



Camden City School District

# 2025 Annual Report

State Board of Education



# District Vision



“All Camden City School District students will attend a high-quality school where they are valued, welcomed, challenged and prepared to positively impact their community and the world.”

# AGENDA

- I. NJQSAC Results and History**
- II. Fiscal Updates & Action Plan**
- III. Instruction & Programming**
- IV. Eastside High School Project Update**
- V. Career & Technical Education**
- VI. Student Engagement Initiatives**
- VII. Teach Camden Initiative**





# **NJQSAC Results and History**



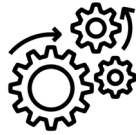
# NJQSAC November 2024



79%

Fiscal  
Management

*Haquisha Taylor,  
School Business  
Administrator*



92%

Operations

*Dr. Dana Walker,  
Deputy  
Superintendent*



57%

Instruction &  
Program

*Dr. Dana Walker,  
Deputy  
Superintendent*



87%

Governance

*Ashley Zimmerman,  
Interim General  
Counsel &  
Haquisha Taylor,  
School Business  
Administrator*



87%

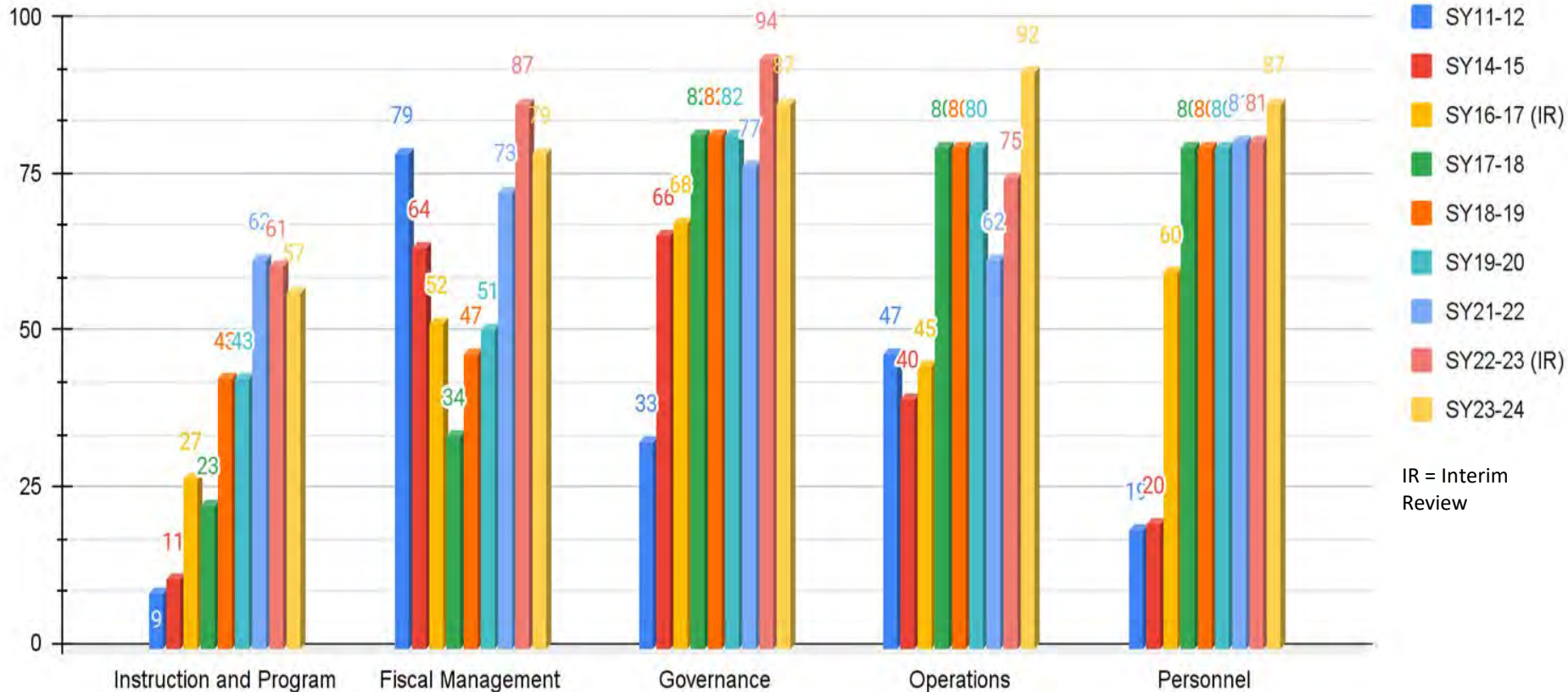
Personnel

*Theresa Reese,  
Chief Talent Officer*

***Full QSAC Review was facilitated on April 29, 2024. The District Improvement Plan (DIP) for Fiscal and Instruction and Program was approved in May 2025.***

**Interim Review Tentative Date: November 2025**

# Progress to Date: NJQSAC Continuous Improvements





# Fiscal Updates & Action Plan



# Audit Results - 2024

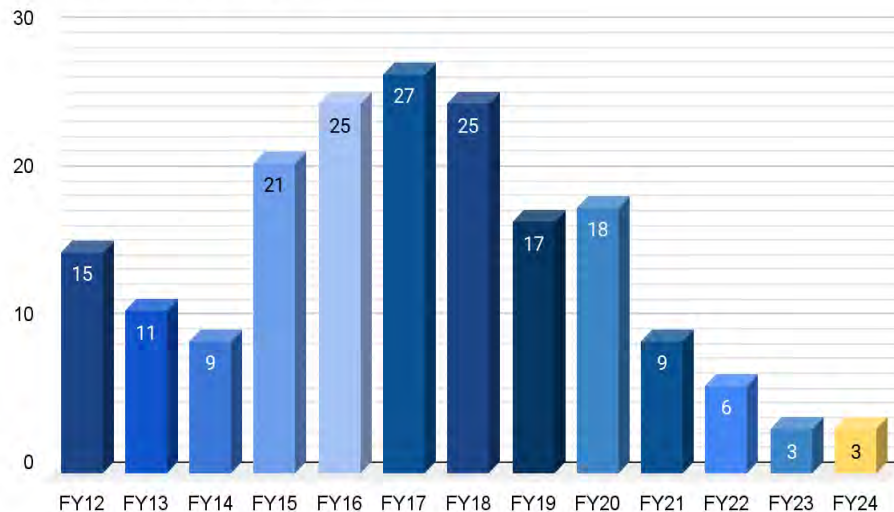
## FY 2023 Audit Highlights: 3 Total

- 4 Findings from FY22 Cleared
- 1 Finding from FY22 Remained
- 2 New Findings in FY23

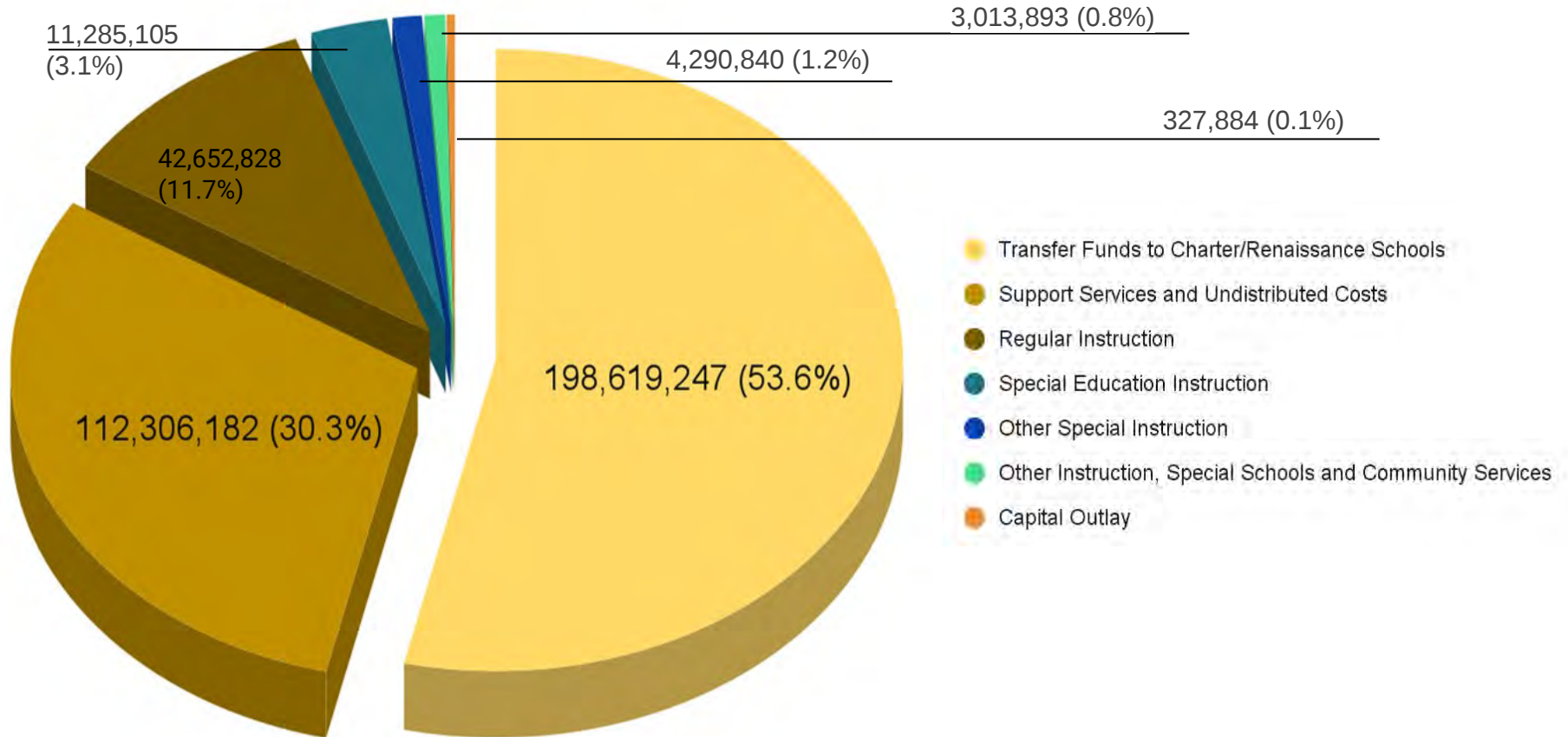
## FY 2024 Audit Highlights: 3 Total

- 1 Finding from FY23 Cleared
- 2 Findings from FY23 Remained
- 1 New Finding in FY24

Audit Finding Analysis



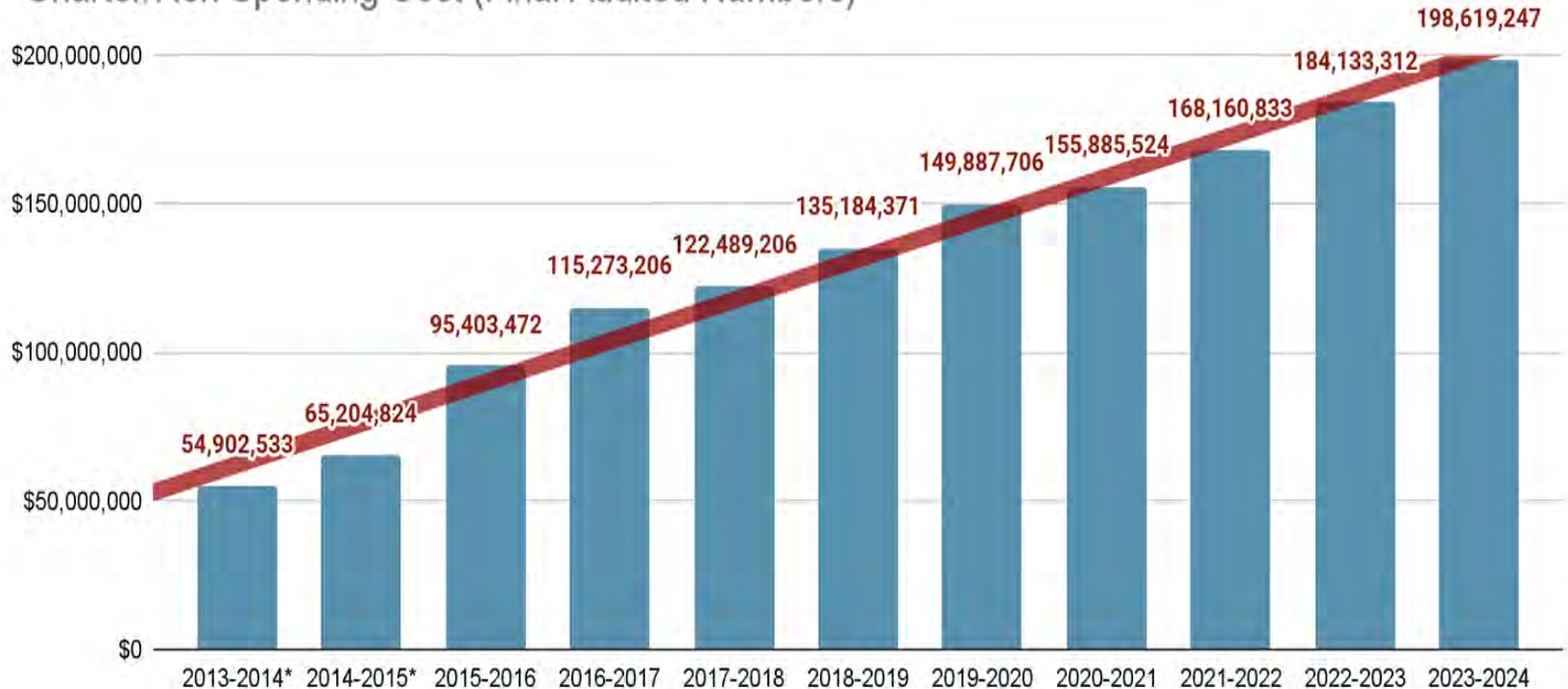
# Expenditures - FY25





## CAMDEN CITY SCHOOL DISTRICT

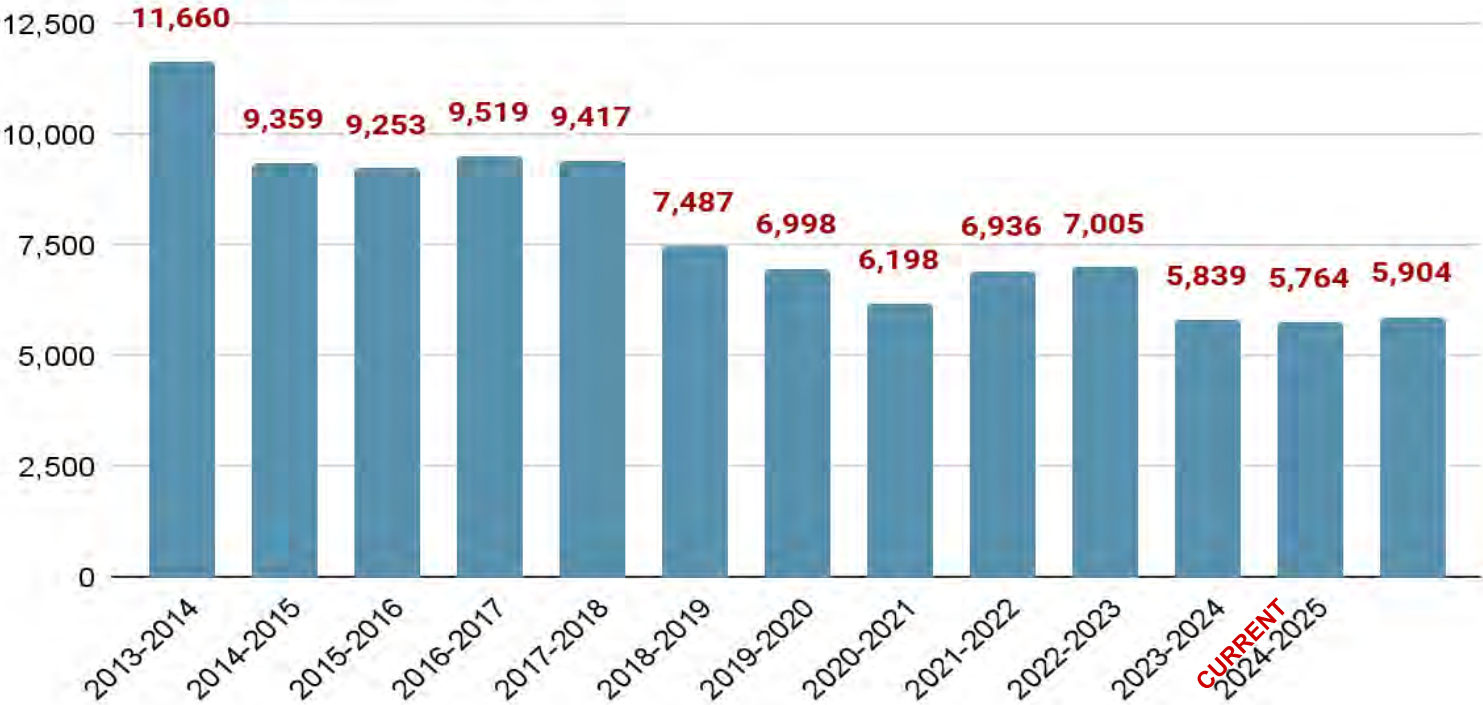
Charter/Ren Spending Cost (Final Audited Numbers)



