



Report to the New Jersey Board of Education Camden City School District

State District Superintendent Katrina T. McCombs
Interim School Business Administrator Margaret McDonnell

December 2, 2020



Agenda

Vision for the District and our Why?

District Priorities and Goals

The Last 18 Months: Highlights and Gaps

Closing Thoughts



District Vision

“All Camden Students will attend a high quality school where they are valued, challenged, and prepared for college and careers that positively impact their community and the world.”



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Putting Students First: District Priorities

1 Priority 1: Accelerate student achievement

2 Priority 2: A great teacher in every classroom, great staff in every role

3 Priority 3: Safe schools, built for 21st century success

4 Priority 4: Financially responsible, fiscally sustainable



District Priorities: Putting Students First

SY20-21 Goals

1

Priority 1: Accelerate student achievement

2

Priority 2: Great teacher in every class, great staff in every role

3

Priority 3: Safe schools built for 21st century success

4

Priority 4: Financially responsible, fiscally sustainable

Camden High School

Long Term School Planning

Budget Process & Implementation

Curriculum Updates

Return to Work/School

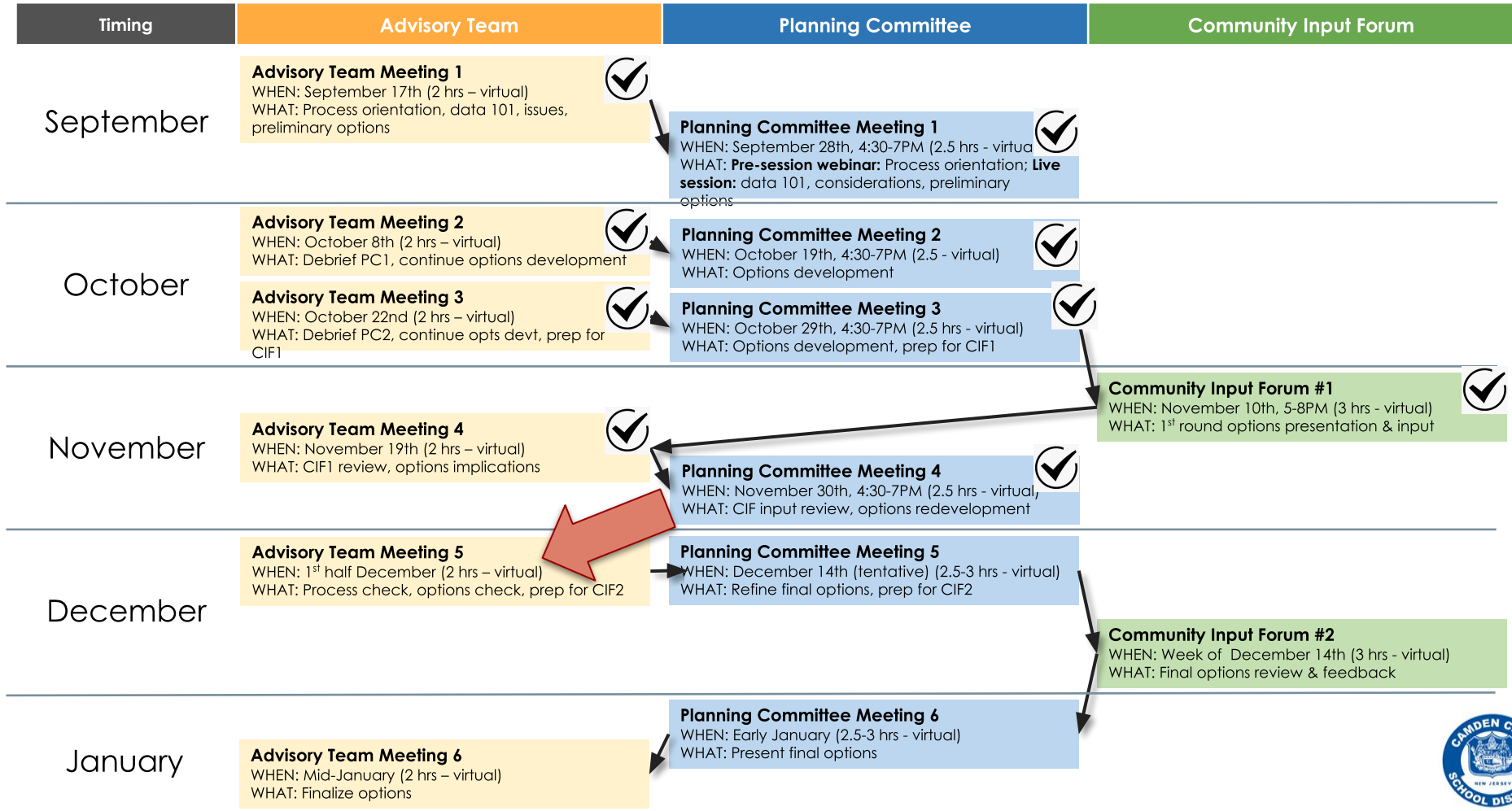
SY20-21 Goals: New Camden High Campus

The New CHS Campus

Work and Planning Update



SY20-21 Goals: Long Term School Planning (LTSP)



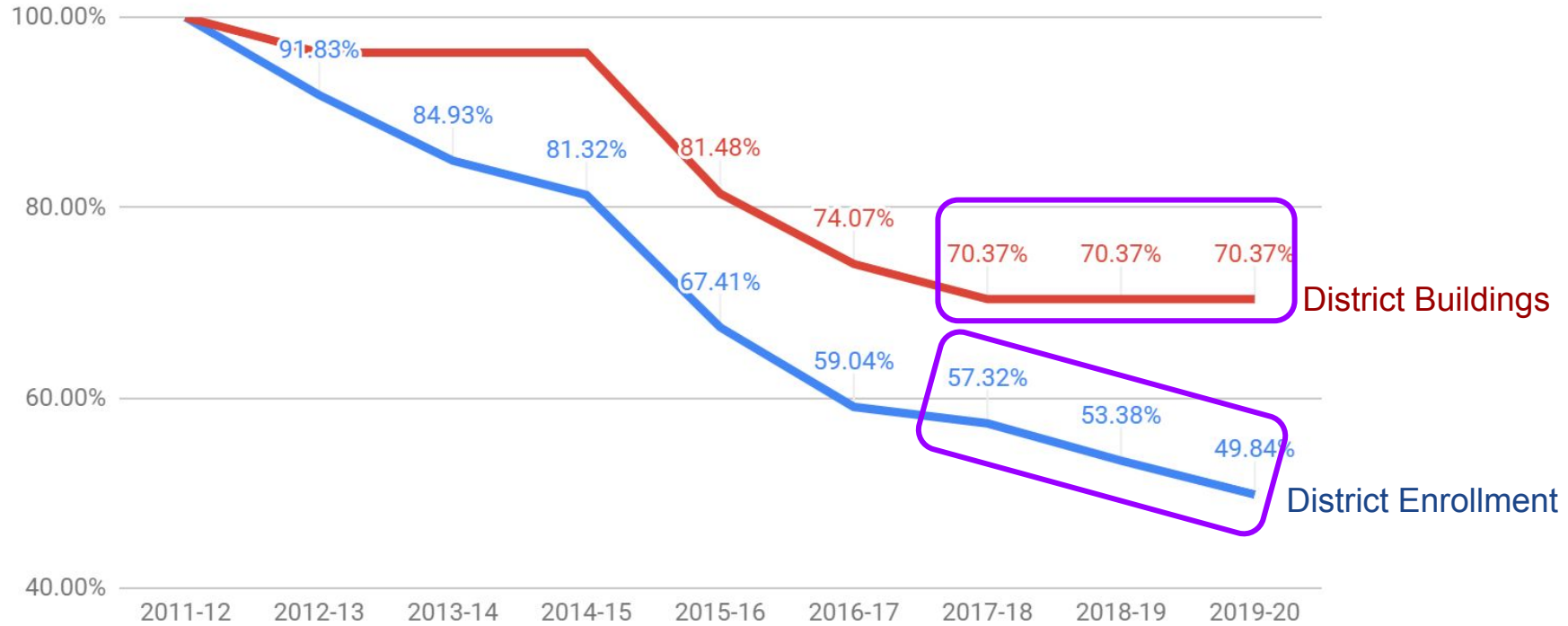
SY20-21 Goals: Long Term School Planning (LTSP)

