



WAKE COUNTY
PUBLIC SCHOOL SYSTEM

SAFE AND ORDERLY SCHOOLS PLAN:
2009-2012

April 2009

SAFE AND ORDERLY SCHOOLS PLAN: 2009-2012

WAKE COUNTY PUBLIC SCHOOL SYSTEM

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Preface

The Wake County Public School System (WCPSS) is proud of the Wake County students, parents, and school staff members and the seriousness with which all approach education. The WCPSS believes that the environment of each school must be safe and orderly, providing an atmosphere in which teaching and learning can occur without undue disruption. In this atmosphere, it is the fundamental responsibility of all persons to respect others.

Students are most successful when schools provide a positive forum in which students can express and explore different points of view in a constructive and peaceful manner. Every school must be free of disruption, bullying, harassment, drugs, violence, and weapons. Accordingly, all schools must adhere to WCPSS policies and have plans and procedures in place to assure a safe, orderly, and caring learning environment.

WCPSS plans, policies, and procedures have been developed and implemented to promote positive behavior while implementing appropriate consequences for unacceptable and/or disruptive behavior. It is the mission of the Wake County Public School System *to educate each student to be a responsible and productive citizen who can effectively manage future challenges*. Collaboration among families, communities, schools, agencies, and businesses will be needed to meet this challenge.

Legislation passed by the North Carolina General Assembly in 1997 required that “*All schools must have plans, policies, and procedures for dealing with disorderly and disruptive behavior Each local board of education shall develop a local school administrative unit safe school plan designed to provide that every school in the local school administrative unit is safe, secure, and orderly; that there is a climate of respect in every school; and that appropriate personal conduct is a priority for all students and all public school personnel*” (North Carolina General Statute 115C-105.45). Pursuant to this legislation, in the fall of 1997, the North Carolina Department of Public Instruction (NCDPI) distributed a document with guidelines for developing the local school administrative unit safe school plan. The NCDPI guidelines provided the format for the initial *WCPSS Safe and Orderly Schools Plan: 1998*.

The initial plan was approved March 16, 1998, and a copy of the plan was sent to the North Carolina State Board of Education on March 31, 1998. The plan was distributed to all WCPSS schools in the spring, 1998.

Senate Bill 1099, which was approved August 5, 1999, required school districts to revise the district and local school safe schools plans at least every three years. The *WCPSS Safe and Orderly Schools Plan* was revised in 2003 and 2006, and this document fulfills the requirements for the 2009.

A committee of school personnel reviewed and revised the safe and orderly schools plan for the school district. Subcommittees were assigned tasks to review the initial safe schools plan, current WCPSS plans, policies, and procedures and to write specific components of this revised safe schools plan. Committee members and other selected school system staff were

assigned the responsibility of reviewing components of the plan and identifying elements that required updates/changes.

Acknowledgements

Plan Review Committee Members

Marvin Connelly, Assistant Superintendent, Student Support Services

Lloyd Gardner, Area Assistant Superintendent

Karen Hamilton., Senior Director, Counseling and Student Services

Darryl Fisher, Senior Director, Prevention Services

Russ Smith, Senior Director, Security

Michael Evans, Chief Communications Officer

Liz Colbert, Senior Director, Continuous Improvement and Professional Development

Dawn Dawson, Senior Director, Instructional Services

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Curtis Grogan, Director, Risk Management

Eric Sparks, Director, School Counseling

Victoria Curtis, Director, Student Due Process

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Carol Speas, Senior Administrator, Evaluation and Research

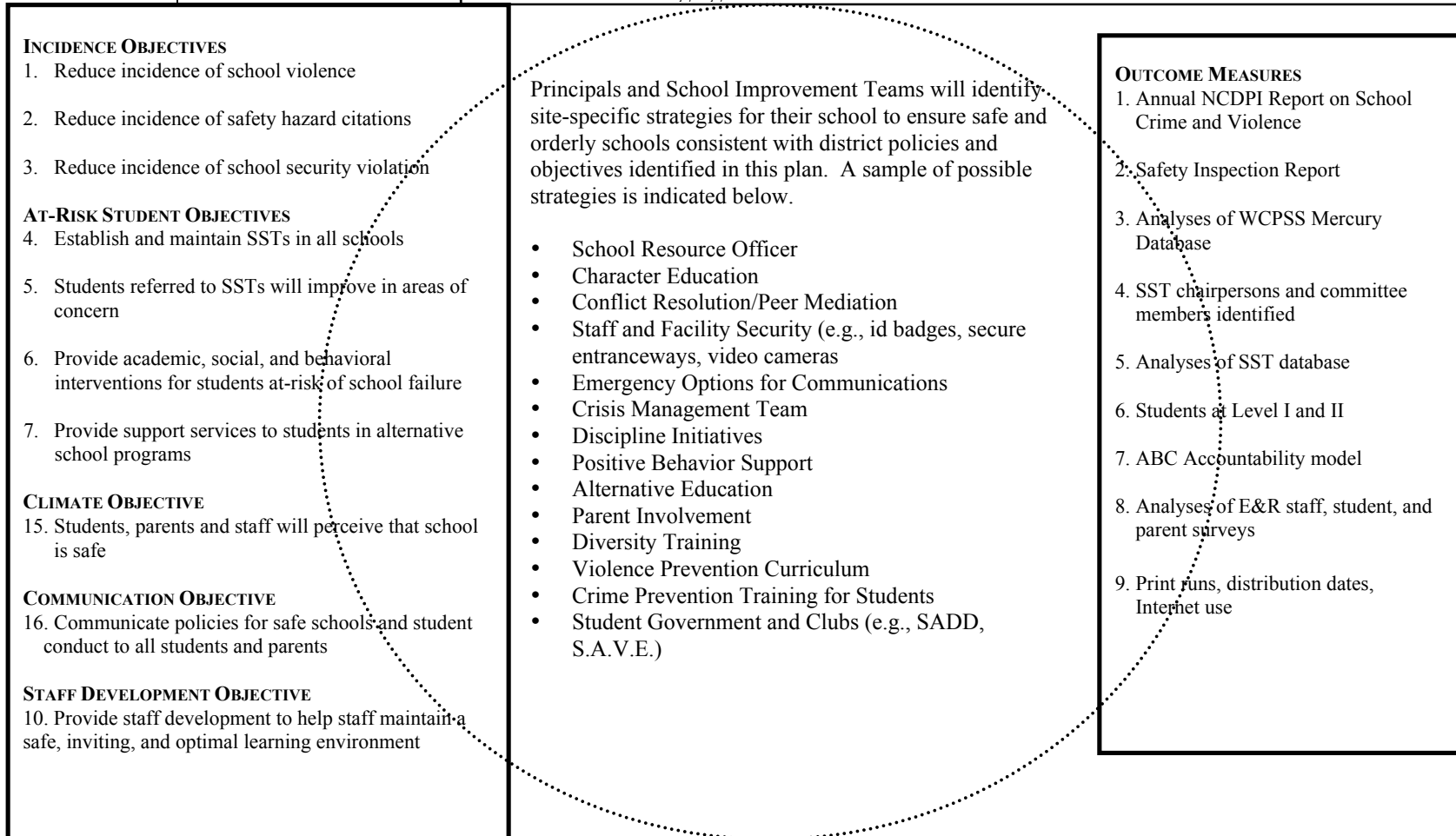
John Ringo, Positive Behavior Support Team Leader

Michelle Pitelli, Student Assistance Program Coordinator

Ryan Johnson, Student Assistance Program Coordinator

Parent Representatives on Site-Based School Improvement Teams, All Schools

| | |
|--------------------------------|---|
| WCPSS MISSION STATEMENT | The WCPSS will educate each student to be a responsible and productive citizen who can effectively manage future challenges. |
| WCPSS GOAL STATEMENT | By 2008, 95 percent of students in grades 3 through 12 will be at or above grade level as measured by the State of North Carolina End-of-Grade or Course tests, and all student groups will demonstrate high growth.* |



