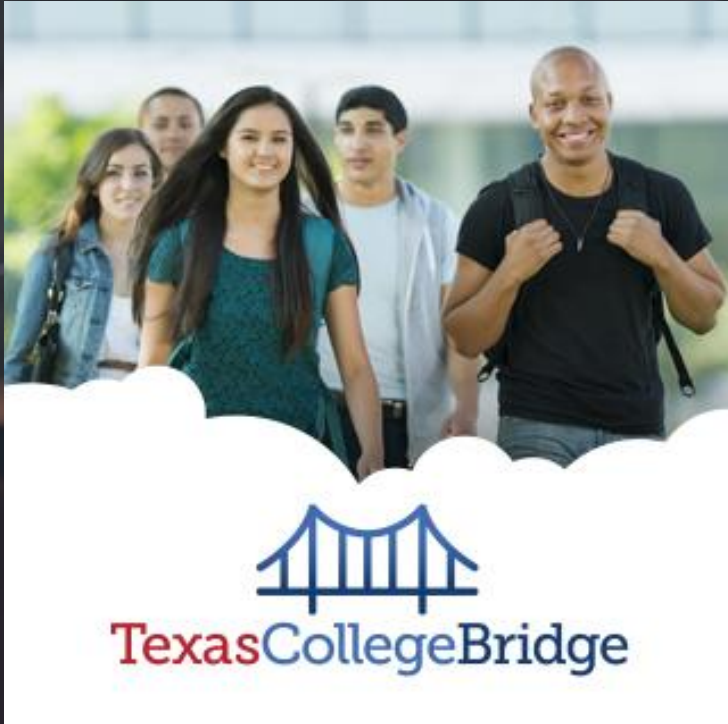


School Year	Total	Approaches	Approaches	Meets	Meets	Masters	Masters	Domain 1 (ST AAR)	Domain 1 (ST AAR)
22-23	4445	1664	44%	352	9%	44	1%	16	60
23 - 24	4451	1894	55%	463	13%	45	1%	24	74

# College Career Military Readiness

## CCMR





681

2023 - 2024

681 RMA students successfully completed a college prep courses through the Texas College Bridge partnership



# Memorandums of Understanding



Alamo College

Central Texas College

Delmar College

Lone Star College

Odessa College

South Plains College

Tarrant College

Coastal Bend College



Prairie View A&M University

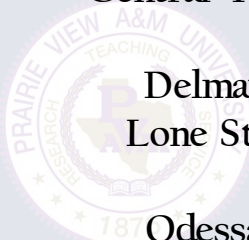
San Jacinto Community  
College District

Education Service Center  
Region 20

Texas College Bridge

Craft Training Center

Diverse Training Resources



344

*Students Participated  
in  
Texas Success  
Initiative (TSI)  
Math and English  
Language Arts & Reading  
(ELAR)  
Increase of 65 students*



## *Texas Success Initiative (TSI)*

- Met Benchmark ELAR 45
- Met Benchmark Math 10
- Met Benchmark for Writer Placer 31
- Total Number of CCMR (met benchmark ELAR & Math) 27



2023 – 2024

I

*181 Students!*

Earned an Industry-based Certification

Medical Assistant = 3

Microsoft/ Adobe = 14

NCCER = 137

EKG/Phlebotomy = 10

OSHA 30 = 7

1717 Enrolled in CTE courses



# CAREER & TECHNOLOGY EDUCATION (CTE)

Section 5

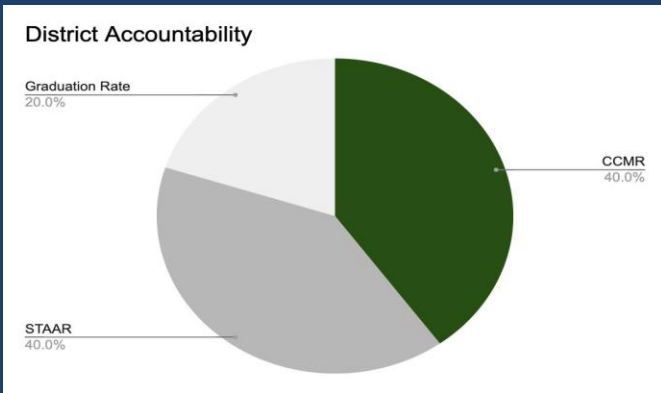


# District's CCMR

***College, Career, & Military Readiness***

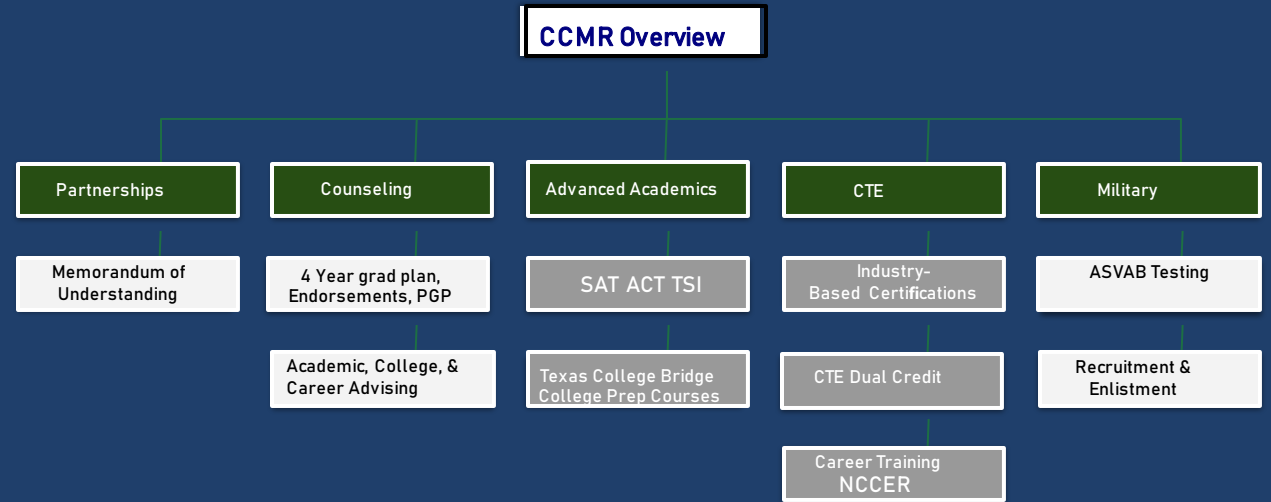
*State of the District 2024*





### High Schools, K-12, & Districts

- STAAR  
40%
- College, Career, and Military Readiness (CCMR) 40%
- Graduation Rate 20%



## College, Career, Military Readiness (CCMR)

During the 2023-24 SY, the District's CCMR was centered around preparing students for life after graduation. Initiatives were made up of curriculum, resources, programs, and activities that help students have the tools they need to enter college or the workforce and begin a career. CCMR has been integrated into the everyday culture of our district and is supported by state guidelines, district's strategic plan, campus administration, partnerships with higher education organizations and businesses.

## College Readiness

- RMA enhanced College Readiness initiatives district- wide with bi-annual administration of College Prep Courses (Texas College Bridge) & Texas Success Initiative Assessment (TSIA).
  - **550** students participated in **TCB Math**
  - **615** students participated in **TCB English**
  - **340** students participated in **TSIA**
  - **64% graduating seniors** participating
- Starting in 10th grade, students are able to register for Dual Credit courses earning a college credit while meeting high school requirements for graduation. Increased student participating in **dual credit 4%** from prior year.
- **90% of students** with confirmed **4 year graduation plan** with 100% of students completing course selections with campus counselor to make sure scholars interest are aligned with post secondary plans of college, career, and or military.
- **Over 450 students** participated in **college readiness programs, college campus tours & presentations** with universities, community colleges, and other external stakeholders.
- RMA provide **all graduating seniors** opportunity to apply for Free Application for Federal Student Aid (**FAFSA**) and scholarships.