Create an educational landscape for the city that increases the number of high-quality academic opportunities for Camden families, while increasing fiscal sustainability for district schools.



SY20-21 Goals: Long Term School Planning (LTSP)

District Buildings vs. District Enrollment Trends



District-wide, the number of school buildings has remained constant since 2017-18, even as District-wide enrollment has continued to decline.



SY20-21 Goals: Long Term School Planning (LTSP)

Top facilities concerns from parents and staff

- Average school building is over 60+ years
- 12+ instructional days lost last year due to emergency facilities failures

Each year, we typically spend:

- \$4m in scheduled repairs & maintenance
- \$3-5m in emergency repairs

Aging systems & infrastructure could fail at any time:

- We have identified **\$122m** in emergent and urgent projects on the horizon.

**Aging facilities + deferred maintenance =
Roadblocks to student health, safety, success**

+ \$\$\$ emergency repairs



Failing buildings prevent student learning

SY20-21 Goals: Long Term School Planning (LTSP)

Location	Built	ELA	Math	5yr Forecast \$
Forest Hill	1968	16%	10%	\$495,000
CAMVA	2011	44%	10%	\$1,400,000
HB Wilson	2009	10%	5%	\$1,493,000
Pride	1925	NA	NA	\$1,561,000
Catto	2007	28%	20%	\$1,663,000
ECDC	2008	NA	NA	\$1,863,000
Dudley	2009	11%	7%	\$2,051,000
Cream	1990	8%	4%	\$3,364,000
Sharp	1921	19%	11%	\$5,459,000
Veterans	1930	7%	4%	\$6,881,525
Wiggins	1957	11%	9%	\$7,930,000
Cramer	1913	6%	12%	\$7,932,000
Davis	1927	30%	12%	\$8,642,000
Yorkship	1920	17%	9%	\$12,936,000
Cooper's Poynt	1966	10%	9%	\$12,936,000
WWHS	1930	3%	1%	\$37,875,000



What if...

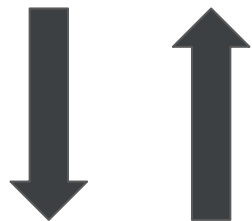


What if we had instructional programming like....

- *College & career framework starting in middle grades*
- *STEAM-focused framework*
- *Dual Language programming*
- *Algebra I & II offered starting in middle school (across all middle schools)*
- *International Baccalaureate (IB) focused schools*
- *Single gender classrooms (and/or schools)*
- *Visual & performing arts starting in middle grades*

SY20-21 Goals: Budget Process and Implementation

Business Office
Transitions



Interim SBA

Highly Skilled
Professional

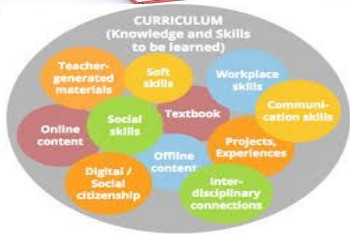
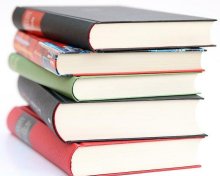
FY20-21



STANDARD
OPERATING
PROCEDURE



SY20-21 Goals: Curriculum Updates, Revisions and Overhaul



Shift to Remote Learning

Continued Curriculum Revisions

Additional Content Leads

Commitment to Support Students Remotely and During the Transition Back to In-Person Instruction



