

**2015 - 2020 Strategic Plan (2016-17 Version)**

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| VisionAchieving Excellence:Putting Students First! | MissionTo prepare all students to be college and career ready and function as productive citizens. |

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| **Focus Areas** |
|  | **1**Academic  | **2**Student | **3**Human Capital | **4**District Systems |
| Desired State | All students will be academically prepared to enter post-secondary education or a career of their choice. | The educational environment will be focused on the student. | All employees will be invested in academic achievement. | All departments will work smarter and more efficiently to support student achievement. |
| Division Priorities | * Improve engagement in standards driven instruction from bell to bell.
* Increase proficiency on state assessments.
* Ensure career and college readiness.
 | * Teach core values.
* Ensure students are cared for, nurtured, valued, and respected.
* Encourage students’ responsibility for learning by charting their progress and bearing the cognitive load.
 | * Fully staff schools and departments with skilled employees.
* Develop skills so that all employees are performing at a highly effective level.
* Improve attendance of faculty and staff.
 | * Support technology for standards achievement and business functions.
* Ensure all facilities are in pristine condition, safe, and conducive to learning.
* Partner with our community to enhance student success.
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\* The Strategic Plan is designed to provide a framework upon which all school improvement plans are developed and implemented.

**Focus Area 1: Academic**

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| **Desired State**All students will be academically prepared to enter post-secondary education or a career of their choice. | **Division Priority*** Improve engagement in standards driven instruction from bell to bell.
* Increase proficiency on state assessments.
* Ensure career and college readiness.
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| **Objectives** | **Strategies** | **Monitoring****Tools** | **Responsibility** | **Funding** |
| **Objective 1:** Exceed the state average in all state assessed areas by 2019-20.  | 1. Focus on standards based instruction for K-12 by:
2. Continue implementation of the Florida Standards Implementation Plan.
3. Focus PLCs on standards based instruction and instructional shifts.
4. Identify sources of authentic and rigorous text for instruction with professional development.
5. Communicate a vertical progression of standards.
6. Ensure use of curriculum maps in all subjects.
7. Increase opportunities for students to develop conceptual understanding and application.
8. Provide more opportunities for students to talk about their mathematical thinking.
9. Monitor instruction through instructional rounds.
10. Develop, create, and modify interim assessments
11. Contact publishers to revise/improve/align assessments.
12. Construct and review tests banks and questions to reflect rigor of the standards.
13. Submit interim assessments to District to District (D2D) for evaluation for improvement.
14. Administer interim assessments for all state assessed areas.
15. Increase the percent of students on grade level or proficient on interim assessments (70% on PM)
16. Use sub-group data from state and interim assessments to differentiate instruction.
17. Ensure Level 1s and 2s are receiving targeted intervention to reach proficiency.
18. Target 3rd grade reading, closing the gap between 2nd and 3rd grade reading and 5th grade ELA, math and science.
 | FSA dataStandards Mastery reportsi-Ready diagnostic reportsPerformance Matters reportsData collected as a result of instructional roundsCreation of interim assessmentsFlorida Standards Implementation Plan ChecklistsSchool Improvement PlansFAIR  | Instructional ServicesCoordinator of PDCoordinator of AccountabilityPrincipals | Project 4731- Title I, Part AProject 4717- Title I, Part CProject 4721-Title IIProject 1730 - Instructional MaterialsProject 1752 – Putting Students FirstProject 1704 – SAI Summer SchoolSchool Discretionary |
| **Objective 2:** Increase student acceleration measures. | 1. Increase the annual number of industry certifications 5% every year through 2019-20.
2. Develop a school-level plan to increase participation in accelerated programs (such as AVID, STEM, Gifted, AP, Dual Enrollment) with an emphasis on underrepresented populations.
3. Develop a monitoring system to ensure all high school students that qualify have the opportunity to take a dual enrollment or AP course and or achieve an industry certification.
4. Increase the number of students earning an Associate’s Degree to 20 by 2020.
5. Increase the duplicated enrollments in dual enrollment classes to 1,000 by 2020.
 | Industry CertificationsEnrollment recordsSchool Acceleration Enrollment/Participation Records by Demographic | Coordinator of GSPDirector of Student ServicesPrincipals | Project 4731- Title I, Part AProject 4717- Title I, Part CProject 4721-Title IIProject 4701- Title IIIProject 1759 - AVIDProjects 1712 &1738 - Dual Enrollment & TextbooksProject 1791 - APProjects 4781, 4785- PerkinsProject 1708 - Industry Certification |
| **Objective 3:** Increase the graduation rate to meet the state average. | 1. Increase the K-12 promotion rates.
2. Identify the students that would benefit from the 18-credit graduation option prior to 9th grade.
3. Increase student attendance rates.
4. Increase engagement by exploring afterschool activities that are not dependent on GPA starting in elementary and middle school.
5. Explore the possibility of increasing the number of career programs which lead to industry certification.
6. Explore the possibility expanding Advancement Via Individual Determination (AVