



**Strategic
Plan
2015-2020**

Introduction

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Creating the future takes vision, imagination, and a commitment to turning dreams into reality. These qualities epitomize Kannapolis City Schools and are the inspiration for this 5-year strategic plan. The vision outlined in this plan was developed by innovative leaders—both within KCS and from our community—who shared their creativity and produced a roadmap that will lead to even greater success for Kannapolis City Schools. Thanks to their foresight, KCS will harness the amazing opportunities available in our community and create a future that transforms how education is delivered to our children. We are indebted to these leaders for sharing their talent, experience, and bold imagination.

People from all stakeholder groups were involved in developing this strategic plan. Through a survey, hundreds of parents, staff, and community members provided their input about the most important things they felt our children should learn in school. They also helped identify the strengths and weakness of Kannapolis City Schools and where they thought the district should focus in the future. Using that input, members of a strategic planning committee helped shape the final plan. The committee included community leaders, elected officials, parents, business representatives, school board members, and staff. The plan is designed to provide direction for the district and make sure all schools and departments work together to create success for children. It is not intended to specify every action for the future. Instead, it is designed to set priorities that will guide the decisions of everyone in Kannapolis City Schools for the next five years.

Besides our system’s vision, mission, beliefs, and goals, this strategic plan includes a scorecard to monitor student achievement and operational goals for Kannapolis City Schools. It will be used to track the district’s progress towards achieving the goals defined in this plan. Baselines will be established using 2013-14 academic year data, and the target completion date for all goals is the 2019-20 academic year.

We will provide the Kannapolis City Board of Education and KCS community with annual updates of our district’s progress.

VISION

Kannapolis City

Schools will inspire
our learners to
graduate and become
successful citizens.

OUR BELIEFS

We believe in **EXCELLENCE**.

We believe in **INTEGRITY**.

We believe in **CHARACTER**.

We believe in **EQUITY**.

We believe in **ACCOUNTABILITY**.

With these beliefs, we will strive to be superior in academics, customer service, financial responsibility, and all aspects of serving our community (**Excellence**).

We pledge to adhere to the highest moral and ethical principles and to model these principles for our students and community (**Integrity and Character**).

We promise to promote fairness, justice, and equal opportunity for everyone connected with Kannapolis City Schools (**Equity**).

We commit to being responsible and answerable to our stakeholders and to be measured against the goals outlined in this plan (**Accountability**).

MISSION

To **TEACH!**

To **LEARN!**

To **GRADUATE!**

To **INSPIRE!**

What we believe

Members of the strategic planning committee believed that the core business of any successful educational institution is **TEACHING AND LEARNING**. They echoed the commitment of our Board of Education and leadership team that everything in Kannapolis City Schools should revolve around these two areas. To that end, the strategic planning committee developed a vision and mission that are driven by Kannapolis City Schools' dedication to outstanding teaching and learning. The system's vision and mission are the heart of this strategic plan along with a set of beliefs that give voice to our core values in Kannapolis City Schools.

Drawing upon the belief that teaching and learning are essential elements of success, the committee also developed a set of focus areas for Kannapolis City Schools:

- **LITERACY SKILLS**
- **STEAM (SCIENCE, TECHNOLOGY, ENGINEERING, ARTS, MATHEMATICS)**
- **CAREER AND COLLEGE READINESS**

Together with our vision, mission, and beliefs, these focus areas represent the centerpiece of our strategic plan and will guide what we do between now and 2020. They also are the basis for the goals that leaders of each KCS department have developed to complete this roadmap toward our future.

CURRICULUM & INSTRUCTION

GOAL 1

By 2020, student performance will be at or above the state average and meet all federal and state targets.

GOAL 2

By 2020, KCS will exceed expected academic growth.

GOAL 3

By 2020, Kannapolis City Schools will implement a Career and Character Education Plan, K-12.

GOAL 4

KCS will diversify course offerings to align with a variety of interests and opportunities for college and career readiness.

GOAL 5

KCS will align Professional Development to support the strategic plan goals.

TECHNOLOGY

GOAL 1

KCS staff and students will use a variety of technology tools to gather information, organize data, and present the information to others.

GOAL 2

KCS technical staff will collaborate with Cabarrus County government IT staff to improve response time for completing technical support work orders.

GOAL 3

Provide Professional Development and continued support for the KCS website.

COMMUNITY RELATIONS / COMMUNICATIONS

GOAL 1 (in cooperation with student services)

Establish a family involvement program that supports teachers and schools in engaging families, provides incentives for involvement, increases family participation, and raises student achievement.