### College Readiness

**OUTCOMES**

	<b>TERM 1 (Fall)</b>	<b>TERM 2 (Fall)</b>	<b>TERM 3 (Spring)</b>	<b>TERM 4 (Spring)</b>	<b>2023-2024 TOTAL Participation</b>
<b>Dual Credit</b>	15	25	13	17	70
<b>Texas College Bridge College Prep Courses</b>	250		200		450
<b>TSIA</b>		191		153	344
<b>College Ready Programs</b>	30	200	270	80	580
<b>College Campus Tours</b>	45	130	165	40	380
<b>Total Number of Students participating in College Readiness Initiatives</b>					<b>1824</b>



# COLLEGE READINESS



## Career Readiness

- RMA(CTE), consistently sustained 6 Programs of Study with focus on Architectural & Construction Arts, A V Technology & Communication, Law & Public Service, Business, Marketing & Finance, and Human Services.
- RMA(CTE) Curriculum has over 30 plus courses which offers a coherent sequence (Level 1-4) for each program of study per TEA guidelines.
- Through partnership, RMA has maintained 14 Memorandum of Understanding (MOUs) with University, Community Colleges, Trade Schools, and industries expanding students options.
- RMA(CTE) afforded the opportunity for over 150 students (an increase of 10% from prior year) to obtain Industry Based Certification (IBC) in NCCER, EKG, Phlebotomy, Microsoft Office Specialist and Adobe.
- RMA(CTE) student enrollment increased 2022-23 with 26% of students completing CTE program exceeding strategic goal of 20%.
- Implemented National Center for Construction Education & Research (**NCCER**) at all 9 campuses with 200 students enrolled with estimated 135 earned certifications



### CTE Enrollment By Program of Study

**OUTCOMES**

	TERM 1 (Fall)	TERM 2 (Fall)	TERM 3 (Spring)	TERM 4 (Spring)	2023-2024 TOTAL ENROLLMENT
<b>Architectural &amp; Construction (NCCER)</b>	56	56	121	74	<b>307</b>
<b>Arts, Audio/Video Technology &amp; Communication</b>	12	12	87	51	<b>162</b>
<b>Business, Marketing &amp; Finance</b>	178	142	120	116	<b>556</b>
<b>Human Services</b>	113	106	136	127	<b>482</b>
<b>Law Enforcement</b>	46	46	52	56	<b>210</b>
<b>TOTAL DISTRICT CTE ENROLLMENT</b>					<b>1717</b>

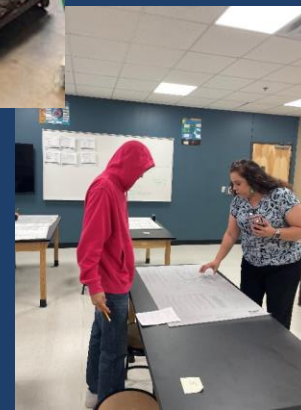
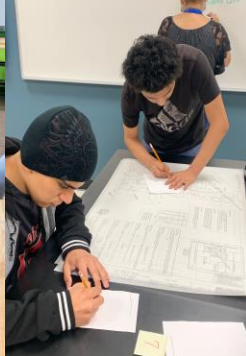
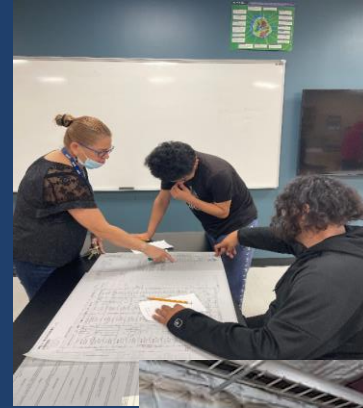
Students Completing CTE Programs (percentage) 2%

### CTE: Industry Based Certification

**OUTCOMES**

	TERM 1 (Fall)	TERM 2 (Fall)	TERM 3 (Spring)	TERM 4 (Spring)	2023-2024 TOTAL
Medical Assistant	0	0	0	3	3
Certified EKG & or Phlebotomy Technician	5		5		10
Microsoft Office & or Adobe Certification	1	3	3	7	14
NCCER Core Curriculum		36		101	137
OSHA 30	2	3	4	8	17
<b>TOTAL DISTRICT Certifications</b>					<b>181</b>

# CAREER READINESS



## Military Readiness

- **Military Career Exploration & Counseling** Implemented dedicated counseling services focused on military enlistment. Campuses host regular information sessions with military recruiters and veterans to provide students with comprehensive guidance.
- **ASVAB Testing and Preparation** Campuses facilitate the administration of the Armed Services Vocational Aptitude Battery (ASVAB) test, providing students options to consider military careers. Students connected with preparatory resources to help achieve competitive scores.
  - **Over 200 students** tested since 2022- current
- Established military partnership with all branches of the United States Armed Forces for campus visits and recruitment efforts.
  - **13 students** enrolled at 2023-24SY
- Implemented **Military Club at RMA Amarillo** which established support and instill leadership, civic responsibility in structured environment where students learn life skills, physical fitness and teamwork .

Although we enhanced the distant CTE programs, our short-term goal is to develop more CTE certification options and programs through partnership with Community Colleges.

With the increase of students actively enrolled in CTE programs, the top priority is to minimize the course failure rate and increase students successful completing programs of study endorsements (Completers)

Prior to the 2022-23 school year, less than 2% graduated with a CTE Industry Based Certification (IBC).

- Expansion option will adding AP Computer Science for 24-24 SY at all 9 campuses.
- All CTE students will continue to be afforded access to updated curriculum & TEKS per TEA guidelines.
- Complete CTE expansion program /plans for each campus by 2024-25 academic year.
- Utilize the “Needs Assessment” and internal tracking system to monitor the growth and performance of current CTE programs.

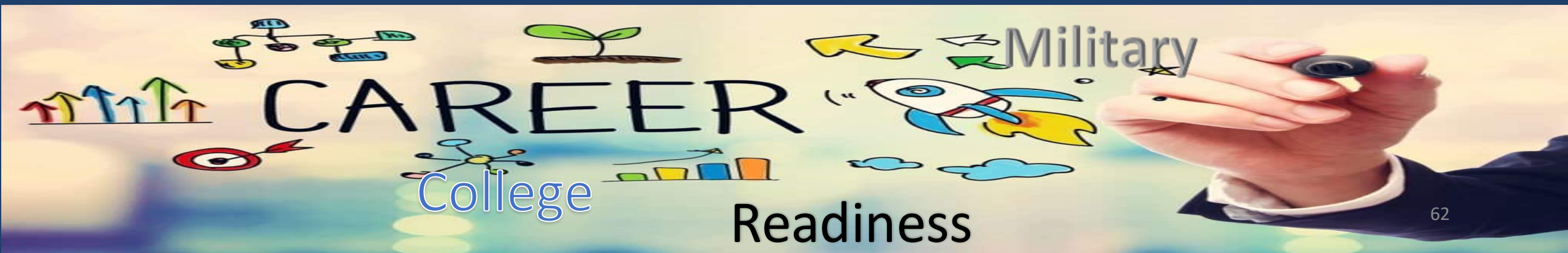
- Operating within budget, resource availability and physical space, RMA increased the number of CTE pathway completer by 40 percent during the 2024-2025 school year, while decreasing disproportionate number of non-traditional completers by 15 percent.
- Established a per term process that internally evaluate our CTE pathway offerings, capacity, student participation and interests, and labor market demands so that decisions to increase access and effectiveness of the CTE programs are data-informed.

