

Annual Board Retreat
January 14, 2023 8:00 AM
Central Services Board Room

1. Call to Order - Ms. Teresa Boston
2. Moment of Silence/Pledge of Allegiance - Ms. Teresa Boston
3. Approval of Agenda
4. **School Safety Grant**
5. **Maintenance Projects and ESSER: Tracker & Cycles of Repair from School to School**
6. **Purposeful Community: Creating our Operating Principles and Working Agreements**
7. **Updating Mission, Vision, Priorities, and Goals**
8. **Strategic Planning-Mr. Bobby Cox, NIET**
9. New/Old Business
10. Other Discussion
11. Adjournment

January 14, 2023 at 8:00 AM - Annual Board Retreat

1. Call to Order - Ms. Teresa Boston
2. Moment of Silence/Pledge of Allegiance - Ms. Teresa Boston
3. Approval of Agenda
4. **School Safety Grant**

Attachments: (1)

- [Safe Schools Grant Budget Summary](#)

5. **Maintenance Projects and ESSER: Tracker & Cycles of Repair from School to School**

Attachments: (1)

- [ESSER](#)

6. **Purposeful Community: Creating our Operating Principles and Working Agreements**

Attachments: (1)

- [Purposeful Community](#)

7. **Updating Mission, Vision, Priorities, and Goals**

8. **Strategic Planning-Mr. Bobby Cox, NIET**

Attachments: (1)

- [Cumberland County Strategic Planning Project](#)

9. New/Old Business

10. Other Discussion

11. Adjournment

20230109 Safe Schools Grant Budget Summary

\$199605.46 (Total; this includes carry-over)

-\$67325(Safe Schools Counselor)

\$132280.46 (Balance)

1. We will continue to install interior push-button door locks for elementary classrooms (est. \$47,280.46)
2. We plan to install remote access entry hardware at vulnerable entry points. (est. \$30,0000)
3. We plan to install 6 inch tall identification letters/numbers on exteriors for at least two schools (est. \$10,000).
3. We will complement these numbers with the purchase and implementation of a detailed facility mapping software for two schools that will correspond to the exterior numbers to aid first responders in an emergency (est. \$10,000).
4. Purchase of security fencing at some of our most vulnerable locations. While this will not be enough for completion, it will begin the process. (est. \$35,000)

CUMBERLAND COUNTY BOARD OF EDUCATION

ESSER 2.0 & 3.0 UPDATE AUGUST 2022

ESSER 2.0 Spending Details

Total Remaining ESSER 2.0 Funds: \$4,581,544.36 in Capital Projects Remaining (*Playgrounds \$562,067.62 already encumbered*)

Line Item 76100-706 Details

Original Budget Amount: \$1,959,000.00

Bleacher Replacements = \$1,000,000.00

Based on maintenance inspections, work orders and principal requests the purchases for bleacher replacement are given below:

- CCHS – both sides \$350,000.00
- Martin - \$100,000.00
- South - \$175,000.00
- North - \$175,000.00
- Pleasant Hill - \$175,000.00
- Remaining schools bleacher repair as needed - \$25,000.00

August 2022 Update: All bleachers are ordered and should be installed by March 2023.

Additionally, any remaining bleacher repair should be completed by March 2023.

Playground Equipment (*\$562,067.62 encumbered so already removed from remaining funds*)

Anticipated delivery dates (leaving factory) are below:

Order#	Bliss PO#	School	Delivery Date
2193600	62048-PPS	South Cumberland ES	9/19
2201613	62253-PPS	Pine View ES	9/26
2201614	62254-PPS	Martin ES	10/10
2201617	62255-PPS	Brown ES	10/17
2201618	62346-PPS	Crab Orchard ES	10/24
2201620	62377-PPS	North Cumberland ES	10/31
2201622	62378-PPS	Homestead ES	11/17
2201623	62379-PPS	Pleasant Hill ES	11/14
2201625	62380-PPS	Stone ES	11/21

August 2022 Update: Maintenance Supervisor, Mary Kington, will work in conjunction with Bliss Products to oversee playground installation and coordinate site preparation.

Outdoor Learning Facilities = \$359,000.00

- CCIIS: Concrete pad with roof for outdoor learning, social distancing lunch, etc.
- SMHS: Concrete pad with roof for outdoor learning, social distancing lunch, etc.
- Phoenix: Concrete pad with roof for outdoor learning, social distancing lunch, etc.

August 2022 Update: The estimated cost of the outdoor learning facilities should be below the original budgeted amount of \$359,000.00. The savings from this expenditure may be added to the capital project of updating the HVAC controlling system for the district.

Line Item 76100-707 Details

Original Budgeted Amount: \$2,316,000.00.00

IIVAC Replacement = \$1,400,000.00

Based on age and repair needs assessed by HVAC technicians, the list for IIVAC replacement is as follows:

- Phoenix: 8 units, 2 gym fans, 2 louvers
- North: 1 unit, 2 gym fans
- Brown: 10 units, 2 gym fans
- CCIIS: 12 units
- Homestead: 9 units
- Martin: 2 units
- SMHS: 19 units
- Stone: 14 units
- Pleasant Hill: 6 units
- Pine View: 8 units, 2 mini-splits
- South: 7 units

Each school and IIVAC system is unique in the needs of what units need replaced and the cost associated with those particular units.

Window and Door Replacement = \$825,000.00

Originally estimated amount of \$68,750.00 per school for replacement windows and exterior doors to improve ventilation.

August 2022 Update: Without the recommendation of a qualified engineer indicating windows and doors replacement across the district, this allocation may be added to the capital project of updating the HVAC controlling system for the district. Windows and doors that need to be replaced in the future will be addressed by the CCS Maintenance Department.

ESSER 2.0 Expenditure Updates:

- *Architect Recommendation of Modernized HVAC Control System by Pelican Controllers = \$1,200,000.00*
- *District-wide Halo Air Quality Monitoring Devices: 100 devices @ \$1250 = \$125,000.00*
[Halo Details, & Information Sheet](#)

- ***Promethean/Boxlight Interactive Active Panels for High Schools: 73 panels @ \$2500.00 = \$182,500.00***
Principal Requests:
 - ***CCHS: 40***
 - ***SMHS 33***
- ***Promethean/Boxlight Interactive Active Panels for Elementary Schools: 163 panels @ \$2500.00 = \$407,500.00***
Principal Requests:
 - ***Brown: 0***
 - ***Crab Orchard: 2***
 - ***Homestead: 33***
 - ***Martin: 33***
 - ***North: 27***
 - ***Pine View: 8***
 - ***Pleasant Hill: 2***
 - ***South: 24***
 - ***Stone: 34***
- ***Security Window Film Installed @ Schools (Safety & Security – Prevents glass shattering): Approximately \$550,000***

Projects and Proposed Expenditures Funding

\$4,581,544.36 Total Remaining in ESSER 2.0 Capital Projects

-\$1,000,000.00 Bleacher Replacements
 -\$359,000.00 Outdoor Learning Facilities
 -\$1,400,000.00 HVAC Replacements
 -\$1,200,000.00 Modernized HVAC Control System w/Pelican Controllers
 -\$125,000.00 Halo Smart Sensor Air Quality Monitors
 -\$182,500.00 Interactive Panels @ High Schools
 -\$407,500.00 Interactive Panels @ Elementary Schools
 -\$550,000 Security Window Film @ Schools
 +\$825,000.00 Windows & Doors Replacements
 +\$113,000.00 Outdoor Learning Facilities Savings (approx.)

ESSER 2.0 Estimated Remaining: \$295,544.36

*Estimated expenditures allow for inflation and potential cost of labor increases due to Davis Bacon requirements. If bids come back over estimates, that allowance may be used. If projects come under budget, Federal Programs would bring revision back to BOE for approval.

December 2022 Update

ESSER 2.0 = \$5,143,611.98

-\$562,067.62 Playgrounds (already encumbered): Construction Line 706

Projects and Proposed Expenditures Funding

\$4,581,544.36 in ESSER 2.0 Capital Projects

-\$1,000,000.00 Bleacher Replacements: Construction Line 706

-\$245,900.00 Outdoor Learning Facilities (Stubbs Construction, LLC): Construction Line 706

-\$2,378,000.00 HVAC Replacements & Modernized HVAC Control System w/Pelican Controllers (Stone Service Corporation, Cookeville, TN): Improvements Line 707

-\$125,000.00 Halo Smart Sensor Air Quality Monitors: Improvements Line 707

-\$182,500.00 Interactive Panels @ High Schools: Improvements Line 707

-\$407,500.00 Interactive Panels @ Elementary Schools: Improvements Line 707

- **ESSER 2.0 Architect Line 304 Remaining: \$73,049.35 - \$48,660.80 (Remaining due)**

- **ESSER 2.0 Balances Once All Bids/Fees Complete:**

- **Architect Line: \$24,388.55**

- **Line 707: \$21,384.15**

- **Line 706: \$3,100.00**

ESSER 2.0 Estimated Remaining: \$48,872.70

To be cut: \$550,000 Security Window Film @ Schools

ESSER 3.0 Spending Details

Total Remaining ESSER 3.0 Funds: \$14,857,466.75

ACADEMICS

20% of ESSER 3.0 MUST BE ALLOCATED TO ADDRESS LEARNING LOSS

Current Budget: \$3,174,382.56

**ESSER Interventionists (12.0 FTE) FY23 & FY24 and Summer School Personnel for FY23 & FY24:
\$1,762,782.56**

Instructional Supplies & Materials needed to address learning loss due to the COVID-19 Pandemic. These materials for FY23 and FY24 may include but not be limited to Classlink, the IXL Learning Program, and the Lexia Learning Program. This allocation is reasonable, allowable, allocable, and necessary as codified in the Every Student Succeeds Act (ESSA) Federal law, American Rescue Plan (ARP) Guidelines, and Education Department General Administrative Regulations (EDGAR): \$455,500.00

Software funding to purchase a mobile app linked to our SCHOOLinSITES school webpages in Cumberland County for FY23 and FY24, which will provide parent and/or guardian access to resources that will assist in addressing learning loss resulting from the COVID-19 Pandemic: \$10,000.00

Supplies and Materials provides funding for supplies and materials to assist interventionists (12 FTE) and a Learning Loss Coordinator (1 FTE) for FY23 and FY24 to address learning loss due to the COVID-19 Pandemic. This includes, but may not be limited to ink cartridges/toner, pens, pencils, copy paper, etc: \$20,000.00

Other Charges (Line 599) will fund the matching funds the district is required to provide for TN All Corps Tutoring and Summer School for FY23 and FY24 (\$641,600.00). This includes but may not be limited to pay for tutors (and benefits), instructional supplies and materials, and transportation costs. In addition, these funds will allow for the implementation of an ACT remediation program at the high schools during FY23 and FY24 (\$60,000.00) to address learning loss resulting from the impacts of COVID-19. In addition, this line will fund travel expenses during FY23 and FY24 for the district learning loss coordinator and ESSER bookkeeper (\$4500.00). These allocations are reasonable, allowable, allocable, and necessary as codified in the Every Student Succeeds Act (ESSA) Federal law, American Rescue Plan (ARP) Guidelines, and Education Department General Administrative Regulations (EDGAR).

Student technology needed to address learning loss due to the COVID-19 Pandemic. This may include but not be limited to Promethean and/or Brightbox interactive panels with or without carts, iPads & Apple Pencils, Google Chromeboxes with license management, Apple MacBooks, and connectivity devices (mobile hotspots if needed): \$220,000.00

FISCAL SERVICES

Current Budget: \$157,255.32

Auditing and Reporting: \$135,555.32 (FY23, FY24, and FY25 salary and benefits for ESSER bookkeeper)

Other: \$21,700.00 (Program operations for FY23, FY24 including but not limited to office supplies and materials, copies, binders, paper, ink, and toner to administer the program.)

CAPITAL PROJECTS

Current Budget: \$11,060,687.98

Line Item 76100-304 Details

Budget Amount: \$750,000

Architect Fees

- Estimated potential architect/engineering fees for auditorium and renovation/addition

Line Item 76100-706 Details

Original Budget Amount: \$9,553,973.41

Adjusted Budget Amount \$10,310,687.98

CCHS Auditorium = Estimate \$9,200,000.00

- Free standing auditorium building in the parking lot between the existing building and Miller Avenue to allow for social distancing during state testing and assemblies and to accommodate fine arts classes.
- South Renovation/Addition = Estimate \$1,475,000.00 - \$1,915,000.00+
Estimated plans include 4-6 new classroom additions to replace the portables, replacing existing exterior doors, bathroom renovations (5 pairs and 14 singles) and kitchen floor epoxy.

*Estimated expenditures allow for inflation and potential cost of labor increases due to Davis Bacon requirements. If bids come back over estimates, that allowance may be used. If projects come under budget, Federal Programs would bring revision back to BOE for approval.

INDIRECT COST TRANSFER

\$465,140.89

- *Funds from ESSER 3.0 in the amount of \$465,140.89 will be transferred to Cumberland County GP to administer.*

Purposeful Community





The following document reflects the focus of our purpose, operating principles, working agreements, and action steps of our school in order to achieve our outcomes for the 2022-2023 school year.

PURPOSE

Cumberland County Schools Supervisors' purpose is to provide the best support systems for CCS principals and teachers so they will be able to engage every student in innovative learning experiences so the students will be empowered to be entrepreneurial with their skills and knowledge to become productive citizens.

OUTCOME

CCS will increase student academic achievement and growth with the goal of CCS becoming an Exemplary designated district.

CCS Staff:

Action: Optimizing human capital by improving shared leadership and support of school leadership.

AGREED UPON PROCESSES

Operating Principles: Operating principles are defined as the "Agreed Upon Processes" providing governance and guidance for the foundation of what a Purposeful Community is trying to accomplish ~ the Outcome.

Working: Working agreements are defined as the contextual behavioral expectations of the adults that align to the Operating Principles.

I. Accountability

Definition: Our team strives for excellence through expectations, transparency and collective efficacy between departments. Being visible and accessible for each other, staff and stakeholders. Each person knows their individual and group expectations and roles.

Working Agreement: Accountability requires us to:

- Have open lines of communication for each other, staff, and stakeholders
- Respond in a timely manner - same business day with acknowledgement or shared decision
- Ensure that our work and behavior is consistent with CC Schools core values and professional ethics.

II. Efficacy

Definition: Our team ensures the equitable treatment of all staff. As a team we will encourage and support each other with open mindfulness and inclusivity. Accessibility, availability, and visibility are a main priority.

Working Agreement: Efficacy requires us to:

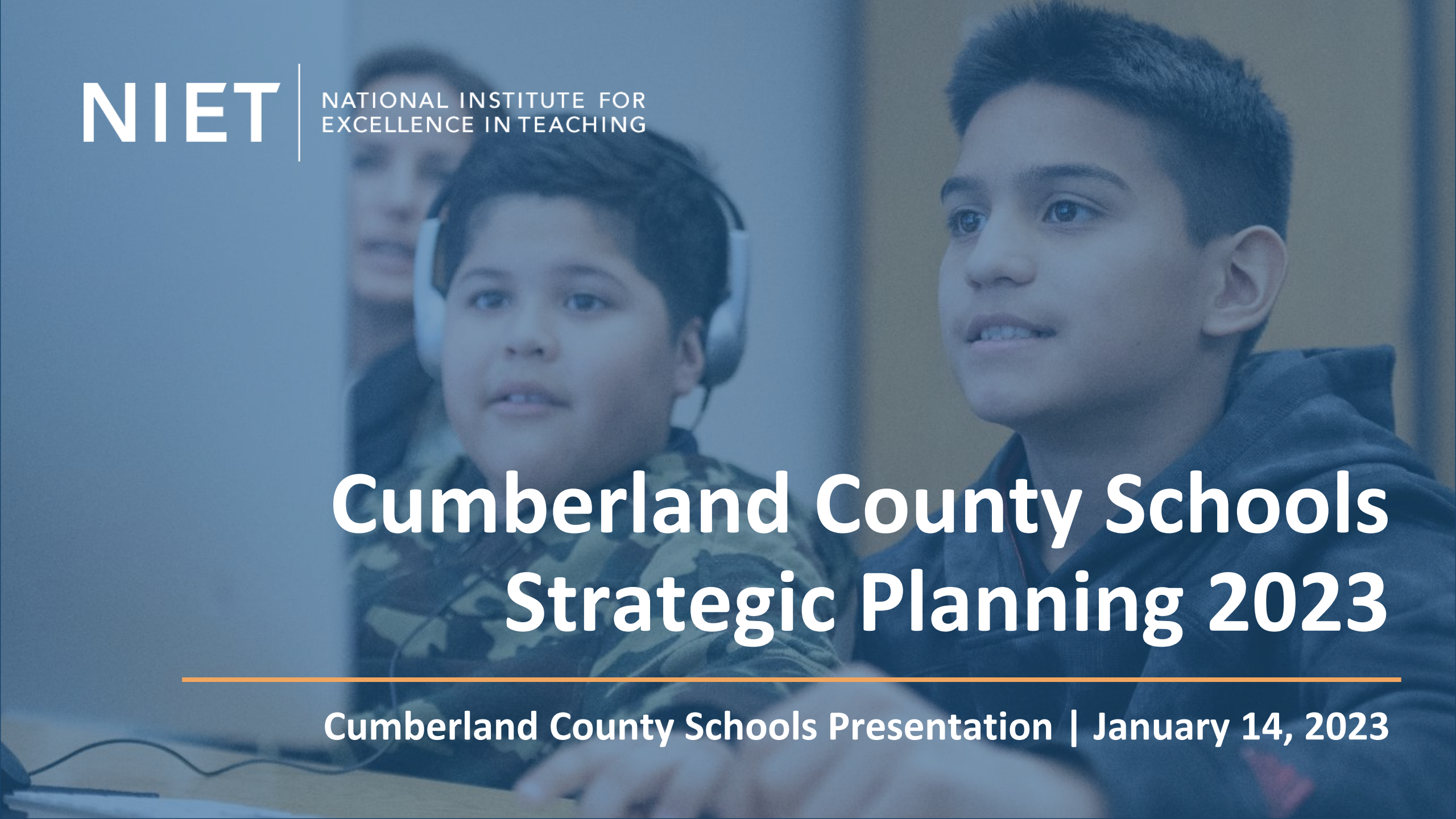
- Work collaboratively to foster and motivate a team environment
- Inspire and encourage all stakeholders
- Have effective communication to empower others to share ideas and needs