SY20-21 Goals: Return to School Plan



Key Components of Return to School Plan

**Student
Technology**

Online Curriculum

**Student
Attendance**

**Staff
Accommodations**

**Facilities
Readiness**



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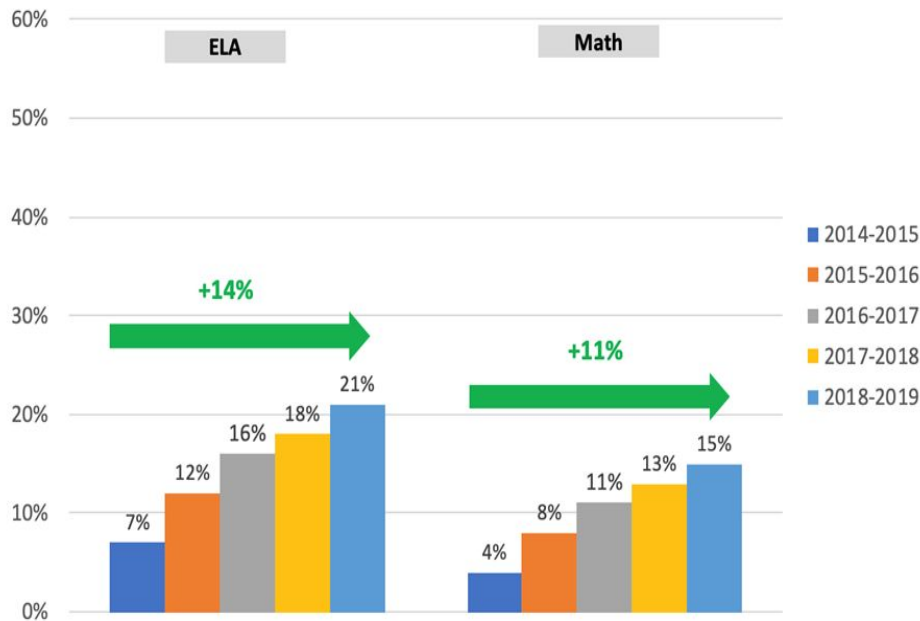


The Last 18 Months: Highlights & Gaps

Accelerating Student Achievement: NJSLA

NJSLA Highlights

- Five district high schools increased in ELA proficiency
- Eight district elementary and family schools increased in ELA proficiency
- Five renaissance increased in math proficiency from last year
- Six renaissance schools increased in literacy proficiency for students in grades 3-8
- Increased participation rates

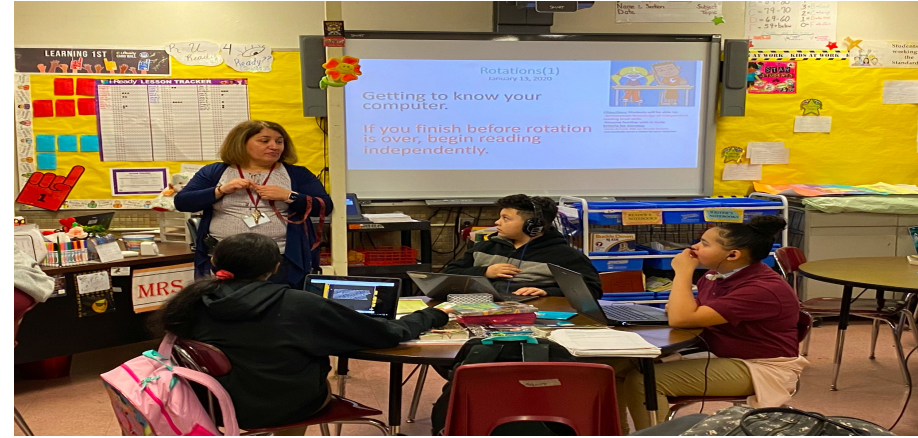


The Last 18 Months: Highlights & Gaps

District Academic Achievements

- Improved Graduation Rate
- 1:1 Laptop Initiative
- College and Career Readiness Events