- RMA consistently building awareness of CTE programs to all stakeholders which affords every student the opportunity to pursue a Industry Based Certification (IBC) resulting in the increase enrollment of CTE programs.
- Curriculum developed and TEA approved with Teachers trained in effective monitoring of performance and developing instructions to prepare students to be "Career Ready".
- Implemented progress monitoring to track students progress, performance and growth for **CTE Student of Term** and **CTE Student of the Year** per program.

# HOW DO STUDENTS DEMONSTRATE COLLEGE, CAREER, OR MILITARY READINESS?

## ANY ONE OF THESE:

- ✓ SAT/ACT/TSIA/College Prep: Meet Texas Success Initiative (TSI) criteria in ELA/Reading and Mathematics
- ✓ AP/18: Meet criteria on Advanced Placement (AP)/International Baccalaureate (IB) examination
- ✓ Dual: Earn dual course credits
- ✓ Enlist: Enlist in the U.S. Armed Forces
- ✓ Industry Cert: Earn an industry-based certification
- ✓ Associate's: Earn an associate degree.
- ✓ IEP: Graduate with completed Individualized Education Program (IEP) and workforce readiness
- ✓ CTE: CTE coherent sequence coursework aligned with industry-based certifications
- ✓ OnRamps: Complete an OnRamps dual enrollment course
- ✓ Advanced: Graduate as a special education student from an advanced degree plan
- ✓ Level 1/11Cert: Earn a Level I or Level II certificate



# District's CCMR

## *College, Career, & Military Readiness*

The table is a preliminary rating that does not include CCMR indicators determined by TSDS PEIMS, and it does not include previous dropouts with CCMR which count double in the numerator when calculating the CCMR component score for AEAs. In short, the current grade can only increase.

## *Preliminary CCMR Accountability Rating*

Campus	Graduates	CCMR	Component Score	Scale Score	Grade
Killeen	80	46	58%	89	B
Odessa	86	46	53%	87	B
Lubbock	37	23	62%	91	A
Houston	52	50	96%	99	A
Fort Worth	44	25	57%	88	B
Corpus Christi	96	81	84%	96	A
Amarillo	44	30	68%	92	A
Pasadena	25	25	100%	100	A
Midland South	39	26	67%	92	A
All	503	352	70%	93	A

# SPECIAL POPULATIONS

## Section 7





# YEAR OF FIRSTS

Transition Meetings held  
at each campus

Parent Engagement held  
at Lubbock and Midland  
(virtually)

STAAR specific tutoring  
for **Emergent  
Bilingual students**  
(Corpus Christi, Ft.  
Worth, Lubbock)



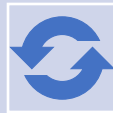
# PROFESSIONAL DEVELOPMENT OPPORTUNITIES PROVIDED



English Language Proficiency Standards



Individualized Education Program (IEP)  
Implementation



Review of Existing Evaluation Data (REED)



Post Secondary Planning



**GRADUATING  
SENIORS**

20% of Students with Disabilities  
Graduating

23% of Emergent Bilingual  
Students Graduating

Salutatorians on 2 Campuses

10% of Graduates are Actively  
Enrolled in College

# RMA TEACHER TRAINING & RETENTION



Over 200 hours of Training  
provided to New Special  
Education Teachers



ESL Teachers Onboarded in 1:1  
Environment



Fully Staffed Ending the 23-24  
School Year

# GROWTH AND IMPROVEMENTS

Results Driven  
Accountability (RDA) rating  
of 2

- The only Dropout Recovery Charter to do so in the state



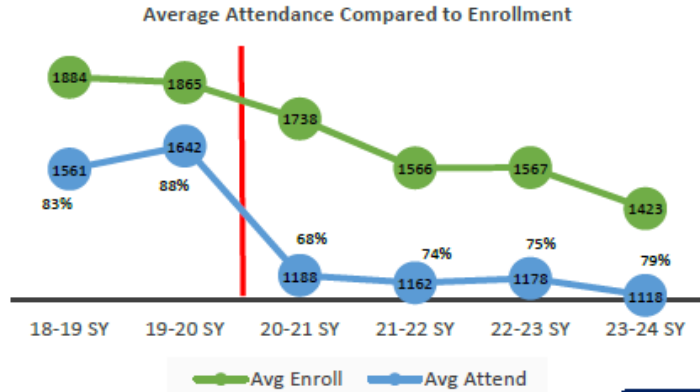
Increase of 25% of enrolled  
students with disabilities  
from 22-23 SY

# ENROLLMENT & ATTENDANCE

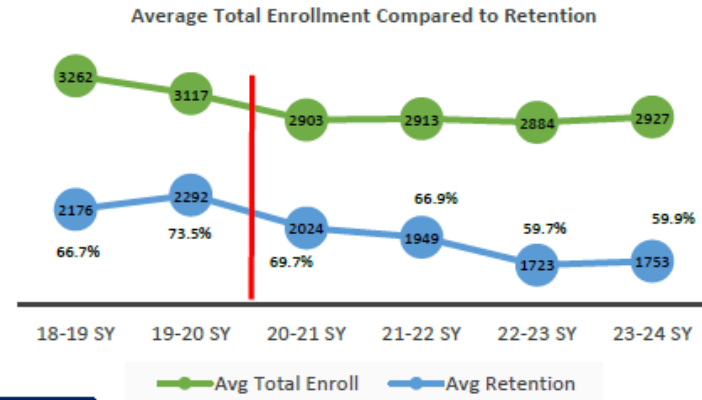
## Section 8

# Enrollment & Attendance

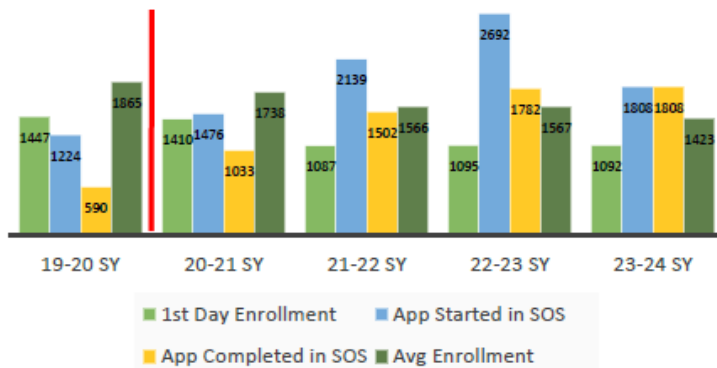
Average daily attendance continues to improve after the impacts of the COVID-19 pandemic.



As daily attendance has improved since the pandemic, student retention is also showing signs of improvement.

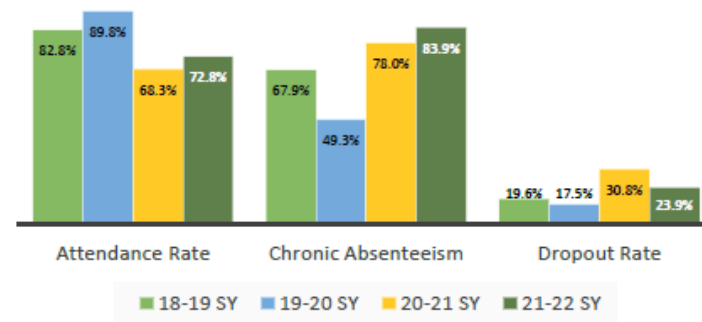


Student Interest in Enrolling with RMA



Although student interest in RMA continues to increase as evidenced by the enrollment applications completed over the past several years, average enrollment continues to struggle to meet pre-pandemic levels.

