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Orange County Schools
NORTH CAROLINA

Board Meeting

April 25, 2022

Dr. Monique Felder, Superintendent

Orange County Schools
NORTH CAROLINA

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VISION

Preparing every learner for lifelong service and success

MISSION

Engage, Challenge, Inspire

Educating students in a safe, inclusive environment where we engage, challenge, and inspire them to reach their maximum potential.

BELIEF STATEMENTS

1. Value Diversity

2. Put Students First

3. Excellence in All We Do

4. Prioritize Equity

5. Provide a Safe Environment

6. Serve the Whole Child

7. Inclusive Culture & Climate Starts with Us

8. Accountability

9. Collaborate To Do Great Work

4 OCS Strategic Plan Goals

1. Teaching Tomorrow's Leaders
2. Excellence & Efficiency
3. Exemplary Staff
4. Empowering Culture

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Board Meeting

- Call to Order
- Public Charge
- Pledge of Allegiance
- Moment of Silence
- Recognitions

RECOGNITIONS

TEXT

MAY

ASIAN
AMERICAN

AND PACIFIC
ISLANDER

HERITAGE MONTH

Resources on the OCS webpage

AFTERSCHOOL PROFESSIONALS APPRECIATION WEEK

April 25-29, 2022

Thank you for providing the quality programs that make a difference in the lives of our youth! This week celebrates you--the #heartofafterschool!
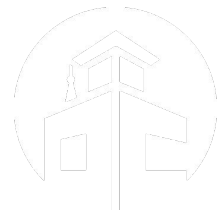
AFTERSCHOOL APPRECIATION WEEK

NATIONAL VOLUNTEERS WEEK

THANK YOU!

MENTAL HEALTH AWARENESS MONTH

You can't tell just by looking at someone what they are going through

MENTAL HEALTH AWARENESS MONTH

Special OCS webpage

Kathy Coulter, lead Speech-Language Pathologist; kathy.coulter@orange.k12.nc.us

OLDER AMERICANS MONTH

AGENDA ADOPTION

AGENDA

Discussion/Action:

- Strategic Plan Goals 3: Student Transporters 2022-2023 Recruitment, Attendance & Referral Bonus
- Strategic Plan Goal 1: Reorganization of Student Services
- Strategic Plan Goal 4: SY 22-23 Proposed Board Meeting Calendar
- Strategic Plan Goal 1: ESSER Funded Competitive Robotics Grant fo Schools PRC 201

Worksession (Information Item):

- Strategic Plan Goal 1: Draft School Bus Transportation & Review of School Bell Times for SY 2022-2023

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PUBLIC COMMENTS

CONSENT AGENDA

CONSENT AGENDA

- Minutes

- Personnel Report

- 3rd Quarter Financials, Service Contracts & Enterprise Financials

- Historically Underutilized Business FY2022 3rd Quarter Procurement Reporting

- 3rd Quarter Equipment, Materials & Supplies Report

- Contract Approval for SHI Technology Software License Purchase

- Culturally Responsive Leadership Professional Development for School-Based and Central Office Leaders

- Second Reading New Policies

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Student Transporters 2022-2023 Recruitment, Attendance & Referral Bonus

Goal 3: Exemplary Staff

GOAL 3: Exemplary Staff

EXEMPLARY STAFF: Recruit, hire, support, and retain culturally proficient and high-quality staff committed to providing all students with an excellent education in a welcoming environment.

EQUITY EMPHASIS: Hire and retain staff that reflects the diversity of the district, mirrors the demographics of the OCS student population and who are committed to becoming culturally proficient.

Goal 3: 4 Key Strategies - OCS will...

1. **develop, implement, monitor and continuously improve** a district strategic recruitment plan to develop a workforce profile that matches the demographics of the Orange County School System and community.
2. **develop, implement, maintain and continuously improve** a human resource development plan that results in a culturally proficient workforce.
3. **develop, implement, maintain, and continuously improve** a supportive, welcoming, and inclusive work environment that allows all employees to feel connected to the district's core beliefs and values and contribute to the overall mission and vision of the organization to their fullest potential.
4. **develop, implement, monitor and continuously improve** a competitive and transparent classification and compensation plan that ensures equitable compensation to facilitate the recruitment and retention of our most valuable resource; our people.