GOAL 2

Monitor threats to the future and funding of public education and mobilize community support/advocacy for students, educators, and public schools.

GOAL 3

Harness the power of digital and social media to increase the qualified applicant pool, expand stakeholder reach, improve internal communication, supplement instruction, and support the focus areas of KCS.

GOAL 4

Generate at least \$500,000 (\$100,000 per year) in additional support for KCS through grants, the Kannapolis Education Foundation, business and community partnerships (including contributions of supplies/materials and in-kind donations).

STUDENT SERVICES

GOAL 1 (in cooperation with community relations / communications)

Establish a family involvement program that supports teachers and schools in engaging families, provides incentives for involvement, increases family participation, and raises student achievement.

GOAL 2

KCS will achieve a 4-year graduation rate of 90% or above by 2019-2020.

GOAL 3

By 2020, chronic absenteeism (missing 10% or more of the school year) will not exceed 5% in Kannapolis City Schools.

FINANCE

GOAL 1

Adequately fund technology and school resources (\$1,000,000)

GOAL 2

Increase funding for at-risk programs (\$250,000)

GOAL 3

Increase funding for staff retention

GOAL 4

Seek business sponsorships with schools

HUMAN RESOURCES

GOAL 1

Increase retention of all staff members.

GOAL 2

Continually review and update Human Resources Data Management Systems

GOAL 3

Increase recruitment efforts

SCHOOL NUTRITION

GOAL 1

Make the Free/Reduced application a completely integrated online process with multiple access points—schools, central office, and home.

GOAL 2

Increase breakfast participation by 5% to 10% to a participation rate of 45% to 50% daily.

GOAL 3

Expand the Summer Feeding Program to a minimum of three sites within the KCS community.

GOAL 4

Provide at least two Health and Wellness opportunities per year to all KCS students and staff.

TRANSPORTATION

GOAL 1

Eliminate bus driving duties for all teacher assistants.

GOAL 2

Schedule quarterly professional development sessions for bus drivers to achieve a standard of excellence.

GOAL 3

Streamline the bus assignment process so that every child is assigned to a bus prior to the first day of school.

GOAL 4

Reduce the number of discipline referrals by 25%.

SCHOOL SAFETY

GOAL 1

All leadership team members and environmental specialists will know the location of utility shut-offs and proper shut-off procedures.

GOAL 2

All KCS staff will be trained in their school/office crisis procedures.

GOAL 3

All KCS schools will have a trained Crisis Team in place.

GOAL 4

Reduce work-related accidents by 10%.

FACILITIES

GOAL 1

Build a new middle school and convert the current KMS into an intermediate school.

Kannapolis City Schools Strategic Plan Scorecard

STUDENT GROWTH AND ACHIEVEMENT GOALS

SUBJECT/ DEPARTMENT	GOAL	MEASURE	2014-15	2015-16	2016-17	2017-18	2018-19	2019-20 TARGET
LITERACY	By 2020, student performance will be at or above the state average and meet all federal and state targets.	Grades 3-8 reading performance						At/above state average
		English II performance						At/above state average
		ACT Reading performance						At/above state average
		ACT English performance						At/above state average
	By 2020, KCS will exceed expected academic growth.	Grades 3-8 reading growth						Exceeds expected growth
		English II growth						Exceeds expected growth
		ACT Reading						Exceeds expected growth
		ACT English						Exceeds expected growth

Kannapolis City Schools Strategic Plan Scorecard

STUDENT GROWTH AND ACHIEVEMENT GOALS

SUBJECT/ DEPARTMENT	GOAL	MEASURE	2014-15	2015-16	2016-17	2017-18	2018-19	2019-20 TARGET
MATHEMATICS	By 2020, student performance will be at or above the state average and meet all federal and state targets.	Grades 3 - 8 Math performance						At/above state average
		Math I performance						At/above state average
		ACT Math performance						At/above state average
	By 2020, KCS will exceed expected academic growth.	Grades 3 - 8 Math growth						Exceeds expected growth
		Math I growth						Exceeds expected growth
		ACT Math						Exceeds expected growth

Kannapolis City Schools Strategic Plan Scorecard

STUDENT GROWTH AND ACHIEVEMENT GOALS

SUBJECT/ DEPARTMENT	GOAL	MEASURE	2014-15	2015-16	2016-17	2017-18	2018-19	2019-20 TARGET
SCIENCE	By 2020, student performance will be at or above the state average and meet all federal and state targets.	Grade 5 Science performance						At/above state average
		Grade 8 Science performance						At/above state average
		Biology performance						At/above state average
		ACT Science performance						At/above state average
	By 2020, KCS will exceed expected academic growth.	Grade 5 Science growth						Exceeds expected growth
		Grade 8 Science growth						Exceeds expected growth
		Biology growth						Exceeds expected growth
		ACT Science						Exceeds expected growth

Kannapolis City Schools Strategic Plan Scorecard

STUDENT GROWTH AND ACHIEVEMENT GOALS

SUBJECT/ DEPARTMENT	GOAL	MEASURE	2014-15	2015-16	2016-17	2017-18	2018-19	2019-20 TARGET	
CURRICULUM & INSTRUCTION	By 2020, KCS will implement a Character & Career Education Plan, K-12.	Reduced discipline referrals						Reduce referrals by 25%	
		Increase extra-curricular involvement						Increase involvement by 25%	
		Improve results of school climate surveys						Show continuous improvement over baseline year	
	KCS will diversify course offerings to align with a variety of interests and opportunities for college and career readiness.	Increase course offerings at high school and middle school							Increase course offerings by 10%
		Collaborate with community colleges to increase offerings of high school courses for credit							50% of students graduating with college credit (TBD based on baseline)
		In collaboration with community partners, increase the number of student apprenticeships							Increase by 50% (TBD based on baseline)
	KCS will provide Professional Development to support the strategic plan goals.	Adequate resources will be allotted to allow teachers to complete Highly Qualified PD each year.							100%

Kannapolis City Schools Strategic Plan Scorecard

STUDENT GROWTH AND ACHIEVEMENT GOALS

DEPARTMENT	GOAL	MEASURE	2014-15	2015-16	2016-17	2017-18	2018-19	2019-20 TARGET
21ST CENTURY SKILLS / TECHNOLOGY	KCS staff and students will use a variety of technology tools to gather information, organize data, and present the information to others.	Teacher Technology Skills						95% of teachers and admins will be at the Accomplished Level
	KCS technical staff will collaborate with Cabarrus County government IT staff to improve response time for completing technical support work orders.	Response Time and Work Order Completion Spreadsheet						No more than 25 items on the Work Order List. Response time of no more than 1 week.
	Provide Professional Development and continued support for the KCS website.	KCS webpages will contain current information reflecting classroom initiatives						100% of KCS webpages will meet Standards

Kannapolis City Schools Strategic Plan Scorecard

STUDENT GROWTH AND ACHIEVEMENT GOALS

DEPARTMENT	GOAL	MEASURE	2014-15	2015-16	2016-17	2017-18	2018-19	2019-20 TARGET
FINANCIAL SERVICES	Find more funding for technology and school resources	Amount of funding						\$1,000,000
	Increase funding for at-risk programs	Amount of funding						\$250,000
	Increase funding for staff retention	Amount of funding						\$50,000
	Seek business sponsorships with schools	Business sponsorships						At least one business partner per school
HUMAN RESOURCES	Increase retention of all staff members	Turnover rate						Less than 13%
	Update HR Data Mgmt. systems to allow interface with Finance software	Implementation of software components						Install five new components
	Increase recruitment efforts	# of applicants in Applitrack						3,500 applicants

Kannapolis City Schools Strategic Plan Scorecard

STUDENT GROWTH AND ACHIEVEMENT GOALS

DEPARTMENT	GOAL	MEASURE	2014-15	2015-16	2016-17	2017-18	2018-19	2019-20 TARGET
TRANSPORTATION	Eliminate bus driving duties for all teacher assistants.	% of TAs in classrooms without bus driving duties						100% of TAs back in classroom with no bus driving duties
	Schedule quarterly professional development sessions for bus drivers.	PD sessions held						4 training sessions per year
	Streamline the first of the year bus assignment process.	% of students assigned by first day of school						100% of students assigned by first day
	Reduce discipline referrals by 25%	Number of discipline referrals						25% reduction from baseline year