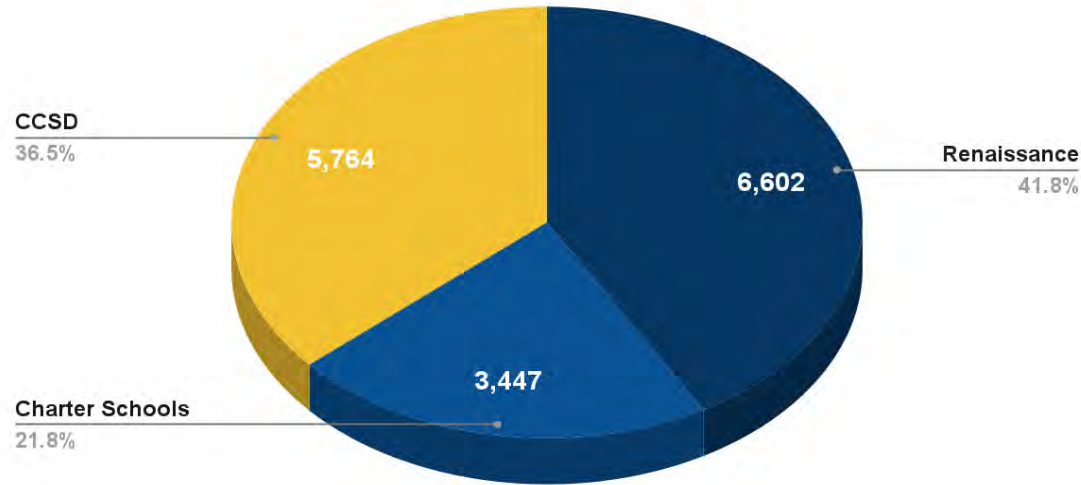


# CAMDEN CITY SCHOOL DISTRICT

## District Enrollment History



# Enrollment and Budget Impact



## FY 2026 Budget Preparation

- Impact of Renaissance & Charter School Tuition Projections on Budget
- Tuition costs are \$28 million higher than FY24 EOY & \$9 million higher than the FY25 Budget

# Staffing Right-Sizing

## Staffing Impact Overview

|                        | 2024–25 | 2025–26 |
|------------------------|---------|---------|
| <b>Total FTE Count</b> | 1,618.5 | 1,331.5 |

- Total Reductions: 287 FTEs
  - 113 Reductions in Force (RIFs = Actual People Impact)
    - 32 Central Office employees or 16% of Central Office employees
    - 77 Non-Central Office employees or 6% of Non-Central Office employees
    - 4 Part-time employees or 28% of Part-time employees
  - 34 Bumped into Other Positions
  - 4 Non-Renewals for Performance
  - 97 Vacancies eliminated

## Additional Actions

|                                        |                                                                                                       |
|----------------------------------------|-------------------------------------------------------------------------------------------------------|
| <b>Restructure Camden High Campus</b>  | Four building principals consolidated into one, supported by four Lead Educators                      |
| <b>Expanding Grade Offerings</b>       | Reintegrating our standalone middle school into its designated family schools.                        |
| <b>Reduce contracted services</b>      | Scaling back external consultants and instructional coaching contracts                                |
| <b>Reduce vacant positions</b>         | Freezing open roles not essential to daily operations                                                 |
| <b>Reduce overtime expenses</b>        | Limiting non-critical after-school and weekend work                                                   |
| <b>Changes in use of title funding</b> | Shifting grant funding to cover core academic supports where allowable                                |
| <b>Reexamining building usage fees</b> | Charging external groups to use district facilities, with groups covering any required overtime costs |

# Facilities & Operations Update



# TRANSPORTATION for *Every Eligible Student*



STATE BOARD VISIT OCT. 2024

All students eligible for transportation  
have a seat on the bus

## ROUTES

22  
CCSD

22  
First  
Student

72  
Holcomb

19  
Maytav

Shuttle services available to students who  
reside 1.5-2 miles from school

**\$1.8 million net reduction in  
transportation costs by utilizing district  
buses for displaced transportation**



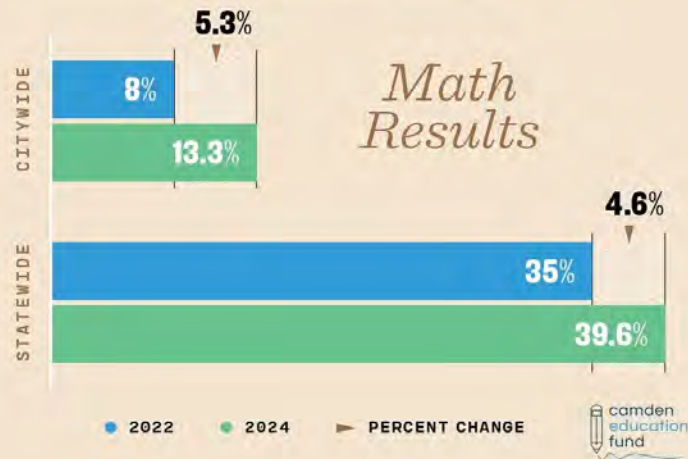
# Instruction & Programming



# NJSLA Performance Analysis

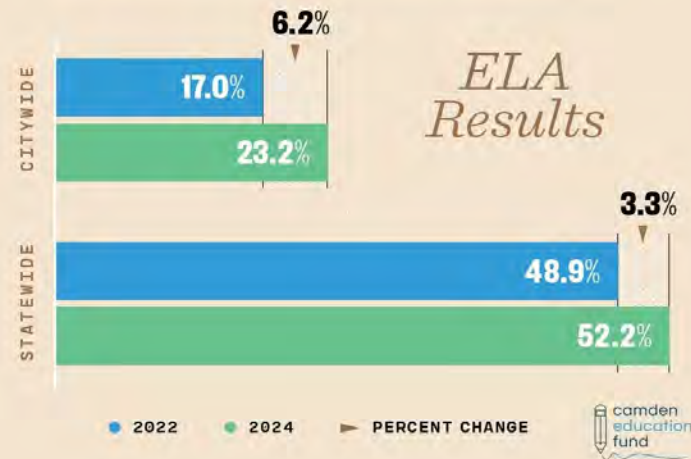
## Catching Up

- Since 2022, Camden schools improved by 5.3 percentage points in Math — on a pace that exceeds the statewide average.



## Catching Up

- Since 2022, Camden schools improved by 6.2 percentage points in English Language Arts — on a pace well above the statewide average.

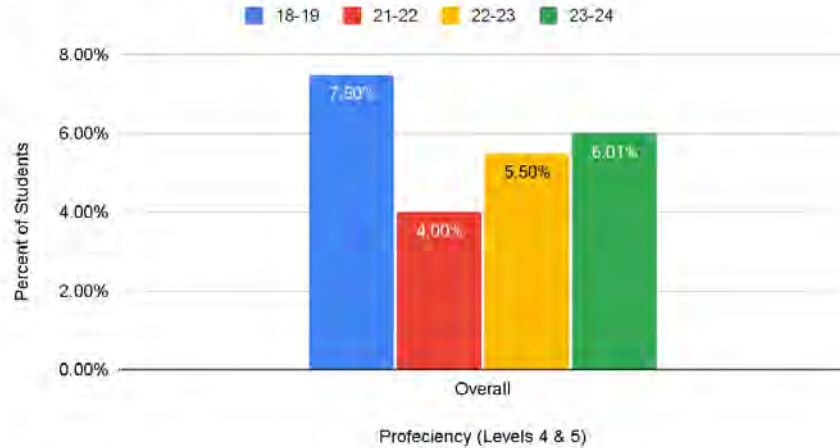


Citywide & Statewide Learning Recovery Comparison

# NJSLA Performance Analysis

## District ELA/Math 4 Year District Comparison

### Mathematics



### English/Language Arts



# NJSLA Results - Notable Improvements

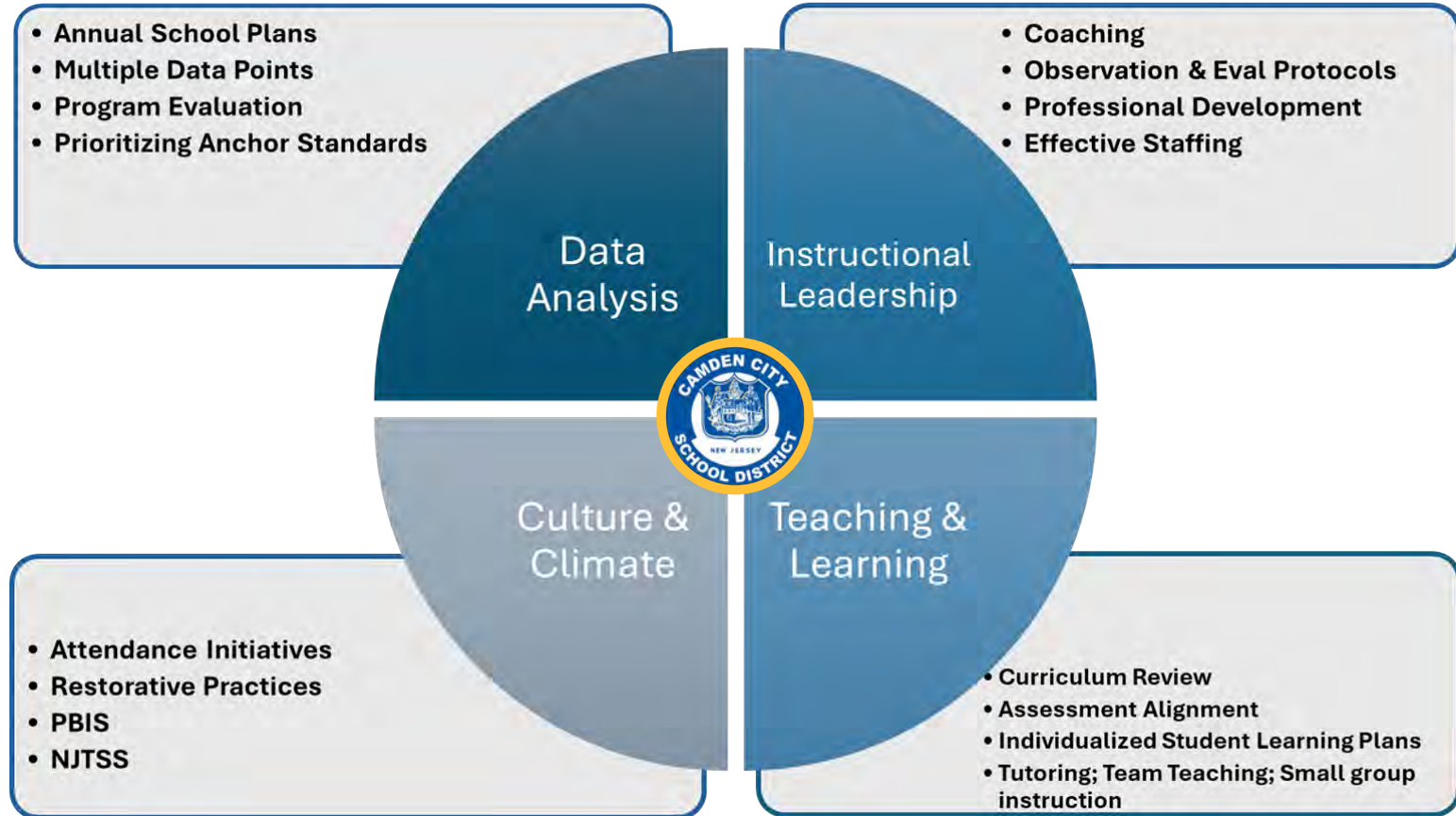
## Notable Growth in ELA:

- Grade 3
  - Davis: 10.7% increase
  - HB Wilson: 18.4% increase
  - Yorkship: 9.9% increase
  - Forest Hill: 11.5% increase
- Grade 4
  - \*Catto: 24.4% increase to 40% (exceeded the state)
  - Davis: 10.4% increase
  - Veterans: 13.30% increase
- Grade 5
  - Cooper's Poynt: 16.4% increase
  - HB Wilson: 11.30% increase
  - Yorkship: 8.3% increase
  - Forest Hill: 10.4% increase
- Grade 6
  - Dudley: 16.5% increase
- Grade 7
  - Cooper's Poynt: 6.70% increase
  - HB Wilson: 10.9% increase
- Grade 9
  - Eastside High: 7.6% increase
  - Brimm Medical Arts: 7.7% increase

## Notable Growth in Math:

- Grade 3
  - Davis: 7.50% increase
  - HB Wilson: 10.5% increase
  - Yorkship: 10.3% increase
  - Forest Hill: 15.70% increase
  - Riletta T. Cream: 13.60% increase
- Grade 4
  - Davis: 7.7% increase
  - Catto: 14.4% increase
  - Veterans: 6.10% increase
  - Yorkship: 13.50% increase
- Grade 5
  - Forest Hill: 9.80% increase
  - Veterans: 7% increase
- Grade 6
  - Dudley: 9.30% increase
- Grade 7
  - Catto: 14.6% increase
- Grade 9
  - Eastside High: 3% increase in Algebra

# Intervention Strategies to Accelerate Learning





# **Eastside High School Project Update**



# Eastside High at Cramer School

## Exterior Repairs & Upgrades

- New main entrance doors (exterior and interior) with windows above
- Roof repairs/coating – ensure roof is sealed
- Repointing of bricks on the exterior, to eliminate leaking
- Gutter and downspout repairs
- Remove playground
- Repair sidewalks around the exterior
- Pressure wash exterior
- Installation of modulars for use as kitchen and cafeteria
- Installation of modulars to use as classrooms
- Install access card reader and Aiphone at front entrance
- Install new surveillance cameras

## Interior Repairs & Upgrades

- Renovate teacher's lounge
- Repairs to ceiling grids and replace ceiling tiles in various locations (classrooms, restrooms, offices)
- Renovate classroom for cosmetology classroom (install sinks and workstations)
- Remove bathrooms in old Pre-K classrooms and convert to washrooms for art
- Bathroom upgrades and repairs
- Repair walls and ceilings with water damage
- New SmartBoards installed in classrooms
- Install kitchen equipment
- Evaluate and repair HVAC equipment as needed
- Replace lighting throughout the building
- Install new security surveillance system
- Move PA system from EHS to Cramer (purchased in 2021)
- Floor repairs
- Deep clean interior

# Eastside High at Cramer School



# Eastside High School New Construction Process

## Phase I: Pre-Planning (2 months)

- Formation of Planning Committee
- Needs Assessment
- Budgeting and Funding
- Site Selection

## Phase II: Planning (6-8 months)

- Architectural Concept Design
- Community Engagement
- Environmental Assessment
- Regulatory Approvals

## Phase 3: Design (12-16 months)

- Schematic & Bridging Design
- Community Engagement
- Design Build Contract Bidding
- Build Design Notice to Proceed

## Phase 4: Construction (18-24 months)

- Groundbreaking Ceremony
- Construction Oversight
- Regular Updates to community on construction progress

**New Eastside High scheduled to open September 2029**

# Target Space Program for the New Eastside High School

| General Education Spaces (~37,000 NSF)                                                                                                                                                                                                                                                       | CTE Pathways (~24,000 NSF)                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |
|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <ul style="list-style-type: none"><li>● Gen Ed + Bilingual Classrooms: 25</li><li>● Special Education Classrooms: 2</li><li>● Science Labs: 6</li><li>● Art Classrooms: 2</li><li>● Music: 2 (1 Vocals + 1 Band)</li><li>● Life Skills Lab: 1</li><li>● Small Group Instruction: 4</li></ul> | <ul style="list-style-type: none"><li>● Existing Programs:<ul style="list-style-type: none"><li>○ Cosmetology</li><li>○ Automotive</li><li>○ Computer Aided Design (CAD)</li><li>○ Graphic Arts</li><li>○ Business Entrepreneurship</li><li>○ Educational Pathways</li><li>○ JROTC</li><li>○ JAG</li></ul></li><li>● New Programs:<ul style="list-style-type: none"><li>○ Advanced Manufacturing</li><li>○ Welding</li><li>○ Emergency Management Services</li><li>○ Marine Biology</li><li>○ Culinary Arts</li></ul></li></ul> |

