



**Camden County Schools**  
***Strategic Plan***  
**August 1, 2019 to June 30, 2023**

*Adopted by the Camden County Board of Education*  
*Adoption Date: July 11, 2019*

## **Vision Statement**

*Our students, our future.*



## **Mission Statement**

*Camden County Schools will equip all learners with knowledge, skills, and values to reach their maximum potential and encompass characteristics of our Profile of a Graduate.*

## Introduction

Strategic plans are intended to be evolving documents. Effective implementation requires revisiting the plan on an ongoing basis and re-evaluating and revising the plan at least annually. While goals appear to be independent of one another and stand alone, effective implementation requires collaboration among persons responsible for the implementation of the six goals. Implementation must occur across the goals to ensure consistency, alignment, and seamlessness as the district works toward achievement of the goals. Communication with the Board of Education on a regular basis about the plan and progress with plan implementation is essential to effectiveness. Processes and structures must be in place to ensure the Board is updated regularly. Communication with and involvement of the community on a regular basis also is essential to effective plan implementation. Processes and structures, including those identified in the action steps, must be in place to ensure the community is updated regularly. Communication with and involvement of district staff on a regular basis must also occur. Again, processes and structures, including those identified in the action steps, must be in place to ensure district staff is updated regularly. The impact of the strategic plan will be directly related to the level at which the plan drives decision-making across the district. When decisions are made by the Board of

Education, district staff, and school staffs, the question must be asked, “How does this decision/this action move the district toward achievement of the strategic plan?” This plan reflects a broad base of input from persons within the district and community and the best thinking of teachers, principals, and central office administrators. It warrants implementation with fidelity.

***Special thanks to the following members of Goal Action Teams and Profile of a Graduate Committee:***

*Christian Overton, Sissy Aydlett, Dr. Jason Banks, Kevin Heath, Chris Purcell, Billie Berry, Yolanda Anderson, Larry Lawrence, Faye Perry, Ina Lane, Vallerie Jacocks, Amber Davis, Mike Lawrence, Christy Saunders, Bethany Godfrey, Lyn Dupree, Millicent Harrington, Ken Thomas, Elisha Lassiter, Tajima Lassiter, Dionne Wesley, Lisa Watson, Devon Morrison, Pam Djigounian, Jennifer Glass, Bonita Robinson, Tim Lazar, Cris Fields, Deborah Penwell, Rachel Joyner, John Gurganus, Jackie Duncan, Jennifer Lilly, Alysia Mizelle, Amy Banks, Andrea Lee, Kim Hollingsworth, Monique Hicks, Maggie Altman, Tom White, Mike Aydlett, Kristen Wynkoop, Alison Harris, LeVar Mizelle, Buddy Mickey, Britton Overton, Daryl Johnson, Robert Overton, Joe Passante, James Riggs, Carol Overton, Jennifer Barclift, Angela Noblitt, Beatrice Ferebee, Chris Mattix, Cleo Aydlett, Derrike Black, Gloria Diaz, Huyla Coker, Janice Simmons, Kevin Buzzard, Kim Forehand, Lauren Karns, Lauri Heckler, Leslie White, Lisa Byrum, Lisa Wentz, Marie-Elaine Dyer, Patsy Wilson, Samuel Shaw, Sharon Wisinger, Shelly Ramirez, Susie Huffman, and Tony Royle.*

**Goal 1: All Camden County Schools will provide a safe and secure environment** *(Team Leader, Joe Ferrell)*

The Goal 1 Action Team is committed to providing a safe and secure environment for all Camden County Schools’ students and employees in/on all school system owned buildings, vehicles, and property. Members of the Goal 1 Action Team include Board of Education members, students, parents, classified staff members, certified staff members, and community emergency response personnel.

**Strategy 1.1:**

Develop policies, procedures, and practices

**Approximate cost for strategy 1.1 - TBD after Assessment/Prioritization**

Action Steps	Timeline (Start Date/ Completion Date)	Person(s) Responsible	Resources Required	Benchmark(s)/Indicator(s) of Completion
1.1.1 Investigate Safety and Security Assessment from 1.28.19 a. Prioritize items in assessment b. Create timeline	August 2019 - ongoing	Cabinet School Safety Teams	Determined by which items are being addressed at that time (prioritized)	Completion of items

<p>(year 1, 2, 3) and procedures for items in assessment</p> <p>c. Determine which items have already been addressed (and check to see procedures have been written)</p> <p>d. When something is determined to need a procedure, person responsible will create procedure and put into plan</p>				
<p>1.1.2 Determine safety/security annual assessment tool for site leaders and then act on findings</p>	<p>July 2019 - ongoing</p>	<p>Cabinet School Safety Teams</p>	<p>Assessment options</p>	<p>Chosen assessment and action steps based on findings</p>
<p>1.1.3 Review and update plan submitted to Emergency Management and Black Box annually/periodically</p>	<p>August 2019 and August of each subsequent year</p>	<p>School Safety Teams Principals</p>	<p>Black Box Information</p>	<p>Submitted/updated information by each school no later than October 1 each year</p>
<p>1.1.4 Develop a school/site safety/security team at each location</p>	<p>August 2019 - ongoing (updated yearly)</p>	<p>Principal</p>	<p>None</p>	<p>Submission of names to Superintendent by August 30 of each year</p>

1.1.5 Develop a plan and schedule to conduct drills	August 2019 - ongoing	Cabinet Principals Emergency Personnel	None	Completion of schedules
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## Strategy 1.2:

### Determine and Develop Training for Staff

Action Steps	Timeline (Start Date/ Completion Date)	Person(s) Responsible	Resources Required	Benchmark(s)/Indicator(s) of Completion
1.2.1 Assess what training staff has had (focusing on any certifications) and what skills the staff possess	September 2019 - October 2019 and ongoing yearly	School Safety Teams Principals	Survey Monkey	Survey Results
1.2.2 All employees will take NIMS Training Levels 100 & 200 online and all administration additionally take Level 300 in a face to face class	August 2019 with a due date of August 2020	Employees Superintendent Principals	None	Submission of certificate of completion
1.2.3 Identify awareness and response training for district (focusing on threat assessment)	August 2019 and ongoing	School Safety Teams	None	Identification of awareness and response training
1.2.4 All employees will be trained in CPR/1st Aid/AED	August 2019 with a due date of August 2020	Employees Nurses Superintendent	Training materials	Sign in sheets and certificates of completion

		Principals		
1.2.5 One category from the emergency response document will be covered at each staff meeting (ex: missing student)	August 2019 - June 2020	Principals	None	Staff meeting agenda and sign in sheets

### Strategy 1.3: Educate Stakeholders

Action Steps	Timeline (Start Date/ Completion Date)	Person(s) Responsible	Resources Required	Benchmark(s)/Indicator(s) of Completion
1.3.1 Provide specific education to various groups of stakeholders (school-level, parents, emergency personnel, community, etc.)	August 2019 and ongoing	Appropriate school and community personnel	None	Actions Steps will continually be reassessed and updated
1.3.2 Determine appropriate methods of notification and community awareness the district will implement to address	August 2019 and ongoing	Appropriate school and community personnel including Superintendent, Principals, Public Information Officer, etc.	None	Actions Steps will continually be reassessed and updated



safety and security				
1.3.3 Develop means to determine effectiveness of steps to educate stakeholders	August 2019 and ongoing	Superintendent Principals	None	Actions Steps will continually be reassessed and updated

## Strategy 1.4:

### Determine and Address Needed Facilities and Grounds Updates

Action Steps	Timeline (Start Date/ Completion Date)	Person(s) Responsible	Resources Required	Benchmark(s)/Indicator(s) of Completion
1.4.1 Investigate Safety and Security Assessment <ul style="list-style-type: none"> <li>a. Prioritize items in assessment</li> <li>b. Create timeline (year 1, 2, 3) and procedures for items in assessment</li> <li>c. Determine which items have already been addressed</li> <li>d. When something is determined to be needed or upgraded, person</li> </ul>	August 2019 and ongoing	Appropriate school and community personnel including Superintendent, Cabinet, Principals, SRO, School Safety Teams, etc.	Results of completed Safety and Security Assessment  TBD	Actions Steps will continually be reassessed, updated and completed

responsible will be identified and follow through				
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### Strategy 1.5:

Establish in-depth security requirements and program oversight

### Approximate cost for strategy 1.5 - \$128,000

Action Steps	Timeline (Start Date/ Completion Date)	Person(s) Responsible	Resources Required	Benchmark(s)/Indicator(s) of Completion
1.5.1 Identify the specifics for establishment of a Safety/Security Director	August 2019 - ongoing	Superintendent Board of Education Finance Officer	Salary and benefits for Safety/Security Director \$70-\$90,000  Job description	Hiring of a Safety/Security Director
1.5.2 Hire a third School Resource Officer for the district	July 2019 and ongoing	Superintendent Board of Education	Salary and benefits for SRO \$38,000	Hiring of a third SRO

**Goal 2: All Camden County Schools will provide increased academic support for exemplary classroom teaching and instructional leadership**

*(Team Leader: Yolanda Anderson)*

*Goal Action Team 2 is committed to defining expectations, standards, and providing a common understanding for exemplary classroom teaching and learning.*

**Strategy 2.1:**

*Ensure curriculum, instruction, and assessment are designed and delivered with a focus on content rigor, curriculum, and standards*

**Approximate Cost for Strategy 2.1- \$185,000**

Action Steps	Timeline (Start Date/ Completion Date)	Person(s) Responsible	Resources Required	Benchmark(s)/Indicator(s) of Completion
2.1.1 Provide professional learning for teachers and leaders that strengthen their knowledge and understanding of content.	July 2019-ongoing	<ul style="list-style-type: none"> <li>• School Improvement Team</li> <li>• School Administration</li> <li>• District Professional Development Team</li> <li>• Finance</li> </ul>	<ul style="list-style-type: none"> <li>• Knowledge of effective professional learning opportunities and options</li> <li>• School and Districtwide professional learning</li> </ul>	<ul style="list-style-type: none"> <li>• Documentation of consistent implementation of professional learning opportunities</li> <li>• Supplementary Purchase orders (i.e., i-Ready, Apex Learning, Reading</li> </ul>