Wake County Public School System Safe and Orderly Schools Plan: 2009-2012

Local Education Agency: 920
Local Board of Education Chairperson: Rosa Gill
Local Superintendent: Dr. Del Burns

The WCPSS has a mission to “*educate each student to be a responsible and productive citizen who can effectively manage future challenges.*” If this mission is to be accomplished, each school must assure a safe and orderly environment. The *WCPSS Safe and Orderly Schools Plan: 2009-2012* is designed to ensure that:

- every school in the WCPSS is safe, secure, and orderly
- every school creates a climate of respect
- all students and staff demonstrate appropriate personal

The *WCPSS Safe and Orderly Schools Plan: 2009-2012* is a reference for WCPSS school sites to use when developing site-specific strategies to ensure safe schools. A school site’s school improvement plan should reflect the elements of the *WCPSS Safe and Orderly Schools Plan*. The LEA plan provides direction to school improvement teams to incorporate into their school improvement plans the appropriate components of the LEA plan for maintaining safe and orderly schools. The needs identified by each school will determine specific elements of the LEA plan that will be implemented at the school site.

Components of the Local Education Agency (LEA) Plan

1. Standards of Behavior for Students and School Personnel

The WCPSS Board of Education establishes standards of behavior for all students consistent with locally determined expectations of students and state and federal laws. Reference documents include the *WCPSS Student/Parent Handbook*, the *WCPSS Code of Student Conduct* and the *WCPSS Due Process Procedures* brochure, which are all available online. All students are advised of possible consequences for not adhering to these standards, including due process rights, through distribution of these documents.

Standards of behavior for students and school personnel and related consequences for not adhering to the standards are established in the *WCPSS Board Policies, Regulations and Procedures*.

Guidelines provided by the North Carolina Department of Public Instruction (NCDPI) instructing schools on how to complete the Annual Report of School Crime and Violence indicate that “...**age and intent** of the perpetrator or offender should be considered when determining if an act (e.g., assault resulting in serious injury) is reportable.” Using examples of young students bringing a gun to school or assaulting a teacher, the NCDPI guidelines indicate that “*Decisions about appropriate consequences must be based on the*

law and local school board policies, but consideration should be given to the developmental age of the student, his/her ability to comprehend rules and laws, and understanding of the consequences of their actions.”

Accordingly, the WCPSS has available a variety of consequences for inappropriate student behavior. Possible consequences include, but are not limited to: referral to law enforcement, out-of-school suspension, and/or placement in an alternative program or setting.

2. Responsibilities of the Superintendent

The WCPSS superintendent or designee is responsible for supervising:

- coordination of the adoption and implementation of the plan,
- evaluation of principals’ performance regarding school safety,
- monitoring and evaluation of the implementation of safety plans at the school level, and
- coordination of appropriate aspects of implementation plans with local law enforcement and court officials.!

Appropriate disciplinary actions shall be taken in the event the superintendent fails to carry out these responsibilities. Evaluation and separation procedures related to the superintendent are described in the WCPSS *Board Policies Regulations and Procedures*. Consequences for failure to carry out the responsibilities in the *WCPSS Safe and Orderly Schools Plan: 2009-2012* include the possibility of a reprimand placed in the superintendent’s personnel file or withholding of the superintendent’s salary or both. Also, the certificate of the superintendent could be revoked for failing to fulfill the superintendent’s duties under a local safe schools plan. A job description for the superintendent can be found online as documented in Appendix A.

3. Responsibility of Principals

The WCPSS principals are responsible for:

- restoring, if necessary, and maintaining a safe, secure, and orderly school environment;
- exhibiting appropriate leadership for school personnel and students;
- providing appropriate disciplinary consequences for disruptive students;
- reporting criminal acts under G.S. 115C-288(g); and
- referring for alternative placements students who are seriously disruptive.

When the principal has personal knowledge or actual notice from school personnel that an act has occurred on school property involving assault resulting in serious injury, sexual assault, sexual offense, rape, kidnapping, indecent liberties with a minor, assault involving the use of a weapon, possession of a firearm in violation of the law, possession of a weapon in violation of the law, or possession of a controlled substance in violation of the law, the principal shall immediately report the act to the appropriate local law enforcement agency.

In addition, and in keeping with G.S. 115C-12 (21), the State Board of Education requires principals to report to law enforcement the following additional acts occurring on school property: assault on school officials, employees and volunteers; homicide, including murder,

manslaughter and death by vehicle; robbery; robbery with a dangerous weapon; unlawful, underage sales, purchase, provision, possession or consumption of alcoholic behaviors; making bomb threats or engaging in bomb hoaxes; possession of explosives or abetting a minor to possess explosives; willfully burning a public or private school.

Possible consequences to a WCPSS principal for failure to carry out the responsibilities above are described in the *WCPSS Board Policies Regulations and Procedures*. Consequences include the possibility of a reprimand placed in the principal's personnel file and disciplinary proceedings under G.S.115C-325.

4. Responsibility of Other Administrators, Teachers and Other School Personnel

WCPSS teachers are responsible for all duties indicated in job descriptions associated with their role at a school. In particular, relevant to the *WCPSS Safe and Orderly Schools Plan*, it shall be the duty of all teachers, including student teachers, substitute teachers, voluntary teachers, and teacher assistants, when given authority over some part of the school program by the principal or supervising teacher, to maintain good order and discipline in their respective schools. A teacher, student teacher, substitute teacher, voluntary teacher, or teacher assistant shall report to the principal acts of violence and/or violations of school board policy. Responsibilities also include:

- individualizing instruction to meet the needs of selected students at-risk for school failure due to academic and/or behavioral problems;
- communicating with parents/guardians of students at-risk for school failure due to academic and/or behavioral problems;
- making referrals of students at-risk for school failure due to academic and/or behavioral problems to the SST;

Possible consequences to a WCPSS teacher for failure to carry out the responsibilities listed above are described in the *WCPSS Board Policies Regulations and Procedures*. A job description for WCPSS teachers is found online as documented in Appendix A. The *WCPSS Employee Handbook* is another reference.

Assistant Principals, Instructional Support Staff, Central Services Staff, and All Other School Personnel

All WCPSS employees have a responsibility for maintaining safe and orderly schools in keeping with their professional roles. Possible consequences to school personnel for failure to carry out the responsibilities listed above are described in the *WCPSS Board Policies Regulations and Procedures*.

Parents and Guardians of Students

Parents and guardians are the first teachers and role models for children and, consequently, assume significant responsibilities in support of safe schools. The WCPSS encourages parents to teach and exhibit character traits like those identified in the WCPSS Character Education program:

Courage

Good Judgment

**Integrity
Perseverance
Responsibility**

**Kindness
Respect
Self-Discipline**

Teaching traits such as these at home will reinforce the efforts of school personnel to teach these same traits in the school.

WCPSS urges all parents/guardians to be informed about the discipline policies and procedures in their school and discuss these with their child(ren). Every parent/guardian should be familiar with the *WCPSS Student/Parent Handbook*. Parents/guardians are urged to help their children understand that school rules are designed to foster an environment in which every student's learning can be optimized while providing for the safety of all students. Parents are asked to sign to a Verification/Agreement Form stating that they have read and discussed the school rules and procedures with their child(ren).

Parents/guardians are urged to become active participants in the formulation and enforcement of school policies and procedures and to maintain open channels of communication between school and home. Parents/guardians who make these efforts will contribute greatly to the safe school plan of any campus.

5. Procedures for Identifying and Serving Students At Risk of Academic Failure or of Engaging in Disruptive and Disorderly Behavior

- The WCPSS has in a variety of referral procedures for staff members, school administrators, parents/guardians, and students to identify and serve the needs of students at-risk of academic failure or disruptive behavior. Procedures to identify and serve the needs of at-risk students include:
 - referral to school administration;
 - referral to site-based programs (e.g. Student Support Team {SST}, Title I, Special Education, Peer Mediation, supplemental math and literacy intervention programs, Student Assistance Program {SAP});
 - referral to WCPSS support staff (e.g., school counselor, social worker, psychologist, intervention coordinator, speech, physical and occupational therapists, school nurses);
 - referral to community support services;
 - placement in alternative programs or settings (e.g., Mt. Vernon School {K-8} River Oaks {6-8}, Mary E. Phillips High School {9-12}, Longview School {6-12}, Wilderness Camp);
 - referral to Wake County Human Services School Based Mental Health Team
 - referral to the WCPSS Discipline Review Committee (DRC).
 - referral to Alternative Counseling Education Program (ACE) for drug and alcohol abuse
 - referral to Threat Management by Assessment and Counseling (TMAC)

A complete listing of district policies, statements, plans and procedures that support safe and orderly schools are found in Appendix B.

6. Mechanisms for Assessing the Needs of Disruptive and Disorderly Students

WCPSS uses a variety of methods to assess the needs of students at-risk of academic failure or disorderly behavior. Some possible assessment procedures, grouped by the person(s) typically responsible for conducting the assessment, include:

- Student/Guardian/Care-Taker. Self assessment, Peer Review
 - Teaching Staff. Student observation; review of student's academic, discipline, and attendance records; review of student's test performance; progress monitoring; student and parent conferences
 - Support Staff. Student observation; review of student's academic, discipline, and attendance records; review of student's test performance; student and parent conferences; social work assessment; educational assessment; psychological assessment; nursing assessment; violence prevention pre- and post-climate assessments
 - Central Services. Aggregated and disaggregated student data analyses; student, staff, parent, and community surveys;
- WCPSS has a wide selection of services to assist at-risk students in achieving academically and in modifying their behavior. A list of many possible services is provided in Appendix B to this plan.
 - The WCPSS has established procedures in accordance with North Carolina General Statute for removing at-risk students from the classroom when necessary. Some of the options include: in-school suspension, short-term out-of-school suspension, alternative school placement, long-term out-of-school suspension, or expulsion.

7. Measurable Objectives for Improving School Safety and Order

SAFE SCHOOL GOAL:

WCPSS students will demonstrate high academic growth; by 2014, all students will graduate on-time prepared to compete globally.

INCIDENCE REPORTS

| Safe Schools Goals and Measurable Objectives | Implementation Strategies (include baseline data for each strategy) | Evaluation Measure | Time Line | Person(s) Responsible | Professional Development | Resources Required |
|--|--|--|------------------|---|---|------------------------------|
| <p>SAFE SCHOOL OBJECTIVE</p> <p>The total of all incidents for the WCPSS noted in the NCDPI Annual Report on School Crime and Violence will decrease by 5% relative to the average of the prior two years when adjusted for average daily membership.</p> | <p>The WCPSS Superintendent and Central Services will establish, maintain and support district policies procedures that promote a safe and orderly school environment.</p> <p>Baseline Data: WCPSS Policies, R&P, procedures and department handbook</p> | <p>WCPSS Policies, R&P, procedures and department handbook</p> | <p>On-going</p> | <ul style="list-style-type: none"> • Superintendent • Chief Officers • Assistant Superintendents • Senior Directors and Directors | <p>WCPSS will provide in-service training in management of disruptive or dangerous student behavior, including instruction in positive management techniques, defusing and deescalating disruptive or dangerous behavior and safe and appropriate use of seclusion and restraint.</p> | <p>All WCPSS Departments</p> |

| Safe Schools Goals and Measurable Objectives | Implementation Strategies (include baseline data for each strategy) | Evaluation Measure | Time Line | Person(s) Responsible | Professional Development | Resources Required |
|--|---|--|-----------|--|---|---|
| | <p>The WCPSS Central Services will provide in-service training and maintain consultation and communication about regulations and procedures pertaining to the interpretation, documentation, and reporting of incidents on the ARSCV and student violations of school board policies.</p> <p>Baseline Data: Policies and R&P, ARSCV</p> | <ul style="list-style-type: none"> • Annual Report on School Crime and Violence • New Policies | On-going | <ul style="list-style-type: none"> • Director, Student Due Process • Senior Director, Security | <ul style="list-style-type: none"> • Training sessions for principals and assistant principals on implementation of new policy and state requirements for reporting incidents • Mercury Database Training | <ul style="list-style-type: none"> • Student Due Process • Security • Mercury Database |
| | <p>All schools will update school improvement plans to include a safe and orderly schools component annually.</p> <p>Baseline Data: List of schools with updated school improvement plans</p> | <ul style="list-style-type: none"> • Updated Plans from all schools • Annual Report on School Crime and Violence | On-going | <ul style="list-style-type: none"> • Area Superintendents • Office of Professional Development • Principals • School Improvement Teams | School Improvement Plan Trainings | <ul style="list-style-type: none"> • All WCPSS Schools • School Improvement Committees |
| | <p>WCPSS will maintain full-time SROs at middle and high schools.</p> <p>Baseline Data: List of SROs at schools in participating municipalities</p> | <ul style="list-style-type: none"> • Contract for SROs • List of SROs at schools in participating municipalities | On-going | Senior Director, Security | <ul style="list-style-type: none"> • Individual agencies provide training for SROs • Gang Training provided JCPC | <ul style="list-style-type: none"> • WCPSS Security • County and Municipal Law Enforcement |

| Safe Schools Goals and Measurable Objectives | Implementation Strategies (include baseline data for each strategy) | Evaluation Measure | Time Line | Person(s) Responsible | Professional Development | Resources Required |
|--|--|--------------------------|-----------|---------------------------|--------------------------|--------------------|
| | WCPSS will maintain security offices at selected schools. Baseline Data: List of security offices | List of security offices | On-going | Senior Director, Security | NA | WCPSS Security |

| Safe Schools Goals and Measurable Objectives | Implementation Strategies (include baseline data for each strategy) | Evaluation Measure | Time Line | Person(s) Responsible | Professional Development | Resources Required |
|--|---|--|-----------------|--|--|---|
| <p>SAFE SCHOOL OBJECTIVE</p> <p>The total of all citations for the WCPSS noted in the annual Safety Inspection report will decrease by 5% relative to the average of the prior two years, when adjusted for number of school sites.</p> | <p>The WCPSS Superintendent and Central Services will establish, maintain and support district policies procedures that promote a safe and orderly school environment.</p> <p>Baseline Data: WCPSS Policies, R&P, procedures and department handbook</p> | <p>WCPSS Policies, R&P, procedures and department handbook</p> | <p>On-going</p> | <ul style="list-style-type: none"> • Superintendent • Chief Officers • Assistant Superintendents • Senior Directors • Directors | <p>In-service training will be provided for the Emergency Operations</p> <p>Online training for plan development</p> | <p>All WCPSS Departments</p> |
| | <p>The WCPSS Central Services will provide in-service training and maintain consultation and communication about regulations and procedures pertaining to the interpretation, documentation, reporting, and correction of fire and safety hazard citations.</p> <p>Baseline Data: Safety Inspections Data</p> | <p>Safety Inspection Reports</p> | <p>On-going</p> | <ul style="list-style-type: none"> • Director, Risk Management • Safety Administrators | <p>In-service training will be provided to site-based safety coordinators.</p> | <ul style="list-style-type: none"> • WCPSS Department of Risk Management • WCPSS Safety Committee Members |

| Safe Schools Goals and Measurable Objectives | Implementation Strategies (include baseline data for each strategy) | Evaluation Measure | Time Line | Person(s) Responsible | Professional Development | Resources Required |
|--|---|--|-----------------|--|--|---|
| <p>SAFE SCHOOL OBJECTIVE</p> <p>All schools will develop, implement, and maintain a comprehensive emergency operations plan and daily operating procedures that promote a safe environment.</p> | <p>The WCPSS Superintendent and Central Services will establish, maintain and support district policies procedures that promote a safe and orderly school environment.</p> <p>Baseline Data: WCPSS Policies, R&P, procedures and department handbook</p> | <p>WCPSS Policies, R&P, procedures and department handbook</p> | <p>On-going</p> | <ul style="list-style-type: none"> • Superintendent • Chief Officers • Assistant Superintendents • Senior Directors • Directors | <p>In-service training for the Emergency Operations Plan</p> | <p>All WCPSS Departments</p> |
| | <p>The WCPSS Central Services will provide in-service training and maintain consultation and communication about regulations and procedures pertaining to the interpretation, documentation, reporting, and improvement of facility security.</p> <p>Baseline Data: Security activity reports</p> | <p>Security activity reports</p> | <p>On-going</p> | <ul style="list-style-type: none"> • Senior Director, Security • Senior Director, Professional Development • SROs • Chief Communications Officer • Risk Management Safety Administrator | <p>In-service training will be provided for the Emergency Operations Plan</p> <p>Online training for the Emergency Operations Plans</p> <p>Training for new schools</p> <p>Lockdown Procedures video</p> | <ul style="list-style-type: none"> • WCPSS Security Department • Municipal Police Departments <p>WCPSS Risk Management Department</p> |
| | <p>Grounds and building security assessments will be conducted at schools.</p> <p>Baseline Data: Forms/Reports for Security Assessment</p> | <p>Site assessment reports</p> | <p>On-going</p> | <ul style="list-style-type: none"> • Senior Director, Security | <p>Training on Security Assessments</p> | <p>WCPSS Security Department</p> |

| Safe Schools Goals and Measurable Objectives | Implementation Strategies (include baseline data for each strategy) | Evaluation Measure | Time Line | Person(s) Responsible | Professional Development | Resources Required |
|--|---|---|-----------|--|--------------------------------|--|
| | <p>Collaboration and communication will be maintained between Wake County public safety agencies and WCPSS.</p> <p>Baseline Data: MOU with public safety agencies, Local Emergency Planning Committee</p> | <p>Accident & Incident Reports</p> <p>WCPSS Emergency Operation Plans</p> | On-going | <ul style="list-style-type: none"> • Wake County Sheriff Office • Senior Director, Security • Wake County Emergency Management Director • WCPSS Security Department Administrators | Training for principals on MOU | <ul style="list-style-type: none"> • WCPSS Security Department • Wake County Emergency Response Personnel • WCPSS Risk Management Dept. |
| | <p>All employees will use WCPSS identification badges as stated in WCPSS policy.</p> <p>Baseline Data: Badge Database</p> | Badge Database | On-going | <ul style="list-style-type: none"> • Assistant Superintendent, Human Resources | NA | <ul style="list-style-type: none"> • WCPSS Auxiliary Services • WCPSS Security Department |

8. At-Risk Students

| Safe Schools Goals and Measurable Objectives | Implementation Strategies (include baseline data for each strategy) | Evaluation Measure | Time Line | Person(s) Responsible | Professional Development | Resources Required |
|--|--|--|-----------------|--|---|--|
| <p>SAFE SCHOOL OBJECTIVE</p> <p>All WCPSS schools will establish and maintain Student Support Teams and identify chairperson(s) and team members to serve on the SST.</p> | <p>The WCPSS Superintendent and Central Services will establish, maintain and support district policies procedures that promote a safe and orderly school environment.</p> <p>Baseline Data: WCPSS Policies, R&P, procedures and department handbook</p> | <p>WCPSS Policies, R&P, procedures and department handbook</p> | <p>On-going</p> | <ul style="list-style-type: none"> • Superintendent • Chief Officers • Assistant Superintendents • Senior Directors • Directors | <p>Intervention Alignment training</p> <p>Student Support Team Training</p> | <p>All WCPSS Departments</p> |
| | <p>The WCPSS Office of Counseling and Student Services will provide training and consultation to school personnel on the implementation, operation, and evaluation of SSTs.</p> <p>Baseline data – eSchools training list</p> | <p>SST workshops and meetings</p> | <p>On-going</p> | <ul style="list-style-type: none"> • Senior Director, Office of Counseling and Student Services | <p>Multiple trainings provided by Counseling and Student Services</p> | <p>WCPSS Office of Counseling and Student Services</p> |
| | <p>Expanded training that focuses on student interventions, screening and progress monitoring will be provided for SST members</p> <p>Baseline data – eSchools training lists</p> | <ul style="list-style-type: none"> ▪ Participation roster ▪ E-schools Evaluation | <p>Ongoing</p> | <ul style="list-style-type: none"> • Senior Director, Office of Counseling and Student Services | <p>Multiple trainings provided by Counseling and Student Services</p> | <p>WCPSS Student Support Services Department</p> |

AT-RISK STUDENTS

| Safe Schools Goals and Measurable Objectives | Implementation Strategies (include baseline data for each strategy) | Evaluation Measure | Time Line | Person(s) Responsible | Professional Development | Resources Required |
|--|--|---|------------------|--|---|---|
| <p>SAFE SCHOOL OBJECTIVE WCPSS Student Support Teams will assess the effectiveness of strategies implemented for areas of concern for students involved in the SST process.</p> | <p>SSTs will have a broad representation of school personnel and parents/guardians.</p> <p>Baseline data – Membership of school SSTs</p> | <p>Membership of school SSTs</p> | <p>On-going</p> | <ul style="list-style-type: none"> • Senior Director, Office of Counseling and Student Support Services • SST chairperson(s) | <p>Multiple trainings provided by Counseling and Student Services</p> | <ul style="list-style-type: none"> • WCPSS Office of Counseling and Student Services • WCPSS schools SST chairperson(s) |
| | <p>SST members will facilitate interventions for students at risk of difficulty at school.</p> <p>Baseline data – List of interventions provided through StARS database</p> | <p>StARS Database and annual report</p> | <p>On-going</p> | <ul style="list-style-type: none"> • Senior Director, Office of Counseling and Student Services • SST chairperson(s) | <p>Multiple trainings provided by Counseling and Student Services</p> | <ul style="list-style-type: none"> • WCPSS Office of Counseling and Student Services • WCPSS schools SST chairperson(s) |
| | <p>SST members will use new version of StARS database to monitor the performance of students at risk of difficulty at school.</p> <p>Baseline data – EOG scores of targeted students</p> | <p>StARS Database and annual report</p> | <p>09-12</p> | <ul style="list-style-type: none"> • Senior Director, Office of Counseling and Student Services • SST chairperson(s) | <p>Multiple trainings provided by Counseling and Student Services</p> | <ul style="list-style-type: none"> • WCPSS Office of Counseling and Student Services • WCPSS schools SST chairperson(s) • StARS Database |

AT-RISK STUDENTS

| Safe Schools Goals and Measurable Objectives | Implementation Strategies (include baseline data for each strategy) | Evaluation Measure | Time Line | Person(s) Responsible | Professional Development | Resources Required |
|---|---|--|-----------------|---|---|---|
| <p>SAFE SCHOOL OBJECTIVE</p> <p>The WCPSS will expand existing/implement new vehicles for school-based screening, assessment, referral, treatment, and follow-up services, and mental health prevention/early intervention services.</p> | <p>Provide training and consultation to school staff related to at-risk students.</p> <p>Baseline data – eSchools training list</p> | <ul style="list-style-type: none"> ▪ Participation rosters ▪ SAP surveys | <p>On-going</p> | <ul style="list-style-type: none"> • Director, School Counseling | <p>Multiple trainings provided to Student Support Services staff and teachers</p> | <p>WCPSS Office of Counseling and Student Services</p> |
| | <p>The school-based mental health team will continue school-based screening and assessment, and referral and follow up capability.</p> <p>Baseline data –Students served by school based mental health team</p> | <p>Service logs</p> | <p>On-going</p> | <ul style="list-style-type: none"> • Senior Director, Office of Counseling and Student Services • Director, School Counseling • School-based mental health team leader | <p>Training provided by Wake County Human Services</p> <p>Referral procedure training provided by WCPSS</p> | <ul style="list-style-type: none"> • WCPSS • Wake County Human Services |
| | <p>Mentor programs will be expanded through Communities in Schools.</p> <p>Baseline data – Number of mentors in program</p> | <p>Mentor database</p> | <p>On-going</p> | <ul style="list-style-type: none"> • Senior Director, Prevention Services • CIS Director | <p>Multiple trainings provided through CIS program</p> <p>Referral procedure training provided by WCPSS</p> | <ul style="list-style-type: none"> • WCPSS • Communities in Schools |
| | <p>The Partnership for Educational Success program will be expanded.</p> <p>Baseline data – Number of schools in PES program</p> | <p>Parent and school staff surveys</p> | <p>On-going</p> | <ul style="list-style-type: none"> • Senior Director, Prevention Services • Wake County Human Services | <p>Multiple trainings provided collaboratively between WCPSS and WCHS</p> | <ul style="list-style-type: none"> • WCPSS • Wake County Human Services |

| Safe Schools Goals and Measurable Objectives | Implementation Strategies (include baseline data for each strategy) | Evaluation Measure | Time Line | Person(s) Responsible | Professional Development | Resources Required |
|--|--|--------------------------------|----------------|---|---|---|
| | <p>Children of Substance Abusers (COSA) group intervention will be continued.</p> <p>Baseline data – Number of students served in COSA groups</p> | Pre/Post COSA measure | On-going | <ul style="list-style-type: none"> • School based mental health team • Counselors • Social Workers • School Psychologists | <p>Training provided by WCHS</p> <p>Referral procedure training provided by WCPSS</p> | <ul style="list-style-type: none"> • WCPSS • Wake County Human Services |
| | <p>Expand implementation of Positive Behavior Support strategies in additional schools</p> <p>Baseline data – Number of schools participating in PBS</p> | Discipline and suspension data | September 2009 | <ul style="list-style-type: none"> • PBS Team Leader | In-service training will be provided for Positive Behavior Support Strategies | <ul style="list-style-type: none"> • PBS Staff |
| | <p>Conduct background checks on all school volunteers</p> <p>Baseline data – Volunteer database</p> | Background check logs | On-going | <ul style="list-style-type: none"> • Senior Director, Prevention Services | Multiple training provided by Prevention Services | <ul style="list-style-type: none"> • Intervention Services |

AT-RISK STUDENTS

| Safe Schools Goals and Measurable Objectives | Implementation Strategies (include baseline data for each strategy) | Evaluation Measure | Time Line | Person(s) Responsible | Professional Development | Resources Required |
|---|---|--|---------------------------------|--|---|--|
| <p>SAFE SCHOOL OBJECTIVE</p> <p>The WCPSS will provide support services to students participating in alternative schools and alternative programs, as well as to students who have been long-term suspended.</p> | <p>Transitional programs will be developed and implemented for students who enter alternative schools/programs and return to a regular school setting. Progress</p> <p>Baseline data - Services provided and progress of students at alternative schools.</p> | <p>Transition Program Plan</p> <p>WCPSS Mercury Database (Transition Counselors Section)</p> <p>WCPSS Student Rosters and WCPSS Student Locator Data</p> | <p>On-going</p> <p>On-going</p> | <ul style="list-style-type: none"> • Director, School Counseling • Alternative Schools Staff • SAP Coordinators • Senior Director, Prevention Services • Transition Counselors • Evaluation & Research Dept. | <p>Multiple training for Transition Counselors</p> <p>Multiple training for referral procedures</p> | <ul style="list-style-type: none"> • WCPSS Office of Counseling and Student Services • Alternative Schools • Alternative Programs • Online Instruction |
| | <p>Math and literacy intervention services will be provided for students at-risk of school failure due to below grade level academic performance in grades 3-8..</p> <p>Baseline data – End of Grade testing</p> | <p>End-of-Grade testing</p> | <p>On-going</p> | <ul style="list-style-type: none"> • Director of Extended Learning • WCPSS principals | <p>Math and literacy assessment training</p> | <ul style="list-style-type: none"> • WCPSS Office of Prevention Services • WCPSS school sites |

| Safe Schools Goals and Measurable Objectives | Implementation Strategies (include baseline data for each strategy) | Evaluation Measure | Time Line | Person(s) Responsible | Professional Development | Resources Required |
|--|--|---|---------------------------------|--|---|--|
| | <p>Transition counseling services will be provided for students who are out of school due to long-term suspensions.</p> <p>Baseline data - Progress and outcomes of LTS students</p> | <ul style="list-style-type: none"> • Effective Alternative Strategies Evaluation • WCPSS Mercury Database (Transition Counselors Dataset 2007-08) | <p>On-going</p> <p>Annually</p> | <p>Director, School Counseling</p> <ul style="list-style-type: none"> • Evaluation & Research Dept. | <p>Multiple training for Transition Counselors</p> | <p>WCPSS Office of Counseling and Student Services</p> |
| | <p>Self-paced and interactive technologies will be provided for academic remediation for students at-risk of school failure.</p> <p>Baseline Data - Number of data ports per school</p> | <p>Online assessment and documentation</p> | <p>On-going</p> | <ul style="list-style-type: none"> • Senior Director, Instructional Services | <p>Technology training for teachers</p> | <ul style="list-style-type: none"> • WCPSS Instructional Services Department • NovaNET |
| | <p>Intervention Coordinators will coordinate interventions for school success to high school students who are below grade level.</p> <p>Baseline Data - End of course test results for targeted students</p> | <p>End of course test results</p> | <p>Ongoing</p> | <ul style="list-style-type: none"> • Director of Extended Learning • Principals • Intervention Coordinators | <p>Multiple trainings for Intervention Coordinators</p> | <ul style="list-style-type: none"> • WCPSS Office of Prevention Services |

9. Climate

| Safe Schools Goals and Measurable Objectives | Implementation Strategies (include baseline data for each strategy) | Evaluation Measure | Time Line | Person(s) Responsible | Professional Development | Resources Required |
|---|--|---|--------------------|--|--|---|
| <p>SAFE SCHOOL OBJECTIVE</p> <p>The percentage of parents, school administrators and professional teaching staff who agree (Agree + Strongly Agree) that the school is a safe place to learn or work shall be 90% or greater on the next survey.</p> | <p>The WCPSS superintendent and Central Services staff will support all WCPSS schools in maintaining a safe and orderly school environment.</p> <p>Baseline Data -</p> <ul style="list-style-type: none"> • Parent Survey • NC Teacher Working Conditions Survey | <p>NC Teacher Working Conditions Survey</p> <p>Evaluation and Research surveys</p> | <p>Bi-Annually</p> | <ul style="list-style-type: none"> • Superintendent • Chief Officers • Assistant Superintendents • Senior Directors • Directors | <p>Multiple trainings provided by WCPSS Professional Development and other departments</p> | <ul style="list-style-type: none"> • Office of Superintendent • All WCPSS Departments |
| | <p>WCPSS staff members will conduct in-service training and provide on-going consultation on variables that affect school climate, safety, and order.</p> <p>Baseline Data - eSchools list of training</p> | <ul style="list-style-type: none"> • Evaluation and Research surveys • eSchools evaluation data | <p>On-going</p> | <ul style="list-style-type: none"> • Chief Officers • Assistant Superintendents • Directors • Senior Directors | <p>Multiple trainings provided by WCPSS Professional Development and other departments</p> | <p>WCPSS Departments of</p> <ul style="list-style-type: none"> • Curriculum & Instruction • Evaluation & Research • Security • Prevention Services • Counseling and Student Services • Special Education Serv. • Professional Development • Risk Management |

COMMUNICATION

| Safe Schools Goals and Measurable Objectives | Implementation Strategies (include baseline data for each strategy) | Evaluation Measure | Time Line | Person(s) Responsible | Professional Development | Resources Required |
|--|--|---|------------------|--|--|---|
| <p>SAFE SCHOOL OBJECTIVE</p> <p>The WCPSS will provide every school (100%) with information for distribution to school personnel, students, and parents/guardians about policies, regulations, and rules developed and implemented to ensure a safe and orderly school environment.</p> | <p>The WCPSS Superintendent and Central Services will establish, maintain and support district policies procedures that promote a safe and orderly school environment.</p> <p>Baseline Data: WCPSS Policies, R&P, procedures and department handbook</p> | <p>WCPSS Policies, R&P, procedures and department handbook</p> | <p>On-going</p> | <ul style="list-style-type: none"> • Superintendent • Chief Officers • Assistant Superintendents • Senior Directors • Directors | <p>Multiple trainings provided on policies and procedures for safe and order school environments</p> | <p>All WCPSS Departments</p> |
| | <p>Various sources of media, including television, will be used to involve the community in creating a focus on safe schools.</p> <p>Baseline data – Production logs and presentation lists</p> | <ul style="list-style-type: none"> • Production logs • Presentation lists | <p>On-going</p> | <ul style="list-style-type: none"> • Director, Community Services • Chief Communications Officer • Senior Director, Security | <p>Training provided by Communications Department</p> | <p>WCPSS Departments of</p> <ul style="list-style-type: none"> • Community Services • Communications Security |
| | <p>The WCPSS <i>Student/Parent Handbook</i> will be updated annually and distributed to all students.</p> <p>Baseline data – Policy revision data and distribution list</p> | <ul style="list-style-type: none"> • Policy revision data and distribution list | <p>On-going</p> | <ul style="list-style-type: none"> • Director of Student Due Process | <p>NA</p> | <p>WCPSS Department of</p> <ul style="list-style-type: none"> • Student Due Process and various departments |

| Safe Schools Goals and Measurable Objectives | Implementation Strategies (include baseline data for each strategy) | Evaluation Measure | Time Line | Person(s) Responsible | Professional Development | Resources Required |
|--|--|---|-----------|--|--|---|
| | <p>School-based plans developed to promote a safe and orderly school environment will be presented to school personnel, students and parents/guardians</p> <p>Baseline data – SIPs, meeting agenda</p> | <ul style="list-style-type: none"> School Improvement Plans Meeting agendas | On-going | <ul style="list-style-type: none"> Area Superintendents WCPSS principals SIP Chairs | Multiple trainings provided by Office of Professional Development | <ul style="list-style-type: none"> WCPSS principals WCPSS School Improvement Teams |
| | <p>District-wide, NIMS compliant, emergency operation plans will be developed, implemented, and maintained to promote safe and orderly school environment will be presented to district personnel and will be practiced at least twice annually</p> <p>Baseline data – Completion logs</p> | <ul style="list-style-type: none"> District-wide Plan Completion Logs | On-going | <ul style="list-style-type: none"> WCPSS Emergency Response Team WCPSS Security Department Risk Management Department | Multiple trainings provided Security Department and Professional Development | <ul style="list-style-type: none"> WCPSS Security Department WCPSS Risk Management Department |

10. Plan to Work Effectively with Local Law Enforcement Officials and Court Officials

North Carolina General Statutes 7B-3100 and 15A-505 describe procedures whereby juvenile court counselors and law enforcement officers are to notify schools when a minor is charged with a criminal offense when the criminal offense is a felony. In these statutes, procedures are described for school officials pertaining to the maintenance and destruction of these records.

Presently, School Resource Officers (SROs) are placed at WCPSS high schools and middle schools. WCPSS has partnered with nine law enforcement agencies to enter a Memorandum of Understanding that describes in detail the roles and responsibilities of all participants. Law enforcement officers from all departments in Wake County are encouraged by schools and their agencies to frequent schools in their patrol area. Security officers (bicycle patrol) have been placed at all high schools and select elementary and middle schools.

The WCPSS Security Department supports numerous activities that facilitate school personnel, law enforcement officers, and court officials working together. These activities include:

- coordinating with local law enforcement agencies;
- educating SROs on WCPSS policies and procedures;
- coordinating regular meetings throughout the year with principals and SROs to discuss issues and concerns;
- implementing a plan for more communication between school personnel, juvenile court counselors, and the Wake County District Attorney;
- enlisting law enforcement officers to serve as volunteers in WCPSS schools; and
- coordinating activities with the Wake County Emergency Management Department
- active participation on Wake County's Local Emergency Planning Committee
- active participation in Wake County's Emergency Operations Plan to include providing personnel in the county Emergency Operations Center .

11. Plan to Provide Access to the School Community, Parents, and Local Community

- The *WCPSS Safe and Orderly Schools Plan* shall be submitted to the NC Department of Public Instruction in April 2009.
- WCPSS shall demonstrate annually to the Board how the At-Risk Student Services/Alternative Schools Funding Allotment has been used to prevent academic failure and promote school safety.
- WCPSS shall make the *WCPSS Safe and Orderly Schools Plan* available and accessible to parents and the school community.

Audiences that shall have access to the *WCPSS Safe and Orderly Schools Plan* include the school community, parents, and representatives of county agencies and businesses. Information about the plan will focus on three areas: on-going implementation of the local plan, monitoring of the local plan, and integration of educational and other services for students into their total school program.

**Possible Communication Channels to Convey Information on the
WCPSS Safe and Orderly Schools Plan**

| Channel Group | Mass Communications | Interpersonal Communications | Influential Persons or Groups |
|--------------------------|---|---|--|
| School Community | <ul style="list-style-type: none"> • Internet • School Newsletters • Staff Handbooks • Community TV • Annual Report on School Violence • <i>Education Matters</i> | <ul style="list-style-type: none"> • Principals' meetings | <ul style="list-style-type: none"> • WCPSS Employees |
| Parents | <ul style="list-style-type: none"> • Internet • PTA newsletters • Student/Parent Handbook • Community TV • PTA meetings • Advisory Council • Parent Matters newsletter • Video/Audio webcasts | <ul style="list-style-type: none"> • PTA meetings • Small group parent meetings | <ul style="list-style-type: none"> • PTA leadership • Parent volunteers |
| Community Members | <ul style="list-style-type: none"> • Internet • Public service announcements • Civic club presentations • Community TV • Specialty publications | <ul style="list-style-type: none"> • Small group community meetings | <ul style="list-style-type: none"> • News media • Business and community leaders • Chambers of Commerce • Educational foundations • Community agencies • Civic Organizations |

12. Name and Title of the Person Assigned to Implement the *WCPSS Safe and Orderly Schools Plan*

Name: Marvin Connelly

Title: Assistant Superintendent for Student Support Services
(See Appendix D for specific responsibilities pertaining to implementation of the plan.)

13. Directions to School Improvement Teams

School improvement teams at all WCPSS schools shall consider the special conditions at their schools and incorporate into their school improvement plans the appropriate components of the *WCPSS Safe and Orderly Schools Plan*. The WCPSS shall provide every school with a “*Safe Schools Checklist*” that schools **may** choose to complete in the process of developing a safe schools component to their school improvement plan. School principals are responsible for noting and evaluating the effectiveness of site-based strategies annually.

Specific instructions for school improvement teams include the following:

- Review the *WCPSS Safe and Orderly Schools Plan*.
- Review the WCPSS Emergency Operations Plan.
- Review WCPSS Emergency Crisis/Guide.
- Review incidents and trends and address appropriately.
- Identify site-based strategies to match objectives in the district plan.
- Follow WCPSS procedures to address the needs of students who are at risk of academic failure or who are disruptive or both as described in this plan.

13a. Statement of Services Provided to Students Assigned to Alternative Schools or Programs

- Alternative schools and programs provide specialized services for students with emotional, behavioral, and academic difficulty.
- Student Services provides a variety of initiatives to improve student achievement and behavior.
- Transition Counselors provide counseling and program planning services to long-term suspended students and their families. Issues addressed include:
 - Alternative Education Options
 - Academic Concerns
 - Personal/Social Issues
 - Career Development
 - Four-Year planning/Post-Secondary Planning
 - Registration to return to base school
 - Individual/Group/Brief Family Counseling
 - Parent/Family Conferences
 - Community Resources

14. Planned Use of Funds Allocated for At-Risk Students, Alternative Schools, or Both.

| Wake County Public School System Allocation of At-Risk and Alternative Schools Funds 2008-2009(projected) PRC 068-069 | | | |
|--|--|----------------|--------------|
| Program | Description/Goals | Funding | |
| | | Local | State |
| Alternative Schools and Programs: | Provides specialized schools and programs for students with emotional, behavioral, and academic difficulty. | | |
| Longview | Provides a lead teacher, psychologist, specialists, social worker, Novanet teacher and counselor. | \$60,148 | 365,779 |
| Mt. Vernon School and - Bridges Program (K-8) | Provides 20 positions including teachers, psychologists, media specialist, guidance, social workers, teacher assistants and clerical. | 173,435 | 1,159,632 |
| Phillips High School (Regular, Evening, and Extended Day) | Provides 4 teachers, 1 social worker, Novanet teacher and media specialist. | \$78,861 | \$476,693 |
| River Oaks | Provides 4 teachers and a behavior specialist. | \$52,349 | \$386,232 |
| East Wake Evening Program | Provides part-time teachers and supplies for an evening program serving East Wake students. | \$59 | \$5,429 |
| Richard Milburn High School | Provides opportunity to earn credits for 165 students who have been long-term suspended from school. | | \$1,068,000 |
| Services for Students At-Risk: | Provides a variety of initiatives to improve achievement and behavior of students at-risk. | | |
| College Prep | Provides AVID middle level libraries to middle schools and pays stipends for tutors. | \$29,554 | \$206,475 |
| Communities in Schools | Supports the Communities in Schools program at Brentwood Elem., Hunter Elem., Millbrook Elem., Poe Elem., Wilburn Elem., Daniels Middle, East Millbrook Middle, East Wake Middle, Zebulon Middle and Mount Vernon. | \$54,167 | \$394,305 |
| Extended Learning | Provides a budget technician for Extended Learning. | \$232 | \$37,764 |
| Fast Forward | Provides software focused on phonemic awareness, auditory discrimination, and oral language development to schools. | | \$51,500 |
| Helping Hands | Funds stipends for mentors working | | \$98,537 |

| Wake County Public School System Allocation of At-Risk and Alternative Schools Funds 2008-2009(projected) PRC 068-069 | | | |
|--|--|----------------|--------------|
| Program | Description/Goals | Funding | |
| | | Local | State |
| | with African-American students in grades three through eight who are at-risk of school failure. | | |
| Homeless | Supports a homeless coordinator position that provides tutorial services to homeless students. | \$5,703 | \$35,879 |
| In School Suspension (ISS) Middle School | Provides 30 teachers to middle schools and Enloe High School to implement in-school suspension programs. | \$370,582 | \$1,762,666 |
| Latino Outreach | Provides supplies, training and other miscellaneous items to design and develop programs to better meet the needs of Hispanic/Latino students. | | \$33,965 |
| Minimum Competency | Funds 50 high school teachers to assist students who are academically at-risk and may not meet graduation requirements. | \$352,377 | \$2,430,224 |
| NovaNet | Provides students in all 24 high schools with online access to self-paced instruction in more than 150 subjects. | \$182,776 | \$1,558,820 |
| Partnership for Educational Success | Supports a program that provides academic and family support services for failing students in 51 schools. | \$26,800 | \$848,473 |
| Prevention Services | Funds tutors, stipends, workshop supplies and other miscellaneous items. | \$481,566 | \$322,967 |
| Project Achieve | Funds 11 teacher positions, instructional supplies, stipends and funding for remediation. | \$613 | \$877,172 |
| Ready to Learn Centers | Provides 5 teachers to Briarcliff Elem., Jones Dairy Elem., Lincoln Heights Elem., Vandora Springs Elem., and Washington Elem. for Ready to Learn Centers. | \$42,066 | \$288,689 |
| SAP Counselors | Supports 4 SAP counselors and clerical staff. | \$21,499 | \$123,456 |
| School Resource Officers | Supports a School Resource Officer at all high schools. | | \$832,436 |
| Social Workers | Supports Social Worker portion of one social worker position. | \$27,883 | \$166,228 |
| Student Support Teams | Funds 2 coordinator positions, workshop expenses, supplies and | \$20,289 | \$125,887 |

| Wake County Public School System Allocation of At-Risk and Alternative Schools Funds 2008-2009(projected) PRC 068-069 | | | |
|--|--|--------------------|---------------------|
| Program | Description/Goals | Funding | |
| | | Local | State |
| | other miscellaneous items to support the SST model. | | |
| Transition Counselors | Funds 7 Transition Counselors serving long-term suspended students and their families. | \$42,398 | \$236,118 |
| | | | |
| Total | | \$2,023,357 | \$13,893,326 |

15. Additional information the local Board of Education deems necessary or appropriate to submit.

The *WCPSS Safe and Orderly Schools Plan* is a three-year plan to be implemented from 2009-2012. The goal, objectives, and strategies will be reviewed each year, and the plan will be updated for the next year.

The Superintendent/designee will evaluate the effectiveness of the staff training in management of disruptive or dangerous student behavior in preventing or addressing this behavior.

Appendices

List of Items

- A. List of Documents Available on Internet
- B. WCPSS Services Available to At-Risk Students
- C. District Policies, Statements, Plans and Procedures that Support Safe and Orderly Schools and Provide Assistance for Students Who are At Risk of Academic Failure or Engage in Disruptive and Disorderly Conduct
- D. Responsibilities of Person Assigned to Implement the WCPSS Safe and Orderly Schools Plan
- E. A Guide to Strong Student Support Teams
- F. Parent and Family Resources Guide
- G. WCPSS Emergency/Crisis Guide
- H. WCPSS Emergency Operations Plan

Appendix A

List of Documents Available on Internet

| | |
|--|---|
| WCPSS Student/Parent Handbook: Kindergarten-Twelfth Grade | http://www.wcpss.net/parent-handbooks/09-10parent-handbook-eng.pdf |
| WCPSS Code of Student Conduct | http://www.wcpss.net/policy-files/series/policies/6400-bp.html |
| WCPSS Summary of Due Process Procedures for School Suspensions | http://www.wcpss.net/policy-files/series/policies/6530-bp.html |
| WCPSS Superintendent's Job Description | http://www.wcpss.net/policy-files/series/policies/2150-bp.html |
| WCPSS Teachers' Job Description | http://www.wcpss.net/policy-files/series/policies/3219-bp.html |
| WCPSS Employee Handbook | http://www2.wcpss.net/departments/hr/handbook/index.htm |
| WCPSS Lockdown Procedures | http://emergency/lockdown.html |
| WCPSS Parent and Family Resources Guide | http://www.wcpss.net/departments/prevention/downloads/ss-resource-guide.pdf |