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Student Transporters 2022-2023 Recruitment, Attendance & Referral Bonus

- School bus transportation is an essential component of effective and successful schools.

- Orange County Schools is committed to providing safe, efficient and on-time transportation for our students.

- In order to remain competitive, to recruit and retain personnel, and to remain operationally ready, incentives are necessary to hire and keep bus drivers within the district.

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Student Transporters 2022-2023 Recruitment, Attendance & Referral Bonus

<u>Transportation Department Overview:</u>

- A fully operational fleet for OCS is 61 drivers and 9 safety assistants. We currently have 44 drivers in the district.
- Our buses travel 5,164 miles a day running 162 bus routes with 41 buses and 44 drivers and 7 safety assistants transporting 3,532 students.
- We will need an additional 17+ drivers and 2+ safety assistants for the upcoming year to be fully staffed.
- We have hired 9 new drivers and 3 safety assistants during this past school year.

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Student Transporters 2022-2023 Recruitment, Attendance & Referral Bonus

The Orange County Schools proposes the following incentives in order to recruit and retain a fully qualified and operational bus transportation fleet.

- Paid medical examination fee.

- Reimbursement of CDL license fee.

- Annual retention bonus for drivers (Entry Level and 1-2 Years at $250; 3-4 Years at $500 and 5+ Years at $1,000)

- $500 Referral bonus (**Paid to any current employee who makes a referral** once a new driver is hired and has worked 90 days)

- $250 Driver perfect attendance bonus (Per 9 weeks)

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Student Transporters 2022-2023 Recruitment, Attendance & Referral Bonus

The Orange County Schools proposes the following incentives in order to recruit and retain a fully qualified and operational bus transportation fleet.

- Sign on bonus tiers:
  - $2,500 Sign on bonus for Drivers ($1,250 paid within the first 30 days of employment and $1,250 paid after 90 days of employment)
  - $1,250 Sign on bonus for Safety Assistants who also are Drivers ($625 within the first 30 days and $625 after 90 days of employment).
  - $600 Sign on bonus for Safety Assistants who are not Drivers ($300 within the first 30 days and $300 after 90 days of employment)
- $1,000 Technician tool allowance ($500 paid in two installments)

The Superintendent recommends the approval of the SY 22-23 Student Transporters' recruitment, attendance and referral bonus plan.

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Student Services Reorganization

Goal 1: Teaching Tomorrow's Leaders

GOAL 1: TEACHING TOMORROW'S LEADERS

TEACHING TOMORROW'S LEADERS - Through a Multi-Tiered System of Support (MTSS), all learners will excel by having access to and benefiting from rigorous curriculum and instruction that is research/evidence based to prepare them for college, career, and civic engagement.

- ***Equity Emphasis****: Identify and address inequities in curriculum and instruction, in order to close the achievement, access and opportunity gaps.*

SCHOOL GOALS:

SCHOOLS will improve

- The attendance rate to 95% or higher for all students by improving the rate for each reportable student group* for the 2021-2022 school year and
- reduce short-term suspensions for all students by decreasing the rate for each reportable student group* for the 2021-2022 school year through the implementation of positive behavior intervention and support.
- the cohort graduation rate by improving the graduation rate of each reportable group* by 10%; and
- improve the ACT/ACT WorkKeys Indicator by improving the ACT/ACT workKeys Indicator of each reportable group* by 10%.