			<ul style="list-style-type: none"> <li>opportunities</li> <li>● Research based supplementary materials</li> <li>● Online homework resources</li> <li>● Instructional Coaches</li> </ul>	Eggs, Mathseeds, Accelerated Reader)
<p>2.1.2 Provide common planning time for teachers to collaborate with other professionals to plan rigorous curriculum</p> <ul style="list-style-type: none"> <li>● Develop/revise curriculum maps</li> <li>● Develop/revise pacing guides</li> <li>● Develop lesson plans</li> </ul>	July 2019-ongoing	<ul style="list-style-type: none"> <li>● School Improvement Team</li> <li>● School Administration</li> <li>● District Professional Development Team</li> </ul>	<ul style="list-style-type: none"> <li>● Time and defined structures for teacher collaboration and vertical curriculum alignment</li> <li>● Elementary/Secondary PLC (quarterly)</li> </ul>	<ul style="list-style-type: none"> <li>● Documentation of planning sessions</li> </ul>
<p>2.1.3 Provide differentiated teacher led professional development and mentors for beginning teachers on standards, curriculum, and best teaching practices for the district</p>	July 2019-ongoing	<ul style="list-style-type: none"> <li>● School Administration</li> <li>● District Professional Development Team</li> <li>● Human Resources</li> </ul>	<ul style="list-style-type: none"> <li>● Knowledge of effective professional development opportunities and options</li> <li>● Determined Districtwide needs</li> </ul>	<ul style="list-style-type: none"> <li>● Documentation of differentiated professional development sessions</li> </ul>
<p>2.1.4 Create opportunities for teachers to observe each other</p>	July 2019-ongoing	<ul style="list-style-type: none"> <li>● School Administration</li> <li>● Superintendent</li> </ul>	<ul style="list-style-type: none"> <li>● Time and defined structures for teacher collaboration</li> </ul>	<ul style="list-style-type: none"> <li>● Documentation of teachers participating in learning walkthroughs</li> </ul>

			<ul style="list-style-type: none"> <li>• Student data/outcomes</li> <li>• Teacher surveys</li> <li>• Districtwide instructional rounds</li> </ul>	<ul style="list-style-type: none"> <li>• Examples of learning walkthrough observation tools</li> </ul>
2.1.5 Identify and support struggling students through a student centered support system at each school	July 2019-ongoing	<ul style="list-style-type: none"> <li>• School Improvement Team</li> <li>• School Administration</li> <li>• Student Services</li> <li>• School MTSS Team</li> </ul>	<ul style="list-style-type: none"> <li>• Student data/outcomes</li> <li>• Continuous support from the Student Health Action Coalition</li> </ul>	<ul style="list-style-type: none"> <li>• Printed and shared social and emotional procedures/flowcharts</li> </ul>
2.1.6 Implement data teams at each school	July 2019-ongoing	<ul style="list-style-type: none"> <li>• School Improvement Team</li> <li>• School Administration</li> </ul>	<ul style="list-style-type: none"> <li>• Time and defined structures for teacher collaboration</li> <li>• Instructional strategies, materials, and resources</li> </ul>	<ul style="list-style-type: none"> <li>• Documentation of planning sessions</li> <li>• Student data results and outcomes as a result of data teaming</li> </ul>
2.1.7 Develop common formative assessments to inform instruction through the data team process	July 2019-ongoing	<ul style="list-style-type: none"> <li>• School Improvement Team</li> <li>• School Administration</li> </ul>	<ul style="list-style-type: none"> <li>• Time and defined structures for teacher collaboration</li> <li>• Instructional strategies, materials, and resources</li> </ul>	<ul style="list-style-type: none"> <li>• Documentation of planning sessions</li> <li>• Created and shared written assessments</li> </ul>
2.1.8 Diversity in terms of how course work is	July 2019-ongoing	<ul style="list-style-type: none"> <li>• School Improvement</li> </ul>	<ul style="list-style-type: none"> <li>• Time and defined</li> </ul>	<ul style="list-style-type: none"> <li>• Communicated and shared</li> </ul>

<p>assessed</p> <ul style="list-style-type: none"> <li>grading practices (formative, summative, project-based, presentations, cooperative group activities, etc.)</li> </ul>		<p>Team</p> <ul style="list-style-type: none"> <li>School Administration</li> <li>Curriculum &amp; Instruction Division</li> </ul>	<p>structures for teacher collaboration</p> <ul style="list-style-type: none"> <li>Instructional strategies, materials, and resources</li> </ul>	<p>expectations and standards for grading practices</p> <ul style="list-style-type: none"> <li>Documentation of consistent implementation</li> </ul>
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## Strategy 2.2:

*Communication of exemplary classroom teaching and instructional leadership to all stakeholders to establish a positive district climate/culture*

### Approximate Cost for Strategy 2.2- \$3,000

Action Steps	Timeline (Start Date/ Completion Date)	Person(s) Responsible	Resources Required	Benchmark(s)/Indicator(s) of Completion
2.2.1 Establish common language to be shared district-wide to ensure that parents have a clear understanding of exemplary classroom teaching and instructional leadership	Aug 2019-Dec. 2019	<ul style="list-style-type: none"> <li>Superintendent</li> <li>Cabinet</li> <li>Central Office</li> <li>School Administration</li> <li>Student Services</li> <li>District Communication Team</li> <li>School Leadership (Representatives from each</li> </ul>	<ul style="list-style-type: none"> <li>Documents/ artifacts from Strategies 2.1 and 2.3</li> </ul>	<ul style="list-style-type: none"> <li>Distributed and shared message</li> </ul>