Kannapolis City Schools Strategic Plan Scorecard

OPERATIONAL GOALS

DEPARTMENT	GOAL	MEASURE	2014-15	2015-16	2016-17	2017-18	2018-19	2019-20 TARGET	
PUBLIC INFORMATION & COMMUNITY RELATIONS	Family Involvement	Opportunities for family involvement						≥ 10 participation opportunities per year	
		PD opportunities for staff						≥ 3 PD opportunities per year	
	Monitor threats to public education. Mobilize stakeholder support.	State per pupil funding						State per pupil funding returns to 2009 level	
	Develop district-wide social media strategy that supports focus areas of KCS	Stakeholder reach							+100% from baseline
		Qualified applicant pool							+20% from baseline
		Employee engagement							≥ 40% of staff use social media to engage parents/share KCS content
	Increase support for KCS through grants, KEF, partnerships, etc.	Value of gifts (money, grants, supplies, materials, in-kind donations)							\$500,000 (total of 5 years)

Kannapolis City Schools Strategic Plan Scorecard

OPERATIONAL GOALS

DEPARTMENT	GOAL	MEASURE	2014-15	2015-16	2016-17	2017-18	2018-19	2019-20 TARGET
STUDENT SERVICES	Family Involvement	Opportunities for family involvement						≥ 10 participation opportunities per year
		PD opportunities for staff						≥ 3 PD opportunities per year
	KCS will achieve a 4-year graduation rate of 90% or above by 2019-2020	Graduation Rate						90%
	Chronic absenteeism (missing 10% or more of the school year) will not exceed 5% in KCS.	% of chronic absenteeism						≤5%

Kannapolis City Schools Strategic Plan Scorecard

OPERATIONAL GOALS

DEPARTMENT	GOAL	MEASURE	2014-15	2015-16	2016-17	2017-18	2018-19	2019-20 TARGET
SCHOOL NUTRITION	Make the Free/Reduced application a completely integrated online process with multiple access points—schools, central office, and home.	Online access points						5 access points (School Nutrition webpage, C.O., School Nutrition office, FLW, WW)
	Increase breakfast participation by 5% to 10% to a participation rate of 45% to 50% daily.	% breakfast participation						45%-50%
	Expand Summer Feeding Program to a minimum of three sites within KCS community.	# of summer feeding sites						≥ 3
	Provide at least two Health and Wellness opportunities per year to all KCS students and staff.	# of health and wellness opportunities						≥ 2

Kannapolis City Schools Strategic Plan

OPERATIONAL GOALS

DEPARTMENT	GOAL	MEASURE	2014-15	2015-16	2016-17	2017-18	2018-19	2019-20 TARGET
SAFETY AND SECURITY	All leadership team members and environmental specialists will know location of utility shut-offs and shutoff procedures	Sign off sheet showing that all principals, APs, curriculum coordinators, and C.O. administrators know shut off procedures						100% of KLT and environmental specialists know shut off procedures
	All KCS staff will be trained in their school/office crisis plans	Sign off sheet showing that staff have been trained						100% of staff trained
	Every KCS school has trained Crisis Team	Principals will include names of trained CT members in CIP						All schools have trained Crisis Team
	Reduce work-related accidents by 10%.	Workers' Compensation Claims						Reduce Workers' Comp claims by 10%
FACILITIES	Build new middle school and convert current KMS into intermediate school	Construction & opening of new school						Have new school built and operational

STRATEGIC PLANNING TEAM

BOARD OF EDUCATION

TODD ADAMS (ALSO KCS PARENT)
DORIS BUCHANAN

ELECTED OFFICIALS

DARRELL HINNANT
STEVE MORRIS

TEACHERS

CAROLINE FONGEMY (ALSO KCS PARENT)
DORETHA GRIER (ALSO KCS PARENT)
REBECCA MERRIMAN
CORY STIREWALT

SUPPORT STAFF

HORTENSIA DELGADO

PRINCIPALS

KENNETH BOWEN
NICK CARLASCIO
TODD PARKER (ALSO KCS PARENT)
BRIDGETTE REESE

BUSINESS COMMUNITY

PATRICK COUGHLIN
JOE TRULL (ALSO KCS PARENT)

POST SECONDARY EDUCATION

VAN MADRAY

PARENTS

DR. PENELOPE PERKINS-VEAZIE
FRANTASIA WILLIAMS

SUPERINTENDENT'S CABINET

NANCY BARGER
ELLEN BOYD (ALSO KCS PARENT)
DR. CHIP BUCKWELL
KELLY BURGESS
WILL CRABTREE (ALSO KCS PARENT)
JESSICA GRANT
BRENDA MCCOMBS
KIM HARN-SORYZ
ANNE TREANOR
BONNIE WEST
PATTY WILLIAMS

SUPERINTENDENT

DR. PAMELA CAIN

STRATEGIC PLANNER

DR. RANDY BRIDGES

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