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Student Support Services
- Supports and facilitates work in ALL THREE (3) threads of a multi-tiered system of support
  - Support for academic development
  - Support for Positive Behavior
  - Support for Social and Emotional Development
- Maslow's Hierarchy of Needs provides the foundation for this work

Self-actualization
desire to become the most that one can be

Esteem
respect, self-esteem, status, recognition, strength, freedom

Love and belonging
friendship, intimacy, family, sense of connection

Safety needs
personal security, employment, resources, health, property

Physiological needs
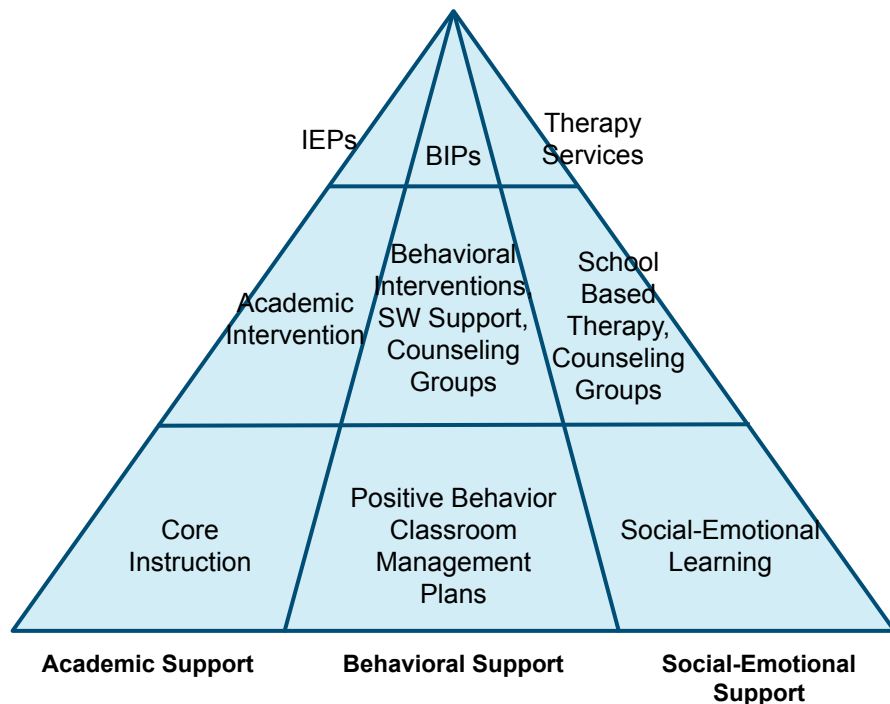air, water, food, shelter, sleep, clothing, reproduction

Maslow's hierarchy of needs

GOAL 1: TEACHING TOMORROW'S LEADERS

KEY STRATEGY #1: MULTI-TIERED SYSTEM OF SUPPORT

3 Strands in our support for students to ensure the highest levels of learning and achievement

- **Academic Support**
- **Behavioral Support**
- **Social and Emotional Support**

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SOCIAL AND EMOTIONAL LEARNING

Social and Emotional Learning is the process through which all young people and adults

- acquire and apply the knowledge, skills, and attitudes to develop healthy identities,
- manage emotions and achieve personal and collective goals,
- feel and show empathy for others,
- establish and maintain supportive relationships, and
- make responsible and caring decisions.

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IMPORTANCE OF SOCIAL AND EMOTIONAL LEARNING

FORBES

"SEL can help students better understand and identify their emotions; it can help them develop empathy, increase self-control and manage stress. It also helps them build better relationships and interpersonal skills that will serve them in school and beyond, helping them succeed as adults. An emerging benefit of explicit SEL instruction is that it builds the emotional intelligence and agility that business and industry is starting to name among the most desired workforce skills. For both their well-being and their future economic opportunities, SEL is power."
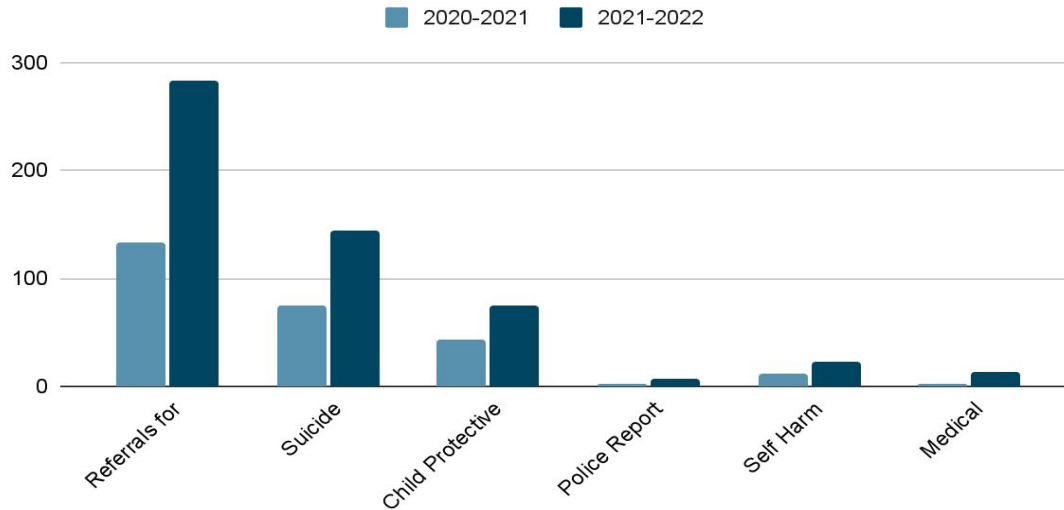
The Power Of Social And Emotional Learning: Why SEL Is More Important Than Ever
(FORBES, December 7, 2020)

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INCREASE IN NEED FOR SOCIAL AND EMOTIONAL SUPPORTS

Indicators of Students At-Risk

Legend: 2020-2021, 2021-2022
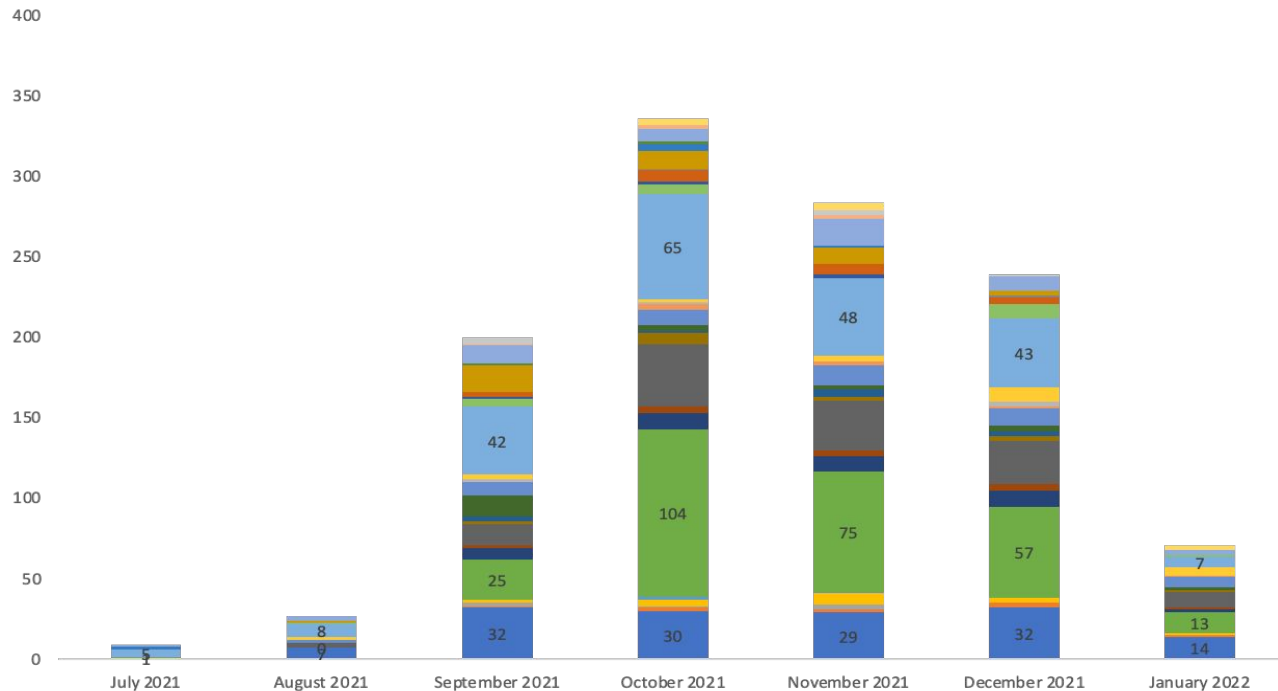
Categories: Referrals for, Suicide, Child Protective, Police Report, Self Harm, Medical

- Referrals up in all areas
- All Mental Health referrals increased by more than 100%
- Suicide referrals, specifically up by 93%

DISCIPLINE REFERRALS BY MONTH/TYPE

PRIORITY AREAS
1. **Attendance**
2. **AGGRESSION**
3. **Classroom Infractions**

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Exceptional Children under IDEA vs. 504

- Individuals with Disabilities Act (IDEA) has a defined list of disabilities that may qualify under IDEA.
- Section 504 is much broader in that it has no list. Each potentially qualifying disability must be assessed individually.

A student qualifying to be served by Section 504 is one that has:
- a physical or mental impairment which substantially limits one or more major life activities,
- a record of such impairment, or
- is regarded as having such an impairment.

Section 504 is enforced by the Office of Civil Rights.

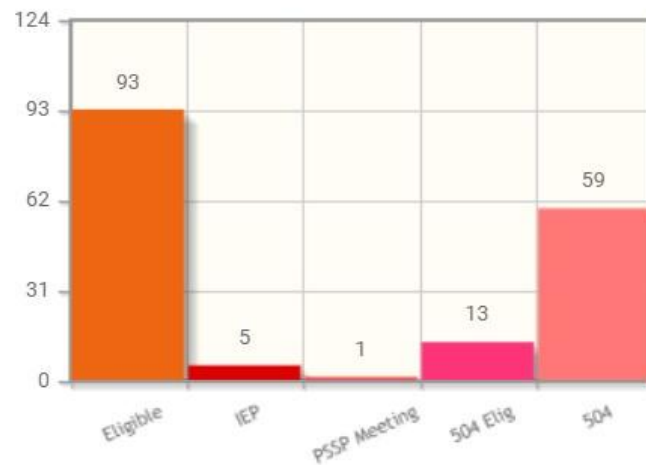ENGAGE. CHALLENGE. INSPIRE.

504s IN ORANGE COUNTY SCHOOLS

ACTIVE 504s

- Facilitated and monitored by School Counselors

- 383 504s in Orange County Schools
    - 59 overdue
    - 13 eligible but awaiting plans

Students with Overdue Dates

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STUDENT SUPPORT SERVICES

BENCHMARK DISTRICT DATA

School System	ADM	Local Per-Pupil Expenditure (includes fund balance)	Current Student Services Positions
Orange County Schools	7,208	$4,679.00 (3)	1
Chapel Hill Carrboro	12,124	$6,867.84 (1)	7
Asheville City Schools	4,384	$5,970.99 (2)	7
Chatham County Schools	8,832	$3,551.03 (6)	6
Mooresville Graded Schools	6,074	$3,460.47 (8)	3.5