		<ul style="list-style-type: none"> <li>school)</li> <li>IT personnel</li> </ul>		
<p>2.2.2 Develop a plan for providing parents with initial and continual clarification and understanding:</p> <ul style="list-style-type: none"> <li>Create electronic and print materials for disseminating this understanding to parents</li> <li>Organize district/school parent informational sessions, such as lunch/learn opportunities, parent nights, open house</li> </ul>	January 2020-June 2020	<ul style="list-style-type: none"> <li>Goal Action Team 2</li> <li>School Communication Team</li> </ul>	<ul style="list-style-type: none"> <li>District communication plan/procedures for the dissemination of information</li> </ul>	<ul style="list-style-type: none"> <li>Distributed and shared steps and procedures</li> </ul>
<p>2.2.3 Distribute the information to all stakeholders (differentiated by each school)</p>	Aug 2020- ongoing	<ul style="list-style-type: none"> <li>Superintendent</li> <li>Cabinet</li> <li>Central Office</li> <li>School Administration</li> <li>Student Services</li> <li>Data Manager</li> </ul>	<ul style="list-style-type: none"> <li>District calendar</li> <li>Bright Arrow Communication System</li> </ul>	<ul style="list-style-type: none"> <li>Distributed and shared calendar for communication with all stakeholders</li> <li>Documented Bright Arrow Communication Messages delivered to all stakeholders</li> </ul>

## Strategy 2.3:

*Increased student achievement resulting in improvements for each school's academic growth and grade level proficiency rates*

### Approximate Cost for Strategy 2.3- \$25,000

Action Steps	Timeline (Start Date/ Completion Date)	Person(s) Responsible	Resources Required	Benchmark(s)/Indicator(s) of Completion
2.3.1 Provide equity and excellence of education by increasing overall performance and eliminating the gaps between minority and non-minority students	August 2019-January 2020	<ul style="list-style-type: none"> <li>School Assistance Team</li> <li>School Social Worker</li> <li>Classroom Teachers</li> <li>School Counselors</li> <li>MTSS District and School Teams</li> </ul>	<ul style="list-style-type: none"> <li>Trainings or planning activities associated with the implementation of targeted Professional Development</li> <li>Comprehensive Needs Assessment with a focus on minority and non- minority students</li> </ul>	<ul style="list-style-type: none"> <li>Published/shared results from the Comprehensive Needs Assessment</li> <li>Communicated and shared information relating to increased student performance of minority and non minority students</li> </ul>
2.3.2 Ensure Student Assistance Teams' processes are in place in order to problem/solve academic and behavioral	August 2019-June 2020	<ul style="list-style-type: none"> <li>MTSS District and School Teams</li> <li>School Psychologist</li> </ul>	<ul style="list-style-type: none"> <li>MTSS Training</li> <li>Professional Development Opportunities</li> </ul>	<ul style="list-style-type: none"> <li>Documentation of professional development sessions</li> <li>Documentation of</li> </ul>



issues		<ul style="list-style-type: none"> <li>● Counselors</li> <li>● ,School Administration</li> <li>● Student Services</li> </ul>		consistent implementation (i.e. meeting minutes and agenda, print/electronic handouts, etc.)
2.3.3 Curriculum Nights where parents have the opportunity to learn how their students are required to learn how their students are required to learn. Providing parents on skill specific strategies /interventions to better help their child at home.	August 2019-June 2020	<ul style="list-style-type: none"> <li>● Classroom teachers</li> <li>● Title 1 Teachers</li> <li>● AIG Teachers</li> <li>● School Administration</li> </ul>	<ul style="list-style-type: none"> <li>● Remediation Plans</li> <li>● skill-based activities, curriculum crosswalks</li> </ul>	<ul style="list-style-type: none"> <li>● Documentation of consistent implementation (i.e. meeting minutes and agenda, print/electronic handouts, etc.)</li> </ul>
2.3.4 Develop common language through professional development to help staff understand the unique needs of minority and non minority students and to learn best practices, techniques and strategies	August 2019-June 2020	<ul style="list-style-type: none"> <li>● Vertical/PLC Teams</li> <li>● Differentiated Professional Development Opportunities</li> <li>● Teacher trainer</li> <li>● School Administration</li> <li>● Chief Academic Officer</li> <li>● Goal Action Team 2</li> <li>● Curriculum &amp; Instruction Division</li> </ul>	<ul style="list-style-type: none"> <li>● District Professional Development</li> <li>● Professional Development (out of district)</li> </ul>	<ul style="list-style-type: none"> <li>● Documentation of consistent implementation</li> </ul>
2.3.5 Write School Improvement Plans that are data driven and support achievement	August 2019-October 2019	<ul style="list-style-type: none"> <li>● School Improvement Teams</li> <li>● MTSS District</li> </ul>	<ul style="list-style-type: none"> <li>● Time and defined structures for collaboration</li> </ul>	Published/shared implementation plan of action

gaps.		and School Teams <ul style="list-style-type: none"> <li>• School Assistance Team</li> <li>• Data Teams</li> <li>• Title 1 Teachers</li> <li>• AIG Teachers</li> </ul>	amongst staff	
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**Goal 3: All Camden County Schools will be provided adequate resources**

*(Team Leader: Faye Perry)*

*To provide resources to all schools in an equitable manner to ensure that students and staff have an opportunity to learn.*

*Goal Action Team 3 included a School Based Administrator, a County Commissioner, a School Board Member, a Community Member serving with Camden County Education Foundation, a Classroom Teacher, a Classified School Based Employee, and a Central Office Administrator.*

*We have 4 strategies in our goal.*

*3.1 Examine current finance processes and procedures*

*3.2 Educate Budget Stakeholders across the district*

*3.3 Grants and outside funding opportunities*

*3.4 Tapping into community resources available*

## Strategy 3.1:

*Examine current finance processes and procedures*

### Approximate Cost for Strategy 3.1 - \$6,900

Action Steps	Timeline (Start Date/ Completion Date)	Person(s) Responsible	Resources Required	Benchmark(s)/Indicator(s) of Completion
3.1.1 Review State and Local Requirements	July 2019 and continuing forward	Purchasing Agent, Chief Finance Officer	State Contract, BOE purchasing policies, NCDPI \$6,900	Purchase orders, Invoices, Cook Consulting spreadsheets with expenses listed
3.1.2 Examine the current use of funds to evaluate if we can obtain more flexibility within the funds currently available	July 2019 and continuing forward	Bookkeepers, Purchasing Agent, Chief Finance Officer, Principals, SIT Chairs	Government Contracting sites, NCDPI website, State Contract	Purchase orders, Invoices, Cook Consulting spreadsheets with expenses listed
3.1.3 Develop & upgrade written procedures for purchasing.	July 2019 and continuing forward	Purchasing Agent, Chief Finance Officer	NCDPI, BOE purchasing policies	Revision of local purchasing manual
3.1.4 Be fiscally responsible and eliminate any waste	July 2019 and continuing forward	Bookkeepers, Purchasing Agent, Chief Finance Officer, Principals, SIT Chairs	NCDPI, BOE policies, Government Contracting sites, State Contract	Purchase orders and invoices that connect to SIT plans, checklists, federal guidelines

## Strategy 3.2:

### *Education of Budget Stakeholders across the district*

Action Steps	Timeline (Start Date/ Completion Date)	Person(s) Responsible	Resources Required	Benchmark(s)/Indicator(s) of Completion
3.2.1 Create educational material to go out and educate others.	July 2019 - August 2019 for Admin level staff  August 2020 - September 2021 for other staff levels	Chief Finance Officer and Teacher member of the Goal 3 Committee	NCDPI data for LEA	Handout to be distributed
3.2.2 Provide open communication between staff at all levels.	July 2019 and ongoing	Chief Finance Officer, Principals and Directors	Flow Chart for educating all staff, School Improvement Teams, Principals and Directors	Notes from committee meetings that present questions
3.2.3 Finance Officer will attend meetings within the schools to help educate staff on the budget.	2019-20 SY to speak to principals and directors, 2020-21 to work with staff members at all levels	Chief Finance Officer	School Improvement Team Meeting Principals	Meeting minutes

## Strategy 3.3:

### *Grants and Outside Funding opportunities*

#### **Approximate Cost for Strategy 3.3 - \$10,000 - \$30,000**

Action Steps	Timeline (Start Date/ Completion Date)	Person(s) Responsible	Resources Required	Benchmark(s)/Indicator(s) of Completion
3.3.1. Reach out to the Superintendent to help implement a crowd source funding policy for the district.	2019-2020 SY	BOE member on Goal 3 Committee	BOE members and Superintendent	Implementation of BOE Policy
3.3.2 Contract, hire or find an employee to help facilitate writing grants	2020-2021	BOE member and BOC member on Goal 3 Committee	BOE members and BOC members having ongoing discussions	Employment or contracting of individual or group and grant received
3.3.3 To compile resources of grants available to our district and make a list of documents and ensure that all grant items are included on inventory.	2020-2021 and continuing	CCEF member on Goal 3 Committee	Community members, online websites, staff members and social media	List made available for staff and/or grant writing agent to know where to apply for the grants found

## Strategy 3.4:

### *Tapping into community resources available*

Action Steps	Timeline (Start Date/ Completion Date)	Person(s) Responsible	Resources Required	Benchmark(s)/Indicator(s) of Completion
3.4.1 Identify a list of community service hours for internal groups in schools	2019-2020 and ongoing	Bookkeeper and Principal on Goal 3 Committee	Club Advisors	List provided by Club/organization advisors that list the number of hours needed for each group
3.4.2 Identify a list of resources available within the community	2020-2021 and ongoing	CCEF member and BOC member on Goal 3 Committee	CCEF members, school staff who live in the community	List that is gathered by the CCEF member to use to identify needs and begin to find ways to fill the needs if possible in the community
3.4.3 Create a list of resources needed to match to resources available	2020-2021 and ongoing	Goal 3 Committee members	SIT Chairs, Principals, Directors	List provided by SIT Chairs and other leadership in the district of resources needed

**Goal 4: All Camden County Schools will work to improve teacher working conditions** *(Team Leader: Billie Berry)*

*The strategic planning team is committed to providing optimum working conditions for teachers and all employees of Camden County Schools. Members of the Goal 4 Committee included: Camden County Board of Education member, Chief Human Resources Officer, a principal, an assistant principal, and all members of the Teacher Advisory Council (TAC).*

**Strategy 4.1:**

*Utilize Teacher Advisory Council (TAC) and Classified Advisory Committee to address concerns related to teacher working conditions*

Action Steps	Timeline (Start Date/ Completion Date)	Person(s) Responsible	Resources Required	Benchmark(s)/Indicator(s) of Completion
4.1.1 Implementing action steps released from Dr. Ferrell	July, 2019 and ongoing	Cabinet & Principals	Varies	Follow-up is given at TAC meetings
4.1.2 Utilize TAC to address specific concerns, by schools regarding PD	September, 2019 and ongoing	Superintendent, CAO, and TAC members	Information regarding professional development	Increase PD elements of the NCTWS by 15 percent on the 2020 administration of the survey and 25 percent

				(from 2018) by 2022
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## Strategy 4.2:

### *Improve teacher working conditions through School Improvement Teams*

Action Steps	Timeline (Start Date/ Completion Date)	Person(s) Responsible	Resources Required	Benchmark(s)/Indicator(s) of Completion
4.2.1 Identify areas of weakness to target at each school location (below 80%)	2019 School Improvement Plans and ongoing	Principals, School Improvement Teams	2018 NCTWS results	Evidence of target areas embedded in School Improvement Plans; Improvement in targeted areas on the 2020 and 2022 NCTWS
4.2.2 Analyze each statement on the TWC to make sure all have an equal and consistent understanding of terminology, etc.	Fall 2019	Chief Human Resources Officer, Principals, School Improvement Teams	Copies of NCTWS	Evidence of NCTWS discussions on SIT and staff meeting agenda
4.3.3 Monitor growth of targeted areas	Summer 2020 and ongoing	Chief Human Resources Officer, Principals, School Improvement Teams	2020 NCTWS results	Improvement in targeted areas to 80 percent



## Strategy 4.3:

*Improve coordination and communication between Central Office and school employees*

Action Steps	Timeline (Start Date/ Completion Date)	Person(s) Responsible	Resources Required	Benchmark(s)/Indicator(s) of Completion
4.3.1 Incorporate teacher input to improve Central Office responsiveness to schools	Spring 2020 and ongoing	Superintendent, Cabinet	Central Office effectiveness survey	Annual administration and growth on the Central Office survey
4.3.2 Communicate with appropriate Strategic Planning Committees and cabinet members regarding areas of concern from the TWC survey	2019 and ongoing	Chief Human Resources Officer, Cabinet	NCTWS results	Evidence of target area discussion in cabinet meeting minutes

**Goal 5: All Camden County Schools will be provided increased student services support** *(Team Leader: Ina Lane)*

The committee selected five strategies to work on for this Strategic Plan based on what we felt were of areas of greatest need. Members of the committee included: Camden Board of Education member, Chief Student Services Officer, School Guidance Counselor, School Nurse, School Social Worker, Director of Special Programs, and a Parent.

The five strategies are as follows:

1. Student Enrollment Process
2. Student Attendance
3. Student Health and Well-Being
4. Mental Health Awareness
5. School-based Emergency Preparedness

**Strategy 5.1:**

*Student Enrollment Process*

Action Steps	Timeline (Start Date/ Completion Date)	Person(s) Responsible	Resources Required	Benchmark(s)/Indicator(s) of Completion
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5.1.1 Create district-wide enrollment packet	July, 2019-August, 2019	Chief Student Services Officer and School Enrollment Personnel	Time and Forms	Creation of an enrollment checklist, cumulative folder checklist, forms for identifying special needs
5.1.2 Shared Housing updated annually at the beginning of school year	August, 2019-Ongoing	Chief Student Services Officer and Principals	Time and Form	Principal will sign off on verification form within 30 days of the beginning of the school year
5.1.3 Homeless student status updated annually at the beginning of the school year	August, 2019-Ongoing	Chief Student Services Officer and Principals	Time and Form	Principal will sign off on verification form and submit a copy to SS within 30 days of the beginning of school year
5.1.4 Employees that reside out of county and enroll students in CCS must report annually	August, 2019-Ongoing	Chief Student Services Officer and Principals	Time and Form	Principal will sign off on each form verifying employees' children are enrolled in CCS and submit a copy to SS within 30 days of the beginning of the school year
5.1.5 Follow up on out of district enrollment reports	July, 2019-Ongoing	School Social Worker	Forms and use of county vehicle for home visits	Out-of-county students dropped from enrollment in CCS as documented in PowerSchool

## Strategy 5.2: *Student Attendance*

Action Steps	Timeline (Start Date/ Completion Date)	Person(s) Responsible	Resources Required	Benchmark(s)/Indicator(s) of Completion
5.2.1 Develop and implement attendance contracts to engage students and parents	August, 2019-Ongoing	Principal, School Social Worker, School Guidance Counselor	Forms	Improved attendance documented by PowerSchool
5.2.2 Provide attendance incentives-recognize good attendance and improved attendance	August, 2019-Ongoing	Principal and Assistant Principal	Awards	Improved attendance documented by PowerSchool
5.2.3 Address compulsory attendance violations	August, 2019-Ongoing	School Social Worker	Forms and access to county vehicle for home visits	Improved attendance documented by PowerSchool; court documentation if necessary
5.2.4 Address chronic tardies and early student pick-up	August, 2019-Ongoing	Principal, School Social Worker, School Guidance Counselor	Time for parent meetings, forms	Decreased tardies and early pickups documented by Parent Sign-In sheets