# Target Space Program for the New Eastside High School

| Shared Spaces (~44,000 NSF)                                                                                                                                                                                                                                                                                                                  | Administrative and Student Support Offices (~8,000 NSF)                                                                                                                                                                                                                                                                            |
|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <ul style="list-style-type: none"><li>● Media Center: includes classroom, computer lab, meeting rooms, stacks and reading area</li><li>● Auditorium</li><li>● Cafeteria/Kitchen</li><li>● Auxiliary Gym: includes weight room and trainers room</li><li>● Locker Rooms: separate areas for teams and PE classes</li><li>● Main Gym</li></ul> | <ul style="list-style-type: none"><li>● Main Office Suite</li><li>● Guidance Counselor Offices</li><li>● Nurse's Suite</li><li>● Bilingual Welcome Center</li><li>● Climate and Culture Offices and Calming Room</li><li>● School Based Youth Services and Tiger's Lair</li><li>● Faculty Lounge</li><li>● Parent Center</li></ul> |



# Career & Technical Education



# Career & Technical Education (CTE) Partnerships

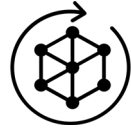
January  
2020  
**ONLY ONE**  
approved  
CTE Program



**February 2024**  
12 programs approved  
Programs of Study



CAMDEN COMMUNITY  
PARTNERSHIP  
DRIVEN BY PROGRESS | FOUNDED ON EQUITY



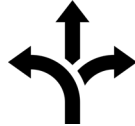
**Augmented Pathways**  
Early College, CTE  
Pathways and Liberal  
Arts



**Middle School  
Exposure**  
Amazon three year  
computer science  
program, CPR



CAMDEN  
EDUCATION  
ASSOCIATION  
"Part of the solution"



**First in the State**  
Pharmacy  
Technician course  
offered to seniors



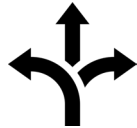
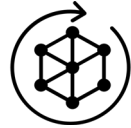
AMERICAN WATER

# Career & Technical Education Programs (CPR & AED)



# Dual Credit Partnerships

January  
2020  
*There were  
no Dual  
Credit  
Courses in  
CTE.*



## May 2025

There are 20 dual credit classes attached to our CTE Programs

## Early College

Students have the opportunity to earn 24 college credits from Rowan University

100% of the CTE pathways offer students the opportunity to earn either college credits or industry-recognized credentials.

## Dual Credit

25% of students enrolled

## Early College

Started with 6 students in 2021, now there are 35 enrolled in the program.



# Rowan Early College Program



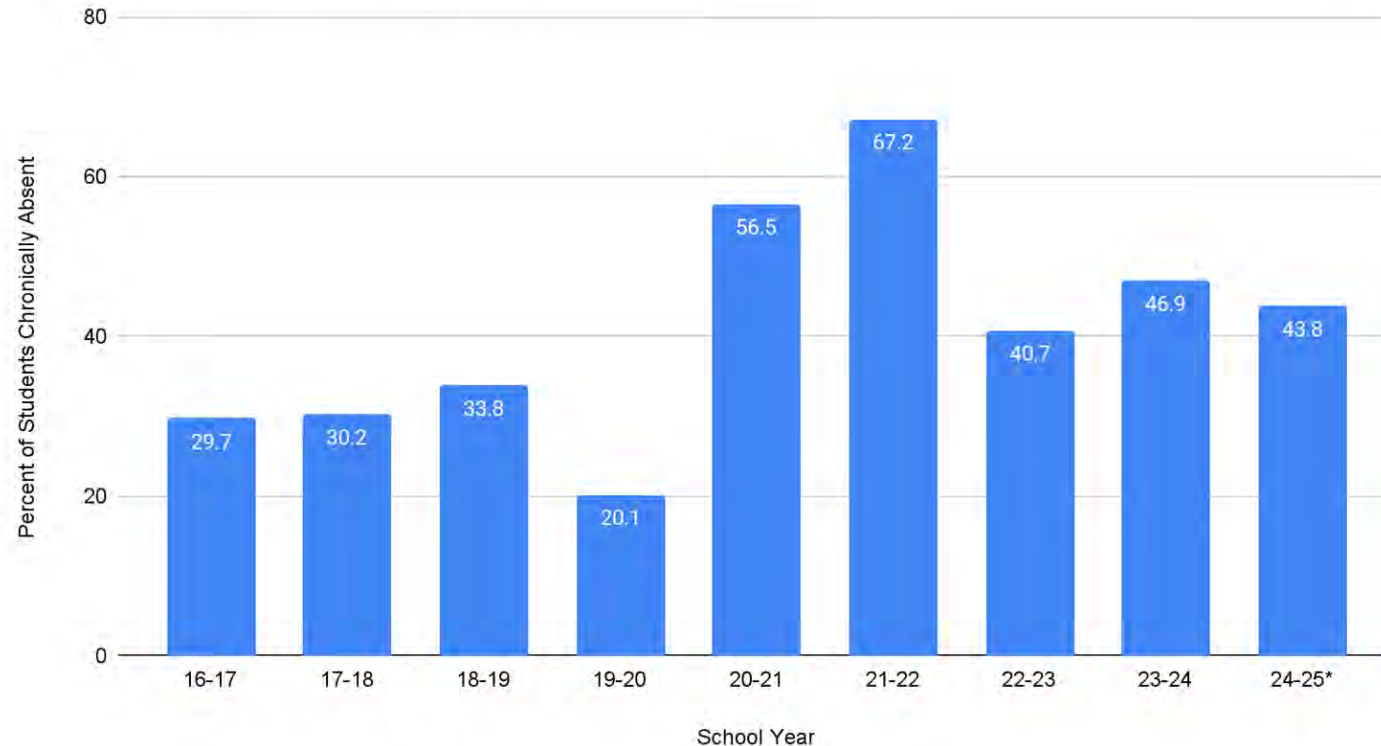


# Student Engagement



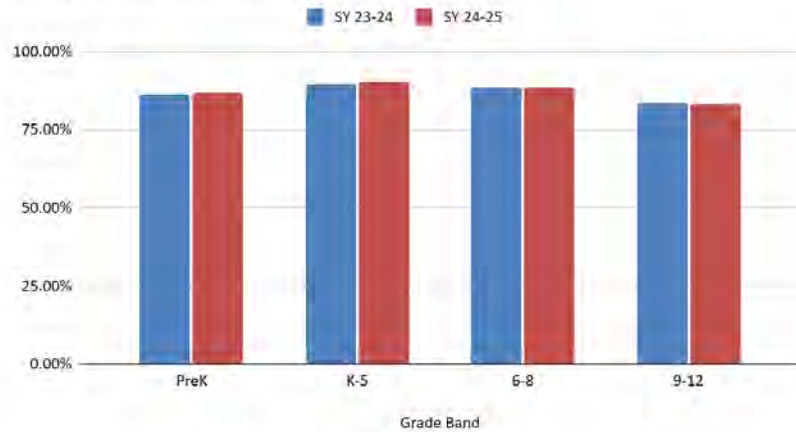
# Student Chronic Absenteeism Percentage 7 Year Analysis

CCSD Percent of Total Students Chronically Absent

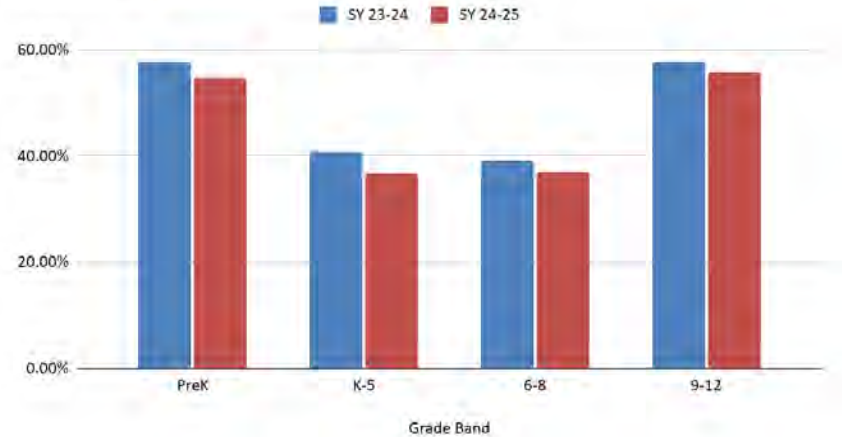


# Student Attendance

Average Daily Attendance (ADA)



Chronic Absenteeism Comparison



# School Climate & Student Engagement



## CULTIVATING INVINCIBILITY

IMPLEMENTATION GUIDE

Building Relationships through Integrating Restorative Justice, Social-Emotional Learning, a Trauma-Informed Lens and NJTSS in the Camden City School District.



## WIN from WITHIN



CCSD K-8 ATHLETICS

### COMPREHENSIVE OFFERINGS

All CCSD middle school students have the opportunity to participate in a wide array of sports: soccer, cross country, basketball, cheerleading, flag football, volleyball, track and field and softball.



### STRONG PARTICIPATION

Over 40% of our middle school sports students are over 40% students participating in school sports throughout the school year. Additionally, our athletes track the use of positive behavior and attendance at home, school and 1000+ moderate student athletic events.



### IMPROVING OUTCOMES

Win from Within stresses the importance of developing strong character and building habits that lead to success beyond the field. Students participating in middle school athletics have seen improvements in academics, attendance and behavior.



### COMMUNITY INVOLVEMENT

Community support is vital to the success of our students, and we partner with various community organizations to build supportive networks and assist in our students' development, an essential component and driving force to our goal to create a safe and healthy environment.



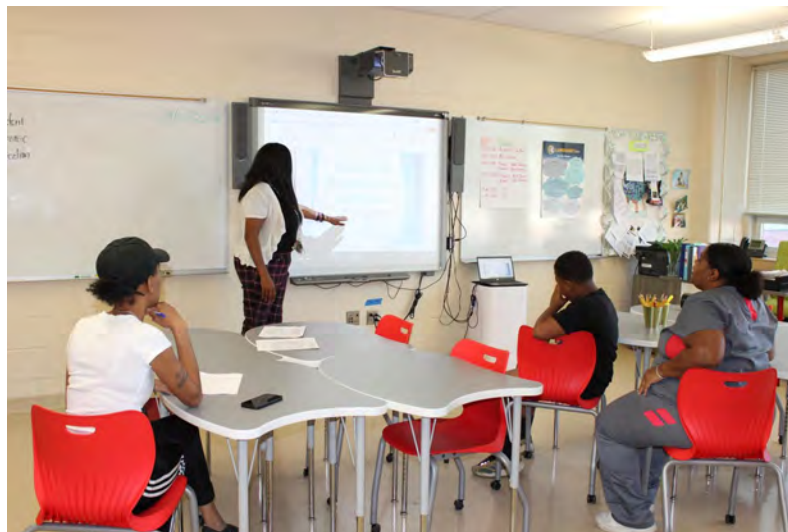
@WinWithinCCSD

# Innovator Academy Presentation



Video link: <https://youtu.be/waOj3e-ZLOA?si=8XULC21t63loG1ZS>

# Innovator Academy



**Student Enrollment 23-24**

**20 students**

**Student Enrollment 24-25**

**37 students**

**Anticipated Student Enrollment 25-26**

**40 students**



# Teach Camden



# Teach Camden

CCSD in partnership with Rowan University and the NJDOE announced the Teach Camden initiative.

## Program Objectives



- Increase representation of licensed teachers from racially and ethnically diverse backgrounds in teacher education within the Camden City School District
- Implement a pilot program utilizing alternative pathways to certification for current Paraprofessionals in CCSD who hold bachelor degrees
- Qualified Paraprofessionals will complete an intense 18 month program and achieve either a CE or Limited CE



# Questions & Comments