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PROPOSED STUDENT SERVICES REORGANIZATION

HELPING TO FACILITATE IMPROVED STUDENT SUPPORT IN SCHOOLS

Director of Student Engagement and Support Services

School Counseling Coordinator*

Social Work Coordinator**

NEW 504/SEL Coordinator

NEW Mental Health Case Manager/Coordinator

School Based Months of Employment
- **High School**: Two (2) 12-month counselors
- **Middle School**: Three (3) 12-month counselors
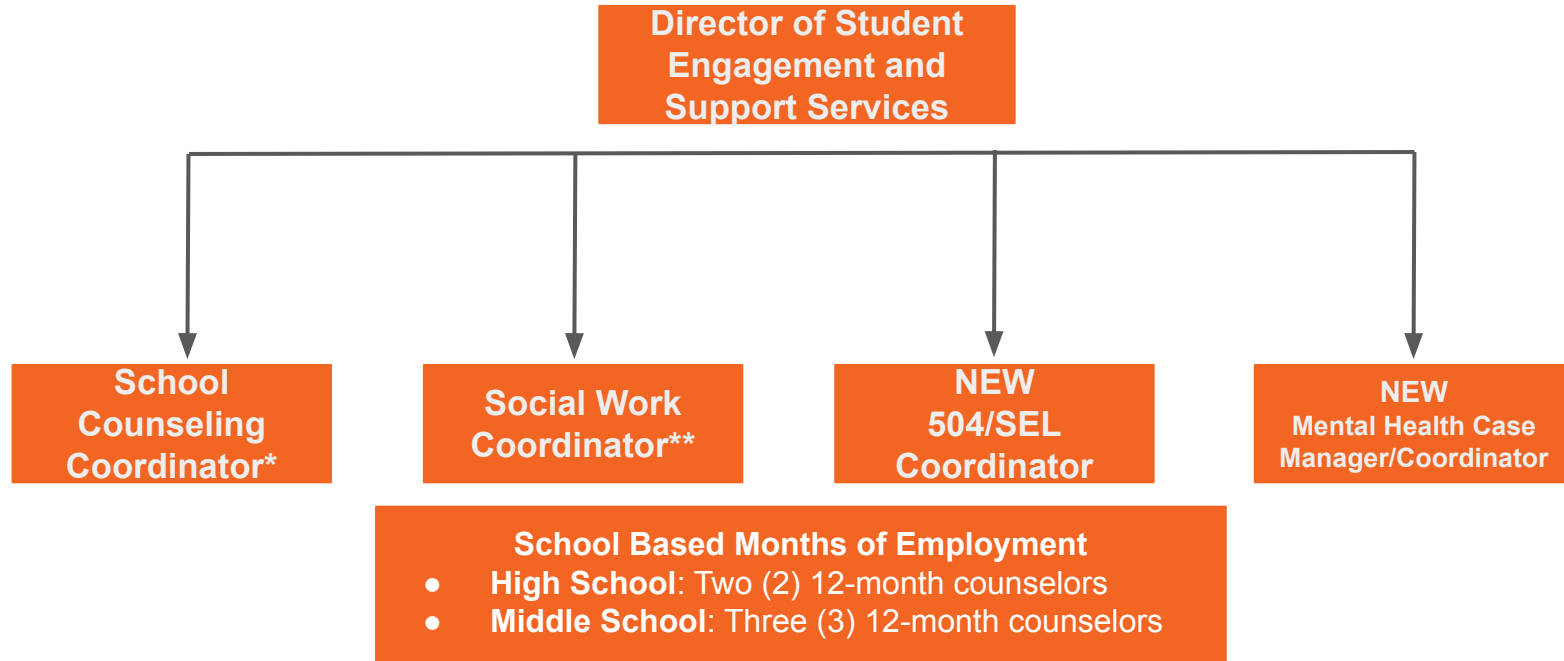
*Existing positions reclassified to coordinators at 12 month employment
**Existing position reclassified to a coordinator on the administrator salary schedule

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STUDENT SUPPORT SERVICES

REALLOCATING RESOURCES TO IMPACT STUDENTS AND SCHOOLS

SOURCE OF POSITIONS/FUNDING

- 1 local position repurposed to Student Support Services (the original locally paid position will continue but with another funding source (EC funds).
- Positions in Operations assigned to OCS capital outlay project management will be paid for out of capital funding appropriations freeing up local funds.
- At-Risk funds (state 069 funds) allocated to Edmentum/EdOptions will be utilized to pay for any remaining months of employment and/or positions.

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The Superintendent recommends the approval of the Student Services Reorganization

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GOAL 4: Empowering Culture

EXEMPLARY STAFF: Cultivate supportive partnerships among families, schools, and community stakeholders to support students' well-being and ensure all students have what they need to be successful.

EQUITY EMPHASIS: Identify and remove barriers and engage in culturally responsive practices that strengthen connections and communication with families, students, and the community.

GOAL 2: Create safe, inclusive, racially culturally and linguistically affirming, relevant and sustaining spaces and experiences.
GOAL 6: Engage staff, students, families, and the entire community in developing, cultivating and sustaining a culture of equity.