## Strategy 5.3:

### *Student Health and Well-Being*

#### **Approximate Cost for Strategy 5.3- \$2,000**

Action Steps	Timeline (Start Date/ Completion Date)	Person(s) Responsible	Resources Required	Benchmark(s)/Indicator(s) of Completion
5.3.1 Properly define bullying for students and parents--call behaviors what they are	August, 2019 and Annually thereafter	Speakers, CCS Staff members	Funds to contract with speakers, purchase of posters and other educational materials--\$1,000	Documented decrease in use of Bullying Report Form
5.3.2 Employ Title IX when necessary and Follow the SART (Sexual Assault Response Team) Protocol	August, 2019-Ongoing	Chief Student Services Officer, School Guidance Counselors, Principals, School Social Worker	Report Forms, Possible Law Enforcement Personnel and Family Advocate Agencies	No reports filed in Title IX
5.3.3 Training personnel in safe transportation of exceptional children	August, 2019-Ongoing	Chief Operations Officer, Transportation Director	Training materials	No reports of mishaps when transporting exceptional children
5.3.4 Provide carbohydrate information and allergen identification to nurses and school cafeteria personnel from child nutrition	August, 2019-Ongoing	Director of Child Nutrition, Contracted Dietician	Information from ingredients used in recipes of food served in cafeterias	Decrease in medical concerns among diabetic students and students with allergies

5.3.5 Ensure health information is consistently transmitted to the schools	August, 2019-Ongoing	Chief Student Services Officer, Nurses, SHAC committee	Printed materials, emails, cabinet, central office, and principal meetings	Increased knowledge among CCS staff members
5.3.6 Substance abuse training for students and staff	August, 2019-Ongoing	Chief Student Services Officer, Chief Human Resources Officer, Optima, speakers, Trillium, Law Enforcement Personnel, SRO, ARHS	DARE materials, funds for other printed materials and to contract with speakers--\$500	Decrease in number of school suspensions for substance abuse, improved relationships with students and adults in talking about substance abuse
5.3.7 Provide comprehensive sex education including human trafficking	August, 2019-Ongoing	Chief Student Services Officer, Health/PE Teachers, SRO, speakers, Law Enforcement Personnel	Funds for materials and to contract with speakers--\$500	Increase in knowledge among students and staff

## Strategy 5.4:

### *Mental Health Awareness*

#### **Approximate Cost for Strategy 5.4 - \$3,000**

Action Steps	Timeline (Start Date/ Completion Date)	Person(s) Responsible	Resources Required	Benchmark(s)/Indicator(s) of Completion
5.4.1 Provide awareness of Albemarle Hopeline and Mobile Crisis to CCS Staff	August, 2019-Ongoing	Chief Student Services Officer, School Guidance Counselors, School Social Worker	Printed materials provided by agencies	Evidence in schools of the knowledge of community assistance agencies

5.4.2 Develop a protocol for Suicide Prevention	July, 2019-August, 2019	Chief Student Services Officer, School Guidance Counselors, School Social Worker	Information from outside support agencies, funds for materials--\$500	Decrease in suicide rate, increase in signs of suicide ideation
5.4.3 Develop a protocol for student mental health evaluation as indicated by certain school incidents	July, 2019-August, 2019	Chief Student Services Officer, School Guidance Counselors, School Social Worker	Time and materials	Demonstrated implementation of protocol should evident arise
5.4.4 Youth Mental Health First Aid training for all CCS personnel	July, 2019-Ongoing	Chief Student Services Officer	Time, materials for training, YMHFA manuals--\$2,400	Employee Certification
5.4.5 ACEs training for all CCS personnel	July, 2019-Ongoing	Chief Student Services Officer	Time, materials	CEUs for licensed staff, certificates
5.4.6 Provide group counseling for ALP students transitioning back to general population	August, 2019-Ongoing	School Social Worker, Chief Student Services Officer, ALP Instructor	Time and materials	Skills implemented by students who transition back to general population
5.4.7 Provide Parenting Workshops for Camden County community	August, 2019-Ongoing	Chief Student Services Officer, School Social Worker, School Guidance Counselors	Materials, time, venue--\$100 for printing costs	Attendance logs for sessions
5.4.8 Contract with outside support agencies with MOUs to provide mental health support for students	July, 2019-Ongoing	Chief Student Services Officer	Qualified agencies, MOUs	MOUs in place

## Strategy 5.5:

### *School-based Emergency Preparedness*

#### **Approximate Cost for Strategy 5.5 - \$3,000**

Action Steps	Timeline (Start Date/ Completion Date)	Person(s) Responsible	Resources Required	Benchmark(s)/Indicator(s) of Completion
5.5.1 Provide accessibility to student rescue medications in the individual student's classroom	August, 2019-Ongoing	Chief Student Services Officer, Nurses	Medication containers for each classroom--\$1,000	Rescue medications are present with each student in each classroom
5.5.2 Provide Emergency Response Team at every school- BERT (Bruin Emergency Response Team)	August, 2019-Ongoing	Chief Student Services Officer, Principals	Personnel to be trained and serve on the BERT	Each school will have a BERT in place
5.5.3 Ensure that all CCS personnel trained in CPR/First Aid/AED administration	July, 2019-Ongoing	Nurses, Outside Agencies	Funds to provide materials and contracted services--\$500	Each CCS employee has attained certification
5.5.4 Provide Response Cart stocked with emergency supplies for each school	July, 2019-Ongoing	Principals, Nurses, Chief Student Services Officer	Emergency Response Cart for each school stocked with necessary supplies--\$500	Carts stocked with emergency supplies are in place at each school