Accelerating Student Achievement



The Last 18 Months: Highlights & Gaps

Academic Partnerships and Student Internships

- Rowan University
- Camden County College
- Conner, Strong, & Buckelew



Accelerating Student Achievement: Student Internships

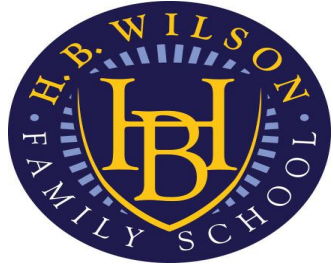
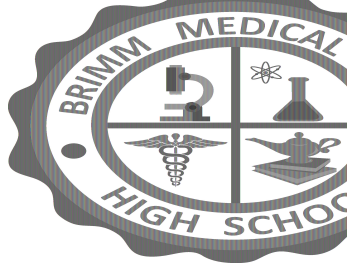


The Last 18 Months: Highlights & Gaps

Great Teacher in Every Classroom, Great Staff in Every
Role



The Last 18 Months: Highlights & Gaps



Great Teacher in Every Classroom, Great Staff in Every Role



The Last 18 Months: Highlights & Gaps

Financially Responsible, Fiscally Sustainable: QSAC Update

QSAC District Performance Review (DPR) Scores	SY11-12 County Assessment	State Revises QSAC Tool	SY14-15 County Assessment	SY17-18 County Assessment	SY19-20 Fall County Assessment (Interim Review)	SY19-20 Spring County Assessment (Interim Review)
Instruction & Program	9%		11%	23%	43%	43%
Fiscal Management	79%		64%	34%	47%	51%
Governance	33%		66%	82%		
Operations	47%		40%	80%		
Personnel	19%		20%	80%		



The Last 18 Months: Highlights & Gaps

Financially Responsible, Fiscally Sustainable: QSAC Update

Instruction & Program 23% -> 43%	Progress <ul style="list-style-type: none">● Graduation rates● ELA & math performance in mSGPs● Analyzed subgroup data● Interventions	Focus Areas <ul style="list-style-type: none">● Revise PreK-12 curriculums● Review new curriculum materials for ELA, Mathematics, and Science● Plan for a possible implementation on new curriculum materials● Work with SLECs to make sure modifications and supports for all learners are embedded in all curriculum
Fiscal Management 34% -> 47% 47% -> 51%	Progress <ul style="list-style-type: none">● Grant Oversight● Budget Planning● SOP and Purchasing Manuals● Accounting for Capital Projects● Health & Safety	Focus Areas <ul style="list-style-type: none">● Improve Internal Controls through updated SOPs● CAFR, Repeat Audit Findings● Monthly Board Secretary's Report● Cash Management● Compliance with NJ Public Contract Law● Abate fire violations to secure certs



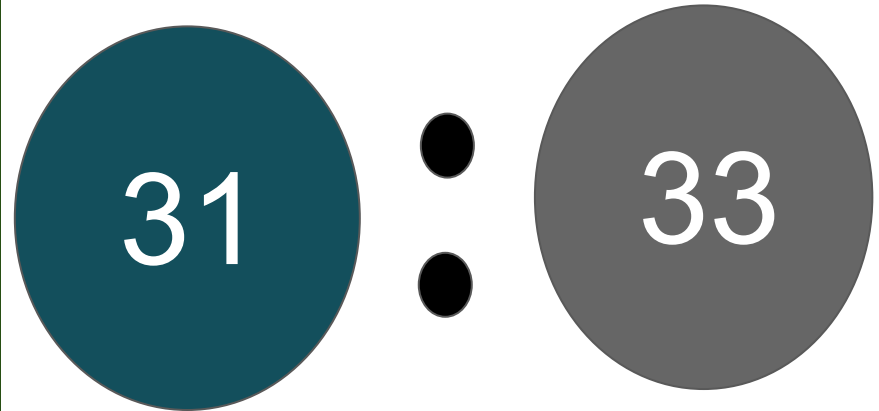
The Last 18 Months: Highlights & Gaps

Financially Responsible, Fiscally Sustainable: OLS Audit

January 2019

- [Initial Review and Report](#) by Office of Legislative Services (OLS)
- 18 Months Review on the district's operations and fiscal health over three calendar years (July 1, 2015 - February 28, 2018)
- Examined 10 Areas
- 33 Audit Findings
- 31 Findings - Found in Full/partial Compliance

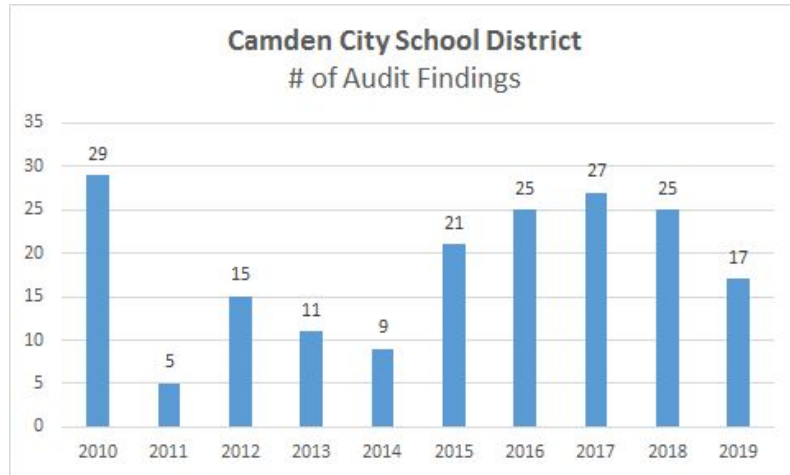
February 2020



The Last 18 Months: Highlights & Gaps

Financially Responsible, Fiscally Sustainable: CAFR

- **Headliner: 8 Fewer Audit Findings**



- **Unmodified & Adverse Opinions**

- Unmodified - Financial Statements
- Adverse - Capital Assets of the Govt Entities, Business Type Activities, Proprietary Enterprise Fund

- **Key Highlights**

- Compliance with DOE Reporting
- General Ledger Reconciliations
- Federal Grants Management
- Timely Filing Payroll Taxes



The Last 18 Months: Highlights & Gaps

Financially Responsible, Fiscally Sustainable: Budget



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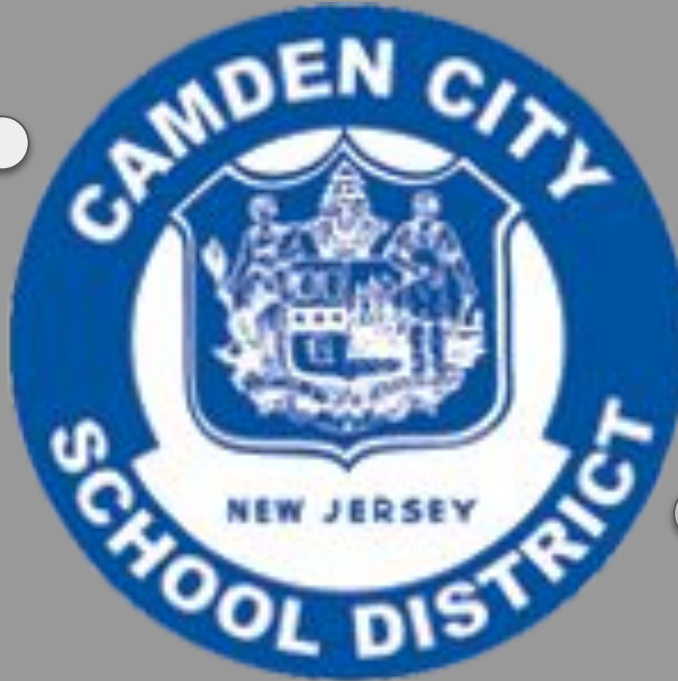
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Closing Thoughts

1854



2020

History in the Making...