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SY 22-23 Proposed Board Meeting Calendar

Goal 4: Empowering Culture

SY 22-23 PROPOSED BOARD MEETING CALENDAR

The Superintendent recommends the approval of the proposed SY 22-23 Board Meeting Calendar

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ESSER Funded Competitive Robotics Grant for Schools PRC 201

Goal 1: Teaching Tomorrow's Leaders

GOAL 1: TEACHING TOMORROW'S LEADERS

TEACHING TOMORROW'S LEADERS - Through a Multi-Tiered System of Support (MTSS), all learners will excel by having access to and benefiting from rigorous curriculum and instruction that is research/evidence based to prepare them for college, career, and civic engagement.

- *Equity Emphasis: Identify and address inequities in curriculum and instruction, in order to close the achievement, access and opportunity gaps.*

Goal 1: Key Strategy - OCS will...

3. **reduce** opportunity and achievement gaps by ensuring equity in curricula, instruction, environment, and culture.

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NCDPI has released a RFP for the Competitive After-School Robotics Grant for the purpose of:
- promoting evidence-based, after-school programs for robotics education and competition,
- motivating students to pursue education and career opportunities in Science, Technology, Engineering, and Mathematics (STEM) while building critical life and work-related skills, and
- re-engaging students and remediate learning loss resulting from the COVID-19 pandemic

Funds may be used for any of the following purposes:
1. Establishing a relationship with a robotics partner.
2. Purchasing robotics kits.
3. Providing stipends for coaches.
4. Making payments associated with participation in a robotics league or robotics competition.
5. Paying fees incurred as part of the administration of a robotics team.

Currently there are after school robotic programs at:
- Orange High
- Cedar Ridge High
- River Park Elementary

OCS is looking to broaden access to after school robotic programs and will coordinate with interested schools to develop and submit a proposal in response to the RFP.

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DISCUSSION/ACTION

Per BOE policy 8210: *Board approval is required for any grant over $5,000, or one that creates a liability or future commitment for the District* and therefore, the Superintendent requests approval to apply for the ESSER Funded Competitive Grant for Robotics PRC 201. The exact grant amount will be determined in coordination with the school teams and will be over $5,000.

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Draft School Bus Transportation & Review of School Bell Times for SY 2022-2023

Goal 1: Teaching Tomorrow's Leaders

Goal 2 Excellence & Efficiency

GOAL 1: TEACHING TOMORROW'S LEADERS

TEACHING TOMORROW'S LEADERS - Through a Multi-Tiered System of Support (MTSS), all learners will excel by having access to and benefiting from rigorous curriculum and instruction that is research/evidence based to prepare them for college, career, and civic engagement.

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SCHOOL GOALS:

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GOAL 2: Excellence & Efficiency

EXCELLENCE AND EFFICIENCY: The district will provide exemplary operational support to schools, staff and community to ensure a focus on student learning.

- **EQUITY EMPHASIS:** Ensure equitable distribution of human, fiscal, and capital resources across Orange County Schools.

Goal 2: 5 Key Strategies - OCS will...

1. **provide** professional training and establish roles and workflow refinement to improve operational efficiency and customer service.

2. **develop, implement, monitor, and continuously improve** documented processes and services which align 100% of financial, human and material resources to meet the district's strategic goals.

3. **develop, implement, monitor and continuously improve** a district safety plan to ensure safe and secure learning/work environments to achieve the district's mission, vision, and goals.

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- School bus transportation is an essential component of effective and successful schools. During the past couple of school years buses have not been able to meet a high level of on-time performance due to 1) bus driver vacancies, 2) buses arriving late to school at the start of the day and end of the day picking up students.
- ***Transportation services are directly related to the bell times set for each school.*** All buses are used to transport students at each grade level. Buses complete the first tier at the elementary schools then transport students for middle schools then high schools.
- Student academic performance suffers when students are not arriving at school on time and when students have excessive ride times on school buses. ***Student ride times average 28 minutes one way.***