5.5.5 Ensure that all buses that transport students have working and maintained cameras	August, 2019-Ongoing	Chief Operations Officer, Director of Transportation	Funding to purchase and repair cameras--\$1,000 annually	Every CCS bus has functioning cameras in place
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**Goal 6: All Camden County Schools facilities will be adequate:**

- **Facilities building and upgrades**
- **Vehicle replacement**
- **Technology replacement/upgrades**

*(Team Leader: Larry Lawrence)*

*Goal Team 6 committed to three separate strategies:*

- *Facility Buildings and Facility Upgrades*
- *Vehicle Replacement*
- *Technology Replacement/Upgrades*

*The action steps developed for these initiatives are specific to improving aged buildings to ensure an environment where students, staff and administrators can pursue education in a safe and unencumbered environment, where continuous upgrades improve the efficiency of an organized campus and classroom, where students, staff and administrators have reliable and safe transportation and*

*where the support of updated technology provides increased availability and productivity for student success.*

## **Strategy 6.1:**

### *Facility Buildings and Upgrade Goals*

#### **Approximate Cost for Strategy 6.1 - \$305,000**

Action Steps	Timeline (Start Date/ Completion Date)	Person(s) Responsible	Resources Required	Benchmark(s)/Indicator(s) of Completion
6.1.1 Repairing/Replacing Press Box @ CCHS	Jul 2019 - Aug 2020 until completion	L Lawrence B Mickey A Davis	Capital Outlay/Lottery	Completion
6.1.2 Review Traffic Pattern and Pick Up Procedures @ GPS	Jul 2019 - Dec 2019	L Lawrence B Mickey	None	Fewer cars backed up on NC Hwy 343; faster pick up and drop offs
6.1.3 Rubber matting for County Yard @ GPS	June 2020 - Aug 2020	L Lawrence B Mickey	\$65,000.00 from Capital Outlay	Completion
6.1.4 Covered Walkway from Bldg to Gym @ CMS	June 2020 - Aug 2020	L Lawrence B Mickey	\$75,000.00 from Capital Outlay	Completion
6.1.5 Repair/Rebuild Leaking Window wall @ GPS	June 2020 - Aug 2020	L Lawrence B Mickey	Pending Bids	Completion

6.1.6 Look at areas around CCHS that we could use for a site for a new CECHS bldg	Jul 2019 - Sept 2019	A Davis L Lawrence	None	Picking an area on which to build
6.1.7 Renovate Central Office Bldg w/new addition	2020-2021	L Lawrence B Mickey	\$275,000.00 (\$165,000 of which is inheritance)	Completion of new building
6.1.8 Construction of New CECHS Building	2021-2022	L Lawrence B Midkey	Pending Bids	Completion of Building

## Strategy 6.2:

### *Facilities Planning*

### *Vehicle Replacement*

## Approximate Cost for Strategy 6.2- \$246,000

Action Steps	Timeline (Start Date/ Completion Date)	Person(s) Responsible	Resources Required	Benchmark(s)/Indicator(s) of Completion
6.2.1 Central Ofc Replacement Vehicle (4 Door Car)	Jul 2019 - Nov 2019	Britton Overton	\$33,000.00 Capital Outlay	Vehicle December
6.2.2 Activity Bus Replacement	Jul 2020-Feb 2021	Britton Overton	\$90,000.00 Capital Outlay	Vehicle December

6.2.3 Central Ofc Replacement Vehicle (Car)	Jul 2020-Nov 2020	Britton Overton	\$33,000.00 Capital Outlay	Vehicle December
6.2.4 Activity Bus Replacement	Jul 2021-Feb 2022	Britton Overton	\$90,000.00 Capital Outlay	Vehicle December

## Strategy 6.3: *Technology*

### Approximate Cost for Strategy 6.3- \$370,000

Action Steps	Timeline (Start Date/ Completion Date)	Person(s) Responsible	Resources Required	Benchmark(s)/Indicator(s) of Completion
6.3.1 Update Phone System for all schools and Central Office	Jul 2019-until completion	Technology Dept., Schools, Chief Operations Officer	\$35,000.00 Capital Outlay	New phone system for a school until completed
6.3.2 Upgrades to LAN Network	Jul 2019-until completion	Technology Dept.	Federal Funds State Funds ERATE	Faster network speeds

6.3.3 Implement 1:1 student computer ratio	Jul 2019-until completion	Technology, Principals	\$135,000.00	ADM vs. Devices in Schools
6.3.4 Upgrade PCs for teachers, staff, and administrators	On going	Technology Dept.	Local and State Funds \$95,000.00	Age of equipment in school system
6.3.5 Determine the need for a technology supply fee for students to help offset the costs of replacement parts and implementation	Summer 2019/when needed	Technology Dept., Principals, Treasure, COO, CFO	Develop an account to collect funds to use for repairs/replacement of devices \$10 student fee	Implementing a Technology Use Fee and updated Technology Use Forms
6.3.6 Develop a plan to refresh and update the website	2019-2020	Technology Dept., Superintendent's Cabinet	Build into Budget \$10,000.00	New layout and plan for website
6.3.7 Start a rotation cycle for Chrome devices once we have a better estimate on how long they will last (Est every 5 yrs from purchase date)	On going	Technology Dept., Principals	State Funds School Funds Budget \$95,000.00 per year	Inventory System Replacement of old Chrome devices with newer devices
6.3.8 Update Technology Replacement Plan	Yearly	Technology Dept., Principals, Media Coordinators	Local Budget	Inventory System, Technology Plan