Texas Academic Performance Report Indicators

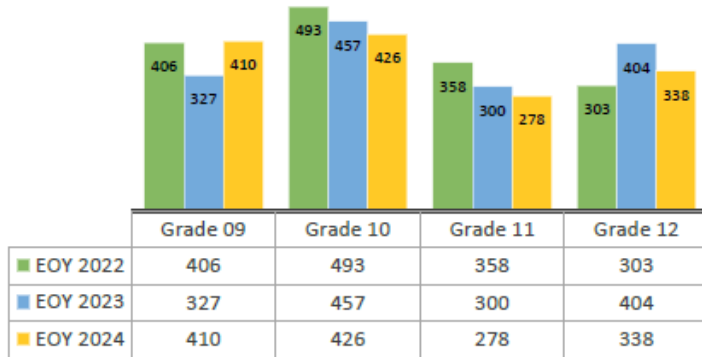


TEA's TAPR data with a 1-year lag shows RMA continues to recover since the pandemic. Although chronic absenteeism continues to be an issue for our students, rates of overall attendance and dropouts show significant improvements.

# Student Demographics

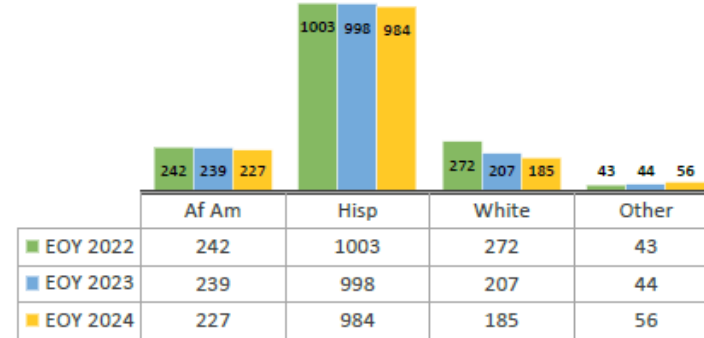
In contrast to last school year in which grade 12 students increased by 33%, this school year, grade 9 students increased by 25%.

Enrolled Grade Level

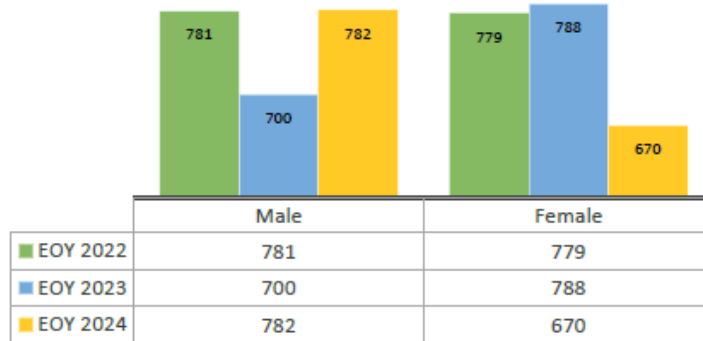


The rate of students from different ethnicity groups remains stable.

Ethnicity

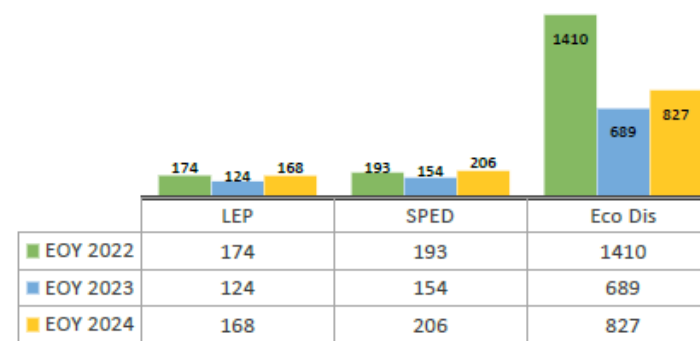


Gender



In contrast to last school year in which the count of males students decreased by 10%, this school year, the count of female students decreased by 15%.

Special Population



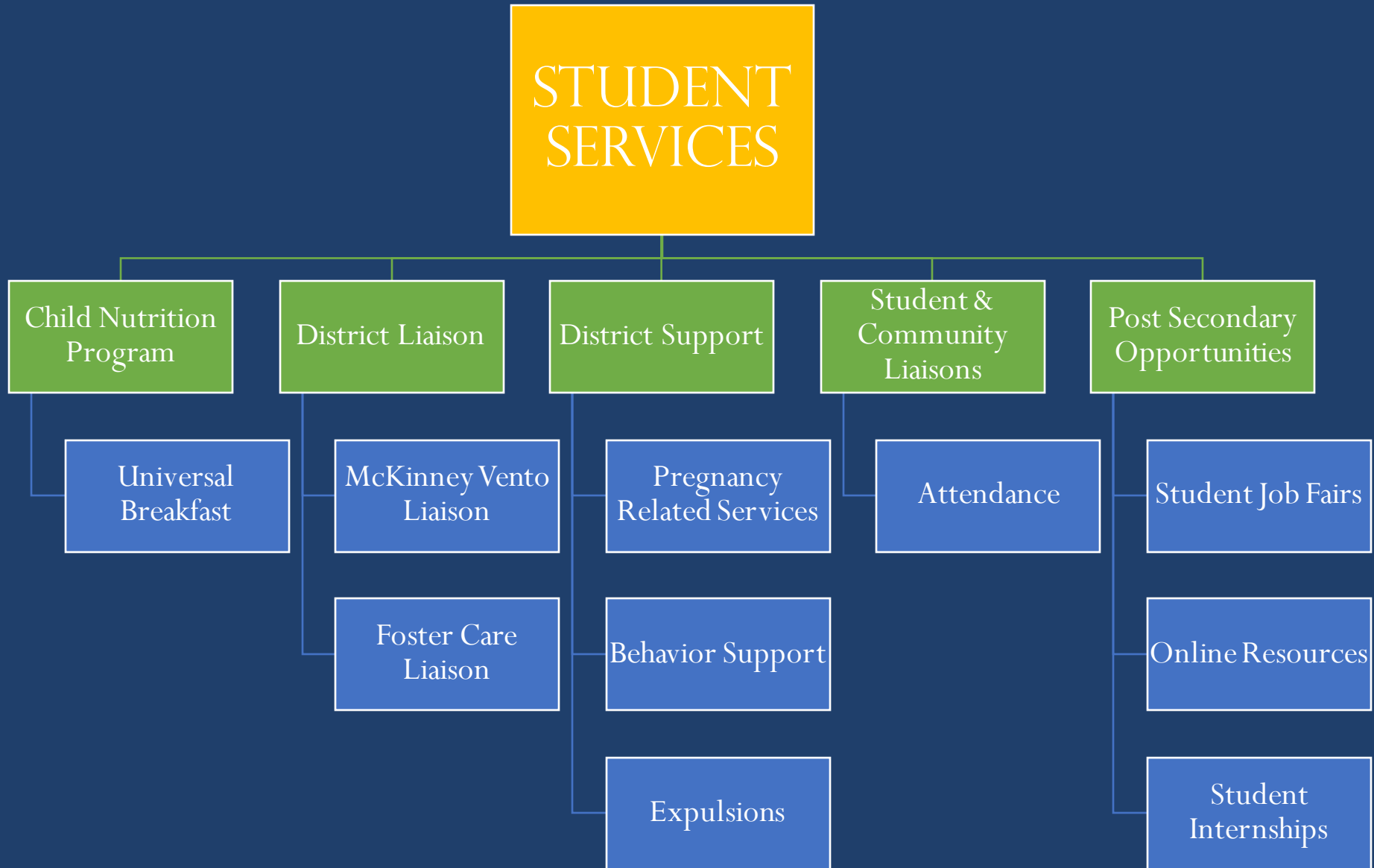
On average, RMA experienced a 34% increase of students identified in a special population. Specifically, SPED and Emergent Bilingual students.



# STUDENT SERVICES

## Section 9

# STUDENT SERVICES



# CHILD NUTRITION PROGRAM...

## Universal Breakfast

Breakfast is free for all AM students.

## Reimbursable Meal:

2 oz of grains  
1 cup of fruit/juice  
8 oz of Milk

## 2023-2024 Reimbursement Rate:

Free - \$2.28

Reduced - \$1.98\*

Paid - \$0.38

\*88<sup>th</sup> Legislative Session approved funds to offset the cost of reduced-priced breakfast to make it free.

## 2023-2024 Participation:

37,797

breakfast meals served

## CNP Supply Chain Grant Round 4

\$63,628.27

Covers the costs of dairy items and fruit and will carry over to 24-25 SY.



# DISTRICT SUPPORT SERVICES PROVIDED:

## McKinney-Vento & Foster Care Services:

- 22 McKinney-Vento Students
- 11 Foster Care Students

Partnered with T-Mobile and CPR3 to provide cell phones for McKinney-Vento students to allow for better means of communication between student & school as well as provide a hot spot to continue with their education if they miss school.



## Pregnancy Related Services

- 19 PRS Students; 10 withdrew
- Pregnancy Related Services are support services, including Compensatory Education Home Instruction (CEHI), that a pregnant student receives during the pregnancy prenatal and postpartum periods.
- The goal of the PRS program is to provide support for the student to prevent them from dropping out of school due to pregnancy or parenthood.
- **Corrective Action Plan:** errors in attendance accounting and reporting
- **Response to CAP:** RMA has made modifications to existing processes and procedures that should ensure that these types of errors will not be repeated.

## Behavior Support

- Audit all behavior referral, suspensions, and expulsions to ensure compliance with TEA.
- **Corrective Action plan:** PEIMS data validation discrepancy in data validation indicator #1 – length of out-of-school suspension.
- **Response to CAP:** RMA has implemented additional internal auditing to ensure data entered into PEIMS matches incident reports.

Referrals – 347

Suspensions – 341 = 829 days

Expulsions – 72

## Reason for Expulsions:

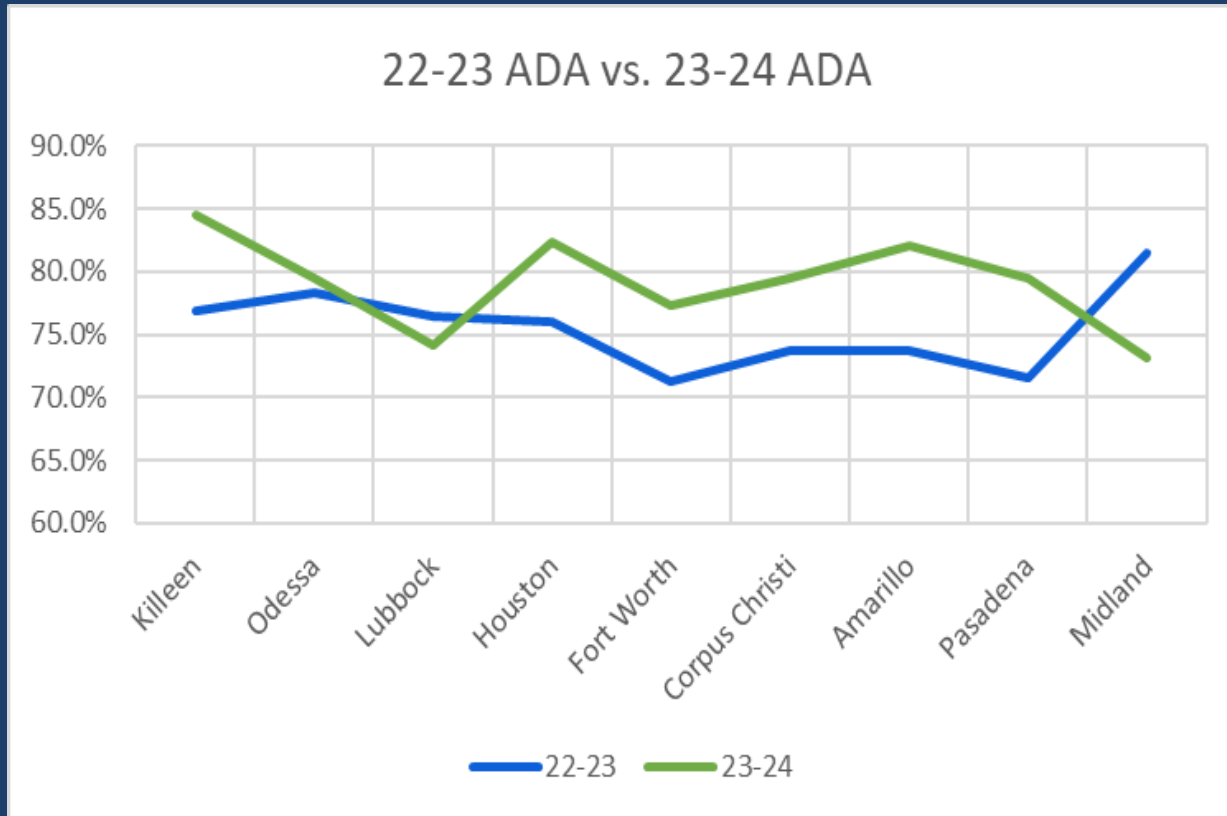
- Possession and/or used of Marihuana/THC
  - Assault

2024-2025

RMA is currently researching alternative programs to suspending students.

# STUDENT & COMMUNITY LIAISON

Focus: Increase ADA at Each Campus



## SCL Daily Efforts

- Daily communication with parents and guardians regarding attendance.
- Remove barriers for students to be academically successful, graduate and be prepared for lifelong success.
- Provide Resources for students and families.
- Assisting with attendance credit recovery.

# DRIVING ATTENDANCE



Houston Student Faculty Basketball Game



Amarillo Guest Speakers



Corpus Christi Gift Cards for Perfect Attendance



Midland Past Graduate Visits



Fort Worth Pizza Party



Fort Worth Holiday Cheer



Lubbock Guest Speakers



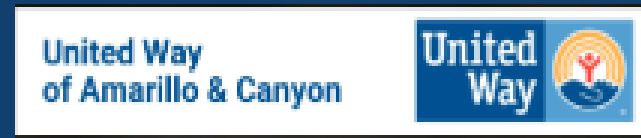
Houston Pie Your Favorite Teacher



Lubbock Red Ribbon Week

# COMMUNITY PARTNERSHIPS

RMA seeks to engage businesses, community groups, and parents to build opportunities for our students beyond the classroom and after graduation. RMA SCLs and Principals work to provide resources for students and their families from healthcare to financial and career planning.



# POST SECONDARY OPPORTUNITIES...

**COMING SOON**



2024-2025

## Exploring Career Opportunities

RMA will invite local employers, colleges, and military branches to participate in a student job & career fair, allowing in-person career exploration for RMA students.

- Exposure to various opportunities
- Build student employable skills
  - Networking
  - Inspiration to Graduate



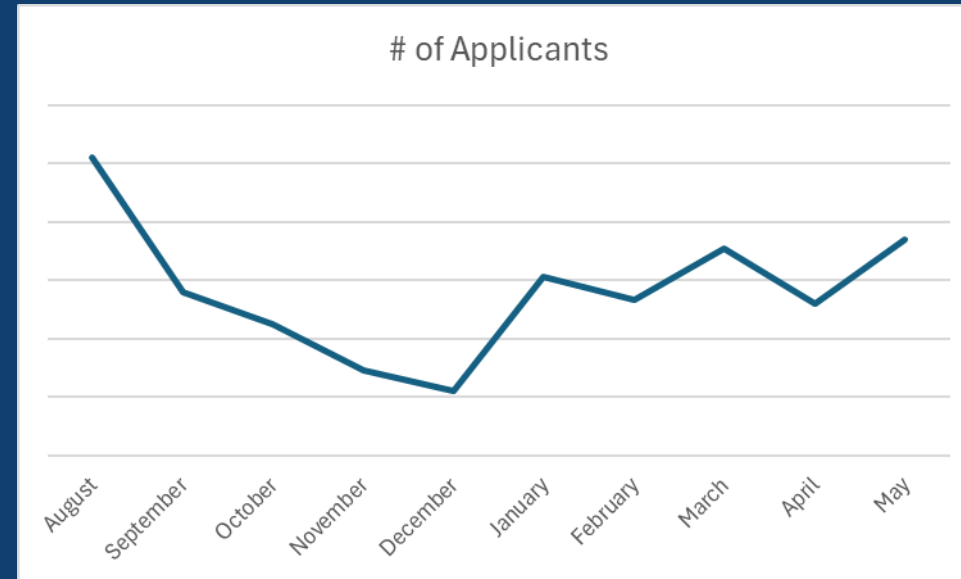
# HUMAN RESOURCES

## Section 10

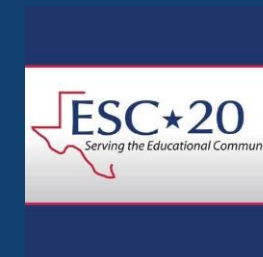
# JOB POSTING OVERVIEW

## Summary of Key Insights

1. Total Jobs Posted: 87
2. Total Applications: 950
3. Average Posting Duration: 42 days



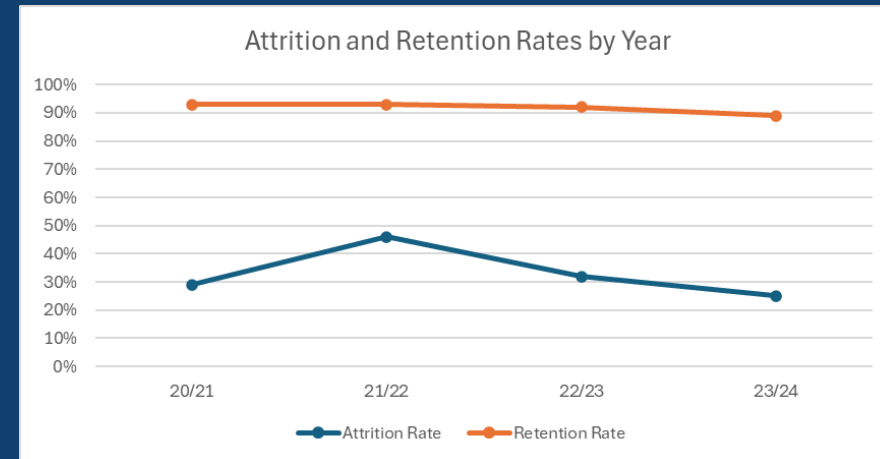
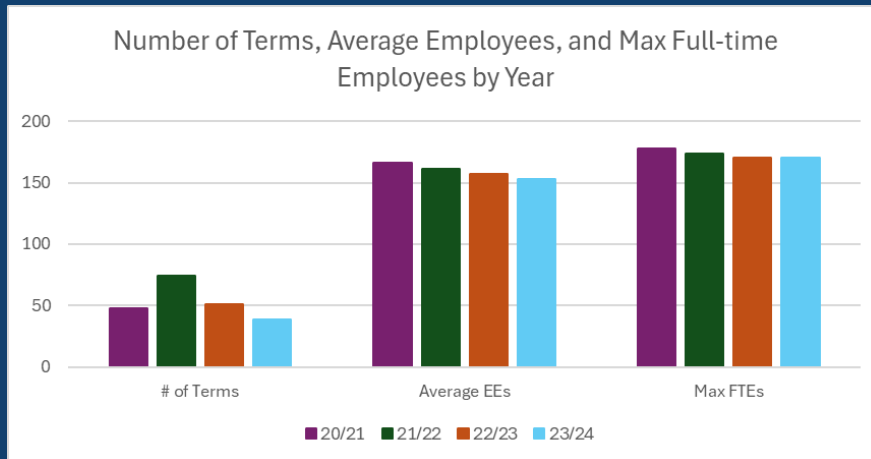
## Current Posting Locations:



# District Metrics Overview

## Summary of Key Insights

1. Decrease in attrition rate.
2. Stable retention rate
3. Slight decrease in EEs

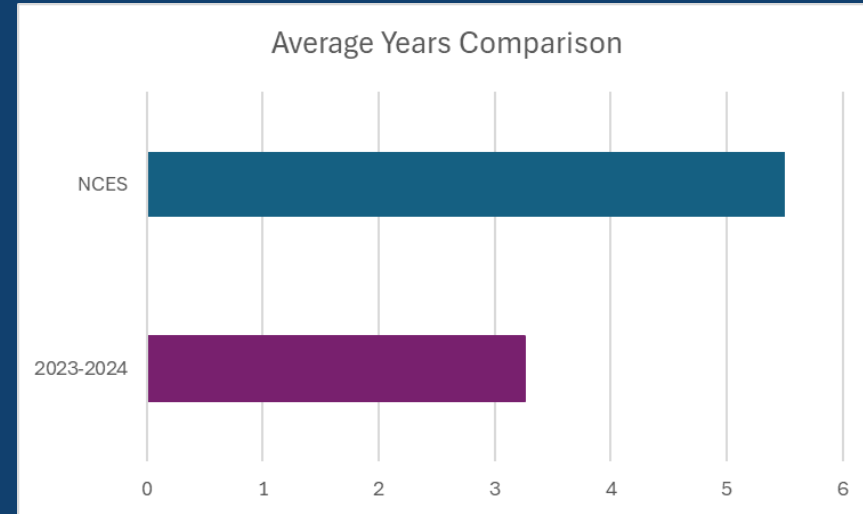
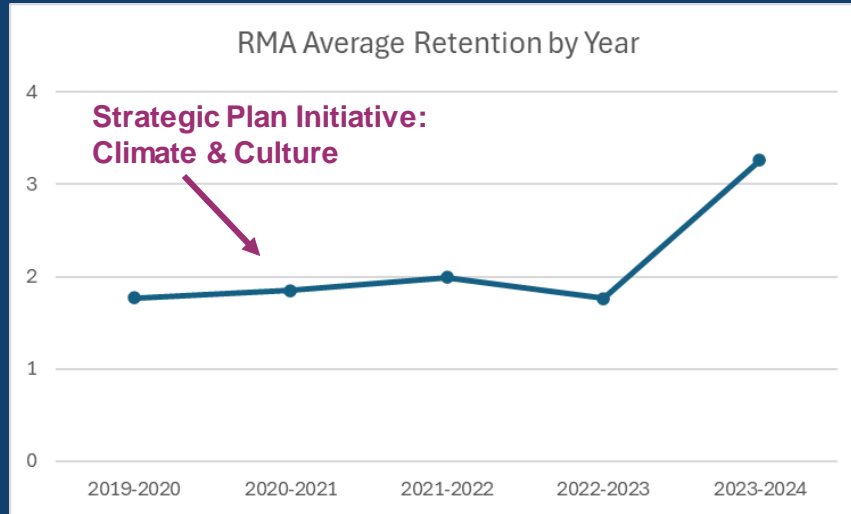


In the education industry, a healthy attrition rate ranges from 5% to 15%. Attrition is crucial for ensuring stability and continuity in teaching, maintaining staff morale, preserving institutional knowledge, and managing recruitment and training costs. Notably, our current attrition rate is the lowest it has been in the past four years at 25%.

# AVERAGE YEARS @ RMA

## Summary of Key Insights

1. Improvement in employee retention.
2. Effective employee initiatives through the Strategic Plan.
3. Providing a foundation for improving retention rates.

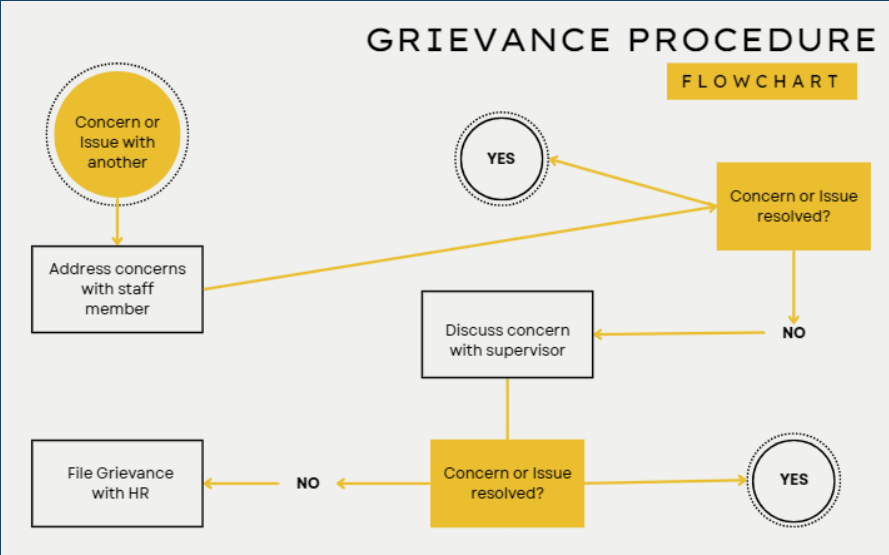
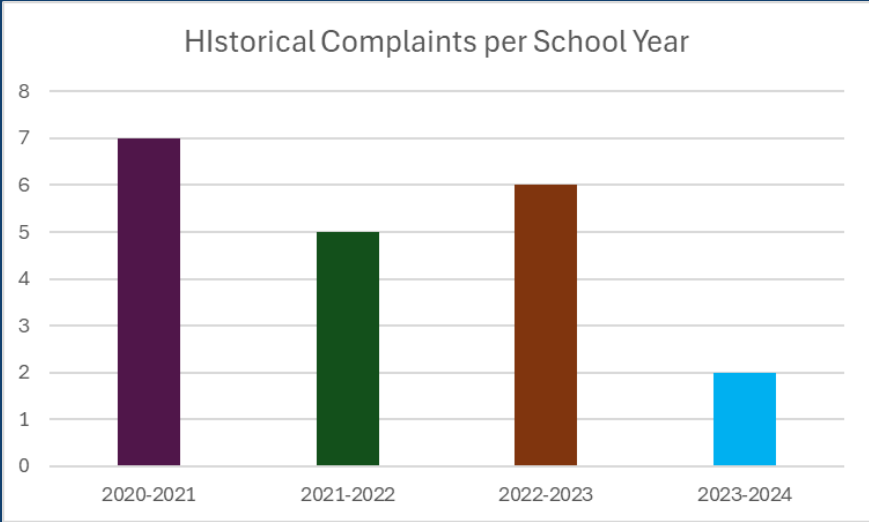


**AVERAGE  
YEARS OF EXPERIENCE**

**9**

# FORMAL GRIEVANCE

The Human Resource Department handles complaints of all types to include, employee mediation, general complaints, employee grievances, etc.



### Resolution Status:

- All complaints were resolved at Level 1 out of 3.
- No appeals were required.

# QUALIFIED TEACHERS @ RMA

The percentage of certified teachers at Texas public charter schools varies by school and district. Generally, they tend to have a lower percentage compared to traditional public schools.

According to recent TEA reports, the percentage typically ranges from 60% to 80%.



Teachers at open-enrollment charter schools must have a bachelor's degree. Special education or bilingual/ESL teachers also need state certification. RMA does not require general education teachers to be certified, but it is highly recommended.

# ACCOMPLISHMENTS

- Expanded the Employee Service Recognition program. Staff will receive a personalized certificate for 1 year of service, a bronze star lapel pin for 3 years of service, a silver star lapel pin for 5 years of service, a gold star lapel pin for 10 years of service, a 4" award for 15 years of service, 5" award for 20 years of service, and 6" award for 25 years of service.
- Successfully and continually decreased the Texas Workforce Commission (TWC) Benefit Ratio starting in 2019. This was achieved by consistently monitoring all claims, appeals, and chargeback inquiries in a timely manner within the deadlines set by TWC.
- Effectively hired and/or onboarded 96 full-time employees, and 138 temporary employees. Full-time employees refer to Associate Teachers, Teacher, Campus Support Positions, or Central Office staff. Temporary employees refer to our campus Substitutes.
- Introduced and implemented a 403(b) and 457(b) plan for all our staff members. The 403(b) and 457(b) plan is a retirement savings vehicle specifically designed for employees of educational institutions. By offering this plan, we aim to provide our staff with a convenient and tax-advantaged option to save for their future.
- The Human Resource department successfully addressed and resolved all grievance complaints at a Level 1, ensuring that no complaints needed to be escalated to the Board of Directors. This achievement highlights our commitment to fostering a positive and fair work environment where issues are promptly and effectively resolved.
- Implemented a comprehensive stipend program, tailored to benefit all RMA employees. This initiative is designed to enhance employee satisfaction and support your professional growth.
- Created a SharePoint for supervisors, offering them a comprehensive suite of tools, memos, training files, interview question banks, job descriptions, procedures, and more. This resource is designed to support their daily tasks and equip them with the necessary tools to excel as proficient leaders within RMA.

# MARKETING & COMMUNICATIONS

## Section 11



# RMA CAMPUS BRANDING

Campus Outreach through Website and Social Media

Ads on Google - attached to Google Analytics

Digital Marketing Campaign with Banner Ads

RMA designed Postcards sent through mailing company

Continued Commerical Coverage throughout the School Year

RMA Branding for displays and tables

Sweatshirts and T-shirts with RMA Branding

SWAG Bags at Convocation

Enrollment Task Force

Gift Baskets with RMA Swag for Dignitaries & local officials

Featured Stories and Articles in Newspapers

TPCSA Video of Students representing Charter Schools

Advertising with Chambers of Commerce

Alignment with Community Partners for Student Centered Initiatives

Digital Email Campaign to ISDs for referral purposes



GOVERNMENT PARTNERSHIPS



RMA BRANDED T-SHIRTS

RMA PUBLIC SCHOOLS **AMA** MIDLAND CAMPUS

- 4 Hour School Days
- CTE Programs
- Credit Recovery
- Accelerated Programs
- Grades 9-12
- Smaller Class Sizes

1305 North Midland Drive, Midland, TX 79703  
Connected to Alamo Heights Baptist Church

**ENROLLING NOW!**

**AMA MIDLAND**

TUITION-FREE PUBLIC SCHOOL

Walk-in, call (432) 203-9829 or apply online: [RMAschools.org](http://RMAschools.org)

4 Opportunities to Graduate Per Year (Oct, Dec, March, June)  
**Join Us May 13th @ 9 am for Our Open House**

[www.rmaschools.org](http://www.rmaschools.org)

ENROLL & GRADUATE

CAMPUS MAILERS

# RMA PUBLIC SCHOOLS MARKETING INITIATIVES

Texas Legislature Resolution

Grand Opening Celebration

Survey for Students & Parents

Legislation Graduation Speakers

Staff Recognition and Appreciation

Introduction of RMA in every community - through Chambers and Leadership Opportunities

"Graduate with Us" Campaign

25th Anniversary of RMA

District Wide Appreciation Video Campaign

Digital Marketing Materials

Alumni Database Expansion with Student Social Media

SCLs creating relationships with referral sources

District Initiatives to celebrate and recognize Students

Community Council Involvement

Videos of Students

Student Recognition and Highlights

School Store Availability for Students, Staff, and Community

Content Calendars for the School Year

Regional Advocacy Director Meetings each quarter for all locations

Portrait of a Graduate



STAFF RECOGNITION



STUDENT VIDEOS



TEXAS LEGISLATURE RESOLUTION



## CAMPUS COMMUNICATION

- Monthly Newsletter
- School Messenger
- Digital Brochures with enrollment QR Code
- Campus Facebook and Instagram
- 6 Foot Banners Inside and Outside of each Campus
- Emailed Schedule of Events to Campus Staff
- Survey for Staff, Students, and Parents



**RMA PUBLIC SCHOOLS**  
GRADUATE ON YOUR TERMS!  
4 OPPORTUNITIES TO GRADUATE PER YEAR (OCT., DEC., MARCH, JUNE)

Choose between Morning or Afternoon Classes  
4 Hours of Class per Day  
Recover Lost Credit  
Accelerated Programs  
Small Class Sizes  
CTE (Career & Technology) Classes  
TEA Approved Public High School  
No Cost to You

**WE CAN GET YOU BACK ON TRACK TO GRADUATE ON TIME**

ENROLL TODAY!  
enrollment@rma-tx.org  
www.rmaschools.org

9 LOCATIONS IN TEXAS

### DIGITAL BROCHURE

APRIL NEWSLETTER  
**RMA PUBLIC SCHOOLS**

Mission: Empowering students to graduate, prepared to exceed all expectations.  
Vision: Every student will be empowered to make CHOICES for lifelong success.

Hi! Hello April

### MONTHLY NEWSLETTER

# CAMPUS COMMUNICATION

RMA Texas Public Schools (Lubbock)  
16h

RMA students are familiar with Edgar Allan Poe's works, having read The Raven, Annabel Lee, and The Tell-Tale Heart. As a final project for English 1, students created posters featuring Agamographs, interesting facts about Poe, and artistic depictions of ravens. In English 2, students utilized watercolor to create a movie strip for each stanza of Annabel Lee. Ms. Rodriguez noted that this project was the students' favorite of the year. The impressive work demonstrated by our students is a testament to their creativity and dedication to learning.

#EmpoweringStudents

### RMA CAMPUSES CELEBRATE STUDENTS ON SOCIAL MEDIA

**GRADUATE With Us Today!**

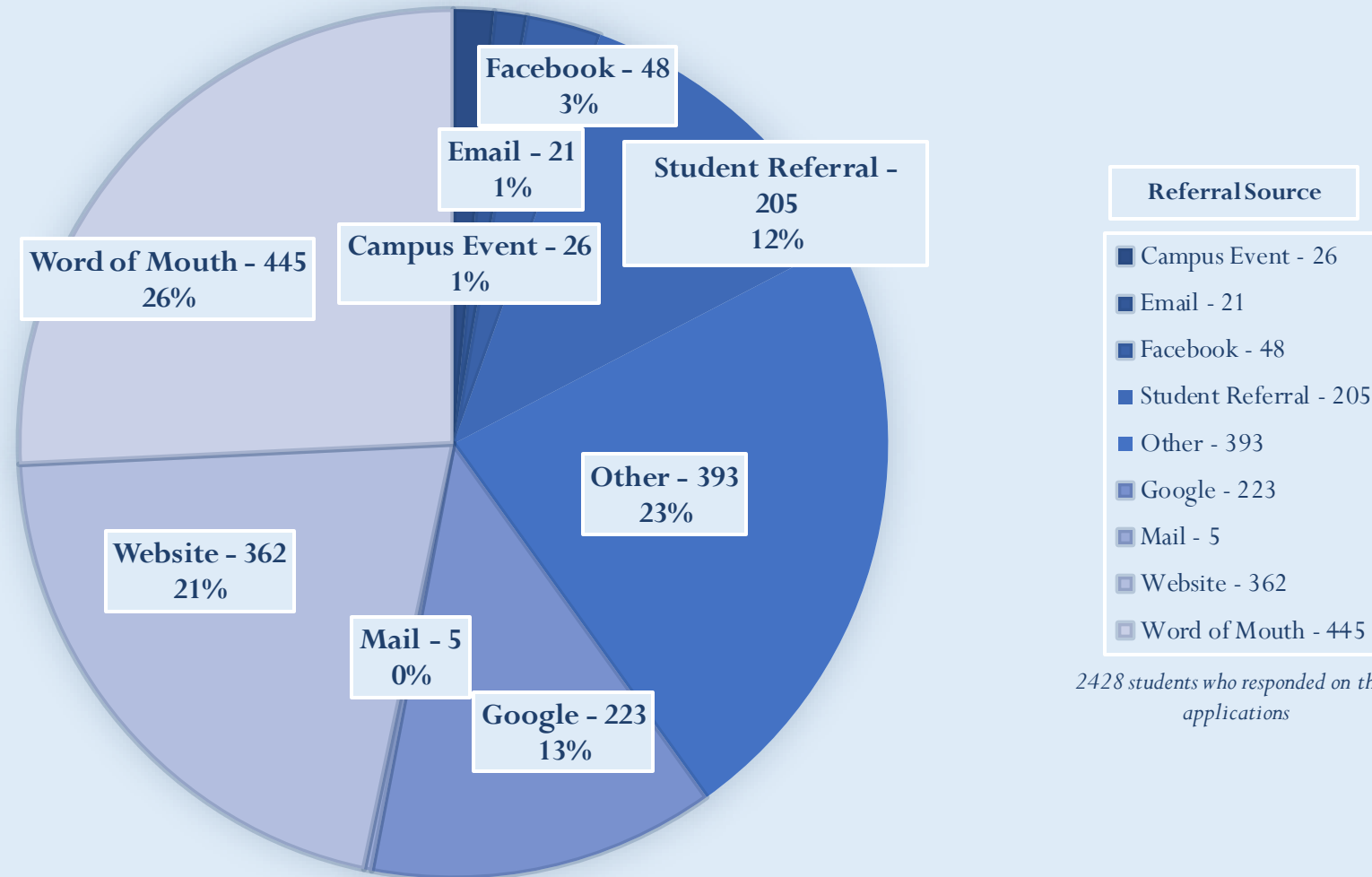
806-740-0811  
rmapublicschools.org

**RMA Lubbock**

### 6 FOOT BANNERS

# HOW DID YOU HEAR ABOUT US?

## Student Applicants



# RMA PUBLIC SCHOOLS SOCIAL MEDIA ACCOUNTS

**Facebook Followers - 3660**

**Up 19%**

**Average Facebook Post Reaches**

**1.7k followers**

**Twitter Followers are up 10%**

**Instagram Views and**

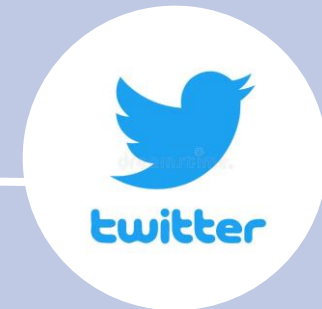
**Interactions up 21%**

**30,958 Website Page Views**

**during May**

**351,967 Total Website Views for**

**the last year**



RMA PUBLIC  
SCHOOLS  
2023 -2024

RMA Public Schools Central Office

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Suite 375

San Antonio, Texas 78258

210.557.6181

[info@rma-tx.org](mailto:info@rma-tx.org)