Appendix B

WCPSS Services Available to At-Risk Students

Central Services and School Administration Services

Schedule change/Restart classes at semester break/Block Scheduling
Labs for individual learning and counseling
Social development centers
Recognition ceremonies for special accomplishments
Extra staff that focus on specific skills such as Language Arts Resource Teachers
Career and Technical Education Programs
Different organization structure at some schools (such as 9th grade academy; smaller learning communities)
Academic coaching model at high schools
Shadowing programs/Peer mentors
Magnet courses that meet remedial needs
New students' welcome committees
Athletics/Diverse extra-curricular activities
Diversity strategies
Alternative schools for regular education, special education, and long-term suspended students
Extended high school
Early College
Staff development in instructional methods/Modified curriculum and modified environment
Reducing class size at elementary level/Reduced class size in selected situations
Project Enlightenment
Ready to Learn Centers

Teacher Instructional Services

Team teaching/Differentiation of instruction
Academic tutorials
Math and reading intervention teachers
On-campus tutoring
Remedial classes
Progress reports
Writing across the curriculum
Learning additional strategies that help at-risk students achieve
Just-in-time responses to learning behavior problems
Positive Behavior Support in some schools
Parent and teacher conferences
Buddy system in classrooms
Behavior contracts

Support Staff Services

Home and community assessment and case management through school social workers
Reports to school social worker
School Counselors
Social workers
School nurses
School-based mental health team
Student Assistant Program Coordinators
Home visits
Individual and group counseling by school counselors and psychologists
Security services
School Resource Officers

Conferences and Consultations

Student Support Teams
Community Assessment Teams
StARS database links behavior issues with learning strategies as discussed by SST teams
Classroom Conference Programs – scheduling time for students to discuss problems before we have a crisis
Parent conferences
Calls to parents on a regular basis
Disciplinary Review Committee assignments

School Programs

Peer mediation / conflict resolution
Advisor/advisee programs
Home based services
Chapter I/Title I programs
Character education program
SAVE and SADD clubs
Mentoring programs
Alternative Counseling Education Program (ACE)
Threat Management by Assessment and Counseling (TMAC)
Summer and intercession programs
Tutor programs
In school suspension and out of school suspension
Helping Hands
A Growing Place
Smart Start
Communities in Schools
PTA

After School Assistance

Out of School Time Intervention Tutorial Programs
Tuition Childcare Programs
Community Helping Hands Mentoring Program

Community Collaboration

D.A.R.E.
Wake County Juvenile Services Division
Reports to law enforcement, juvenile court, mental health
Interact
Teen Court
Community Accelerated Learning Program
Community in Schools: Learning Centers
100 Black Men
Wake County Gang Prevention Partnership
Collaborations with community-based grantees

- Dropout Prevention Grants
- Governor's Crime Commission Grants

Special Education Services

Identification of students with special needs
Development and implementation of Individualized Evaluation Plans for identified students
Special instruction and supplemental aids and services

Appendix C

District policies, statement, plans and procedures that support safe and orderly schools and provide assistance for students who are at risk of academic failure or engage in disruptive and disorderly conduct

- WCPSS Board Policies Regulations and Procedures (Volume I and II)
- WCPSS Finance Manual
- WCPSS Exceptional Children Procedures Manual
- WCPSS Employee Handbook
- WCPSS Guide to Strong Student Support Teams
- WCPSS Guide to Student Support Team Software
- WCPSS Guide to System Resources and Procedures
- WCPSS Accelerated Learning Programs
- WCPSS Intervention Services, Programs and Grants
- WCPSS Management Procedures: Safety Program
- WCPSS Resource Manual: Safe Schools are a Community Issue
- WCPSS Safe and Orderly Schools Plan
- WCPSS Student/Parent Handbook
- WCPSS Summary of Due Process Procedures
- WCPSS Emergency/Crisis Guide
- WCPSS School Improvement Plans
- WCPSS Emergency Operations Plan

Appendix D

Responsibilities of Person Assigned to Implement the WCPSS Safe and Orderly Schools Plan

Assistant Superintendent for Student Support Services

Brief Summary:

Provide leadership in developing, implementing, and evaluating Central Records, Counseling and Student Services, Prevention Services, Special Education Services, Positive Behavior Support, and alternative education services in support of the system's mission.

Minimum Qualifications:

- Master's or higher degree with Principal's or Supervisor's Certification
- 5 years' experience in school administration and 5 years' teaching experience

Span of Control:

Budget: ~\$90,000,000

Number of direct reports: 7

Number of indirect reports: 298

Total Number of central-based employees: 303

Total Number of school-based employees: 2,112 (includes 258 counselors, 4 nurses, 41 social workers, 68 psychologists, 892 Special Education teachers, 665 Special Education Ta's, 185 media specialists). These numbers vary based on system growth and need.

Leadership Role in Achievement of System Objectives:

Serve on the Superintendent's Cabinet, attend board meetings, and prepare presentations to the Board of Education and community.

Assist in providing system wide leadership in the areas of school and student discipline.

Interpret policies and procedures for students, parents, and school officials.

Ensure compliance with federal, state, and local laws; regulations; and policies.

Direct, coordinate, and give leadership to the development of the annual budget.

Practice and promote participatory management throughout the department.

Follow latest trends, changes, and research in the Student Support Services area and advise the Board of Education, central administration, school administration, teachers, school staff, parents, and community accordingly.

Establish necessary procedures for collaboration and referrals with external agencies, individuals, and groups within the community.

Compile and analyze statistical data in such areas as attendance, dropouts, suspensions, referrals, and special education.

Assist in the identification of staff development needs related to Student Support Services.

Establish performance goals, which are assessed periodically during the year.

Consult with Cabinet, principals, teachers, parents, and staff regarding Student Support Services direction and policy and coordinate services with other system departments.

Appendix E

A Guide to Strong Student Support Teams

The Student Support Team

The TEAM

The Student Support Team (SST) is a regular education function. SST provides a place to discuss student concerns in a supportive open environment. The members of the SST share a common mission to strengthen and support students who are having difficulty in the school environment. The SST intervenes as early as possible when there is concern about a student's success and, through a problem solving model which identifies areas of concern, selects interventions and tools to monitor progress. The development of a student intervention plan attempts to prevent decline in a student's progress and support future success. Most often, the student's teacher(s) or parent(s) makes a request for SST involvement. Each school has an SST that meets on a regularly scheduled basis, typically 2-4 times a month.

ROLES

Parents are critical to success of their children and are invited to participate at all stages of the SST process. Input from the parent(s) will be used to determine how to best support the student during this process. Membership on the team may include SST Coordinator, requesting teacher(s), parent(s), administrator, regular education teacher and other teachers involved with the student or who have expertise in the area of concern.

GOAL

The goal of the Student Support Team is to strengthen and support the individual student by developing and implementing an intervention plan using interventions that are research-based and proven successful in supporting students with specific concerns. The SST's basic responsibilities using the problem-solving model is:

- 1) To gain a full understanding of the student's school or home life that may be affecting the student's success.
- 2) To generate and select effective interventions that will increase student success.
- 3) To develop and implement an intervention plan that reflects the areas of strength and concern for the student.
- 4) To provide Progress Monitoring data of the student's response to the intervention plan.
- 5) Most importantly, the interventions involve school personnel, families, and/or individuals from the community in the intervention plan. The SST then manages the fidelity of those interventions identified in the joint decision-making process and may make changes to the plan as often as necessary depending on the progress of the student.

Appendix F

WCPSS Emergency/Crisis Guide

Appendix G

WCPSS Emergency Operations Plan