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- School bell times are set following the student academic calendar to ensure the state law is met for student instructional hours over the course of a school year.
  - The 2022-2023 academic calendar is based upon 174 student days with an average 6 hours of instructional time. The minimum instructional time required by law is 1,025 hours since the district has scheduled less than 185 school days.
  - Meal times and transitions between classes do not count toward the number of required instructional hours.
- State Transportation Funding is directly tied to the efficiency rating of the district.
  - OCS houses the bus fleet for both our district and the Chapel Hill-Carrboro City Schools per DPI regulations. **References to the fleet of buses or drivers in this presentation are for OCS only.**

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- A variety of factors impact transportation services such as
  - Inclement weather
  - Traffic congestion, Road construction and Roadway accidents
  - Students being at bus stops on time
  - Buses returning to campus for younger students in grades K-2 when parents are not at bus stops on time
  - Buses stopping at locations where students are no longer riding the bus but notification was not given to the Transportation Department or school.
  - School carpool traffic
  - Operating multiple bus tiers due to shared buses

Draft School Bus Transportation & Review of School Bell Times for SY 2022-2023: Current State

- **Current Bell Times for 2021-2022**
  - Elementary: 7:50 am -2:50 pm
  - Middle: 8:30 am -3:45 pm
  - High: 9:00 am -4:15 pm

- [NC Pupil Transportation Service Indicators Report (2018-2019)](#)*
  - AM Average Ride Times: OCS: 28 minutes; State Average: 24 minutes
  - Longest Ride Times: OCS: 85 minutes; State Average: 71 minutes
  - Earliest Morning Pickup Time OCS: 5:57am; State Average: 5:43 am
  - *This data represents Orange County Schools excluding Chapel Hill Carrboro City Schools.

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Draft School Bus Transportation & Review of School Bell Times for SY 2022-2023: <u>Analysis</u>

- An analysis was completed to review potential transportation routing changes to impact on-time performance for 2022-2023
- A review of current bell times was conducted to review a request to remove the additional 15 minutes from the ending time for high school students due to student work commitments, after school opportunities and athletic programs.
- The district reviewed combining middle school and high school tiers as a potential solution to increase buses and drivers available for routes (Option 1).
- The district reviewed an option for geographical bell times, ex for some schools to have different bell times based on region in the county.
- The district reviewed making adjustments to the current bell times using the current 3 tier routing system (Option 2)

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<u>Option 1: Two Tier System/Bell Times (<u>NOT RECOMMENDED AT THIS TIME</u>)</u>

- Bell Times
  - Elementary: 7:50 am -2:30 pm
  - Middle and High: 9:00 am -4:00 pm
- Issues:
  - The combination of times and traffic concerns between Orange Middle School and Orange High School with coinciding bell times.
  - Parents with student drop-offs or pickups at middle and high schools may have difficulty navigating school traffic under this proposal.
  - This proposal also rolls back the ending time by 15 minutes for high school students. Under this proposal, the earliest arrival time for buses on the campus for elementary schools would continue to be 7:15 am.
  - Staff providing services at multiple campuses with the middle school and high school being on the same schedule.
  - Increased time younger students may be home before older siblings arrive

<u>Option 2: Three Tier System/Bell Times (RECOMMENDED DRAFT)</u>

- Bell Times (DRAFT)
    - Elementary: 7:45 am -2:25 pm
    - Middle: 8:30 am -3:30 pm
    - High: 9:00 am -4:00 pm
- Issues:
    - Additional adjustments are made to the ending times for both elementary and middle schools to assist with buses returning to pick up students on time at the high schools each afternoon.
    - Instructional hours are changed for Elementary students in order to meet service delivery times for buses
    - The elementary start time is moved up by five minutes to assist with on time arrival in the mornings for middle school students.
    - Under this proposal, the earliest arrival time for buses on the campus for elementary schools would continue to be 7:15 am.

Draft School Bus Transportation & Review of School Bell Times for SY 2022-2023: Next Steps

- **Review DRAFT OPTION 2 for feedback**

- Survey staff and parents for comments April 29th through May 13th

- Review feedback and bell time schedules with school administrators for adjustments

- Review with the Board of Education on May 23, 2022

- Approve any adjustments for bell times in June of 2022

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QUESTIONS & FEEDBACK