III. Transparency

Definition: Our team shares concerns and ideas with each other and internal and external stakeholders. We strive to candidly communicate and foster thoughtful decision making.

Transparency require us to:

- Openly share concerns and ideas, candidly communicate our intentions
- Recognizes and respects each employee's hard work, progress and achievement
- Builds trust that fosters thoughtful decision making



NIET

NATIONAL INSTITUTE FOR
EXCELLENCE IN TEACHING

Cumberland County Schools Strategic Planning 2023

Cumberland County Schools Presentation | January 14, 2023

Our Mission and Vision

Our Mission

Building educator excellence to give all students the opportunity for success

Our Vision

Our vision is that every student in America is taught by an excellent teacher and supported by effective leaders every year. We believe intentional, sustained, and high-quality investments in educators directly result in success for all students and are essential to eliminating equity gaps. As a result, NIET is committed to raising achievement levels for all students by focusing on the most powerful lever for change – teachers and the leadership that supports them.

Who We Are

- We believe high-quality instruction drives student success.
 - **20-year history** of improving student outcomes through increasing instructional excellence
 - 501(c)3, **not-for-profit organization** focused on improving educator effectiveness in schools, particularly high-need schools
 - Recognized leader in **educator effectiveness**, support, training, and research
 - Provider of intensive site-based and virtual **coaching and support**
 - NIET has developed more than **30,000 teacher leaders**, ultimately impacting 275,000 educators and 2.75 million students
 - Significantly expanding the **pipeline of effective educators**
 - Growing rapidly through **expanding statewide partnerships** and **virtual support**

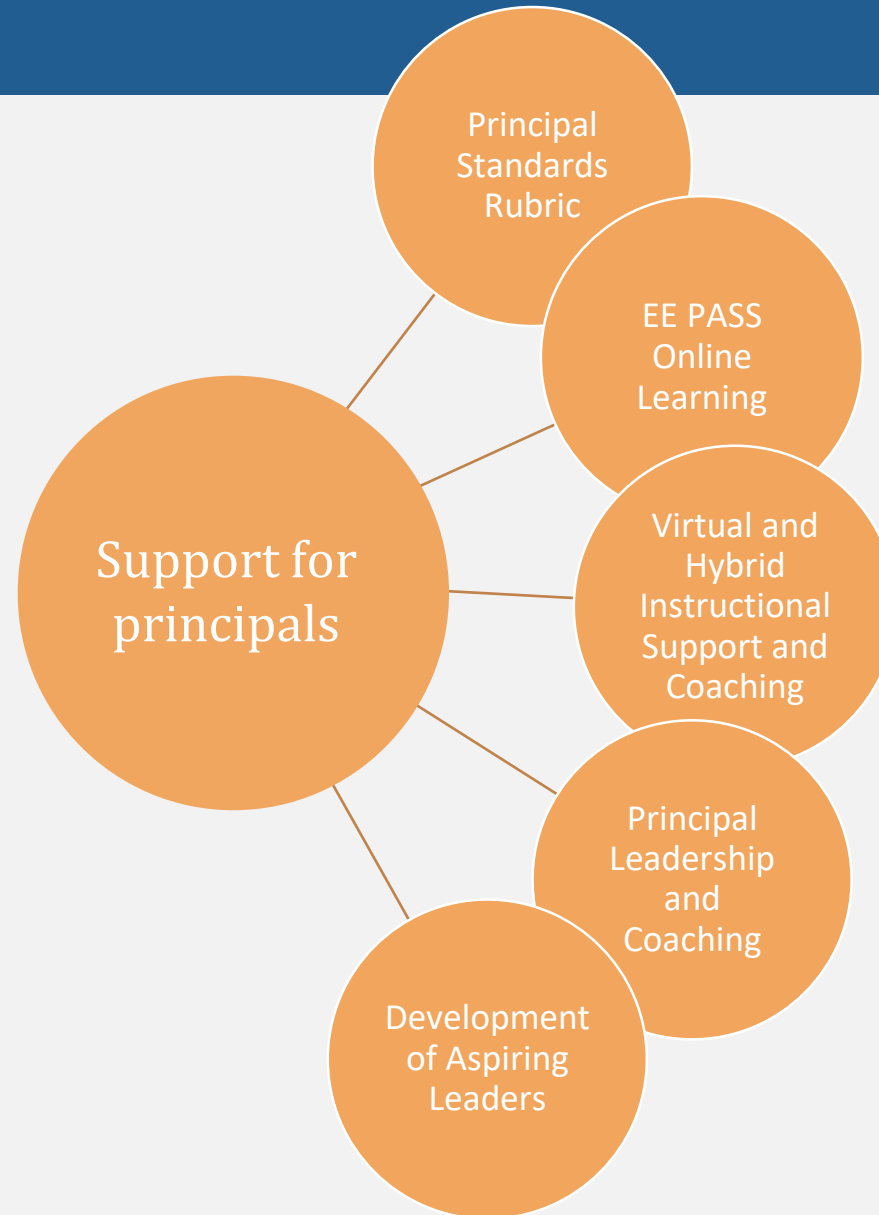
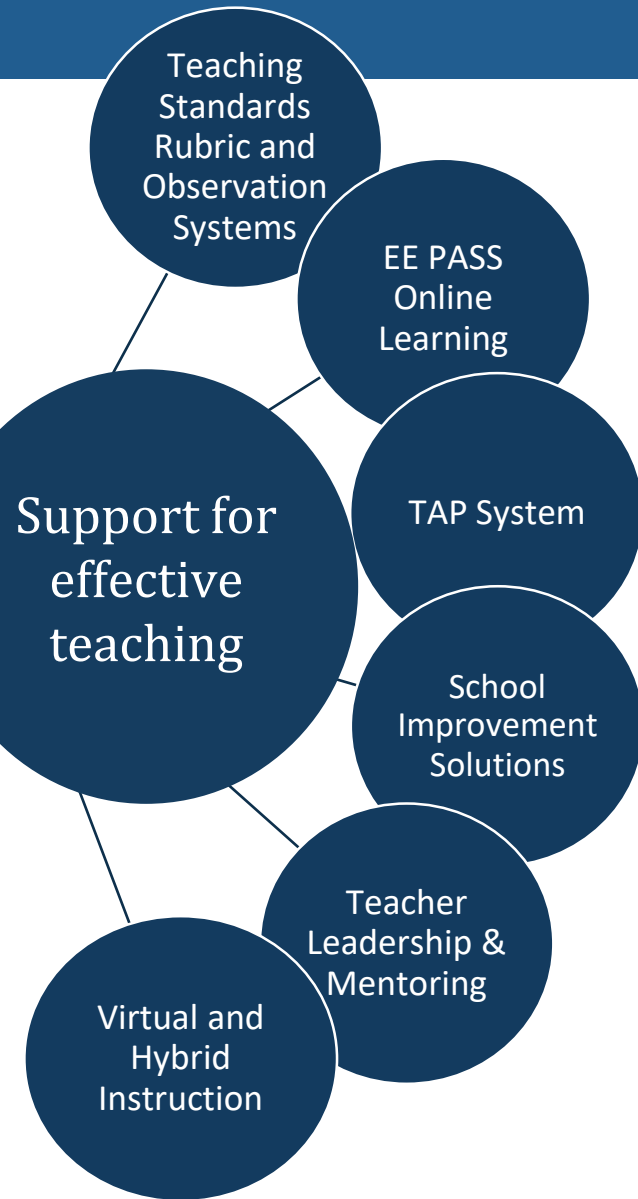


Our Supports and Services

NIET

NATIONAL INSTITUTE FOR
EXCELLENCE IN TEACHING

Our K-12 support develops effective teachers and leaders





Our support for Cumberland County's Strategic Plan

NIET

NATIONAL INSTITUTE FOR
EXCELLENCE IN TEACHING

Current State of District Strategic Plan

- Met in December 2022 to discuss the current state of District Plan. Tell us where you are in the strategic planning process
 - Mission and Vision set?
 - Stakeholder outreach started? Completed?
 - Designated Steering Committee?
 - Determined key priorities?
 - Created draft plan?
 - Created implementation guidance or plan?

Cumberland County Current State of Strategic Plan

- Engage, Innovate, and Empower (Updates Current Mission, Vision, Values, and Goals Statement)
- 3-4 Goals with Action Steps and Monitoring Plan
- Link Strategic Plan to TISA
- Connect plan to Cumberland County Schools K-12 Career Connections Framework
- Involve Community with Subcommittees in the planning process

Mission, Vision, Values, and Goals

- **Mission:** To empower each student with the skills to be a productive citizen.
- **Vision:** It is the vision of Cumberland County Schools to meet the needs of each student to become a productive citizen in a growing community and evolving society. In pursuit of this vision, Cumberland County Schools will... [Link to Vision Statement](#)

Mission, Vision, Values, and Goals

- **Beliefs:**

- We believe that providing a safe, secure, positive environment is essential for optimal learning for all students.
- We believe that all students will be more successful if standards are in place and the curriculum is challenging.
- We believe that teachers, administrators, and parents share the responsibility for creating and accomplishing the system's mission.
- Starting point for the work do we want to keep this mission and vision statement or do we want to revise collaboratively?

Building the Steering Committee

- Director of Schools-Chair
- Member(s) of the board of education
- Central Office Staff
- The Steering committee will guide and direct the work during the strategic planning process. Members of the committee will chair the subcommittees, review and relay subcommittee information to the steering committee, and help to organize the plan for school board review and approval.

High Level Overview of Process and Determining Priorities

- Once we have determined the Mission, Vision, Values and Goals of the district then we will perform a SWOT Analysis to determine:
 - Strengths, Weaknesses, Opportunities, and Threats
- SWOT analysis with Steering Committee (Number of subcommittees determined from SWOT Analysis)
- Subcommittees Developed (SWOT analysis with Subcommittees)
- Synthesize and select highest level priorities
- Develop District Goals and Performance Metrics
- Develop Action Steps in SMART Goal Format: Specific, Measurable, Achievable, Relevant and Time-Bound
- Develop Monitoring Plan and Supporting documents and tools

Community Feedback Phase

- Community feedback is essential to build a strategic plan that is in line with community needs.
- Determining Who in the community is willing and needed to serve on each subcommittee is essential to developing a high quality strategic plan.
- Collecting feedback and input for community groups, elected officials, and other strategic community groups is also essential in building a high quality strategic plan.

Strategic Plan Implementation and Monitoring Plan

- Once the Strategic Plan is developed and Implementation starts how will the district monitor and report back to community on the implementation?
- How will goals be measured?
- Who will be in charge of ensuring plan is implemented and monitored?
- On what timeframe will the district gather data and report on strategic plan implementation to the board of education?

Conclusion of the Strategic Planning Process

- The School District will have a Strategic Plan aligned to the district Mission, Vision, Values, and Goals
- The School District will have a Strategic Plan with goals and actions steps informed from the Board of Education, School District Administration and the Community
- The School District will have a Strategic Plan that allows the Board of Education to align its budget with the goals and action steps developed through the planning process and aligned to the new TISA Law for School Funding.
- The School District will have a Monitoring Plan that will allow the plan to be amended or adjusted as needed and monitored through the life of the plan.

NIET

NATIONAL INSTITUTE FOR
EXCELLENCE IN TEACHING

**BUILDING EDUCATOR EXCELLENCE TO GIVE ALL STUDENTS
THE OPPORTUNITY FOR SUCCESS**



niet.org



[@NIETteach](https://twitter.com/NIETteach)



facebook.com/NIETteach



NATIONAL INSTITUTE FOR
EXCELLENCE IN TEACHING

**Strategic Planning Draft Timeline
Cumberland County Schools**

- 2022-23: 10 days onsite 4 days (internal development of documents and data review) 14 days total

SOW Item	Date	Meeting/ Deliverable	Tasks/ Actions
District Timeline Establishment Meeting (With Director Stepp and Team)	12-15-22	Preparation of Timeline for Strategic Planning Process	• Develop Sample Timeline for Meeting and establish target dates. • Overview of Strategic Planning process and District Logistics • Define Steering Committee • Review Subcommittee Process
School Board Retreat	1-14-23	Present Timeline and Strategic Planning Process to School Board	• Prepare Presentation for School Board Retreat • Provide Presentation in advance to Director Stepp for review

Steering Committee Meeting #1 (1 day)		Meeting with district leadership (steering committee #1)	• Establish Final Timeline ◦ Determine timeline for Steering Committee and Subcommittee Meetings • Align on project goals and expectations • Determine current strategic plan landscape ◦ Define success for focus areas ◦ SWOT analysis for all focus areas • Align on Steering Committee and subcommittee work ◦ Draft Steering Committee and Subcommittee Agendas • Determine stakeholder outreach needs and methods
Subcommittee Meeting #1		Initial Meeting with Subcommittee Meeting #1	• Introduce strategic plan project/timeline and purpose of the subcommittee • Define success for subcommittee by focus area • Conduct SWOT analysis for subcommittee by focus area • Determine 3-5 draft goals (5-year) for subcommittee by focus area
Steering Committee Meeting #2 and preparation for subcommittee meetings (1 day)		Steering Committee Meeting #2	• Review subcommittee SWOT analysis and goals for all four focus areas • Finalize goals for focus areas, ensuring they meet SMART criteria • Brainstorm action steps for each goal • Determine data needs • Determine subcommittee needs
Subcommittee Meeting #2		Subcommittee meeting #2	• Review finalized goals and proposed actions for subcommittee focus area • Provide feedback on actions/data needs
Steering Committee Meetings #3 and		Steering Committee Meeting #3	• Synthesize feedback from subcommittee on goals, action steps, and data needs • Finalize district priorities

preparation for subcommittee meetings (1 day)			• Brainstorm Aligned Measurement Metrics • Determine owners for each goal • Begin draft plan outline and timeline • Determine subcommittee needs
Subcommittee Meeting #3		Subcommittee meeting #3	• Review final template (strategic plan draft outline) with focus areas, goals, goal owners, actions, data collection timeline • Subcommittee provides any final feedback action steps and aligned metrics
Steering Committee Meeting #3 and preparation for subcommittee meetings (1 day)		Steering Committee Meeting #4	• Review draft strategic plan and determine revisions • Discuss development plan for monitoring and tracking progress on strategic plan implementation • Determine subcommittee needs
Subcommittee Meeting #4		Subcommittee meeting #4	• Review and provide final feedback on draft strategic plan • Review and provide feedback on draft monitoring and tracking plan
Steering Committee Meeting #5 and preparation for subcommittee meetings (1 day)		Steering Committee Meeting #5	• Finalize strategic plan and monitoring plan • Determine subcommittee needs
Subcommittee Meeting #5		Subcommittee meeting #5	• Final review of strategic plan and monitoring plan
Steering		Document creation/	• Share final strategic plan with leadership team

Committee Meeting #6 (1 day)		preparation for Strategic Plan Finalization	• Document creation for Strategic Plan • Develop slides for presentation to board
Steering Committee Meeting #7 (1 day)		Strategic Plan Finalization/ Presentation to the School Board	• Present final version of strategic plan and monitoring plan to Steering Committee • Schedule Presentation to Board of Education for Approval
Steering Committee Meeting #8 (1 day)		Strategic Plan monitoring plan finalization	• Finalization of Strategic Plan tracking and monitoring • Discussion of Stocktake meeting process • Setting of Dates for Stocktake meeting in Semester 1 and 2
Steering Committee Meeting #9 Stocktake meetings providing model for progress monitoring of strategic plan (1 day)		Stocktake Meetings #1 Facilitation	• Facilitation of Stocktake meeting with District and School teams upon initial implementation of Strategic Plan • Tentative Fall 2023
Facilitate stocktake meeting #2 (1 Day)		Stocktake Meeting #2	• Facilitation of Stocktake meeting with District and School Team • Conclusion of Strategic planning process • Turn over all planning tools to the district • Tentative Spring 2024
2022-23 Summary: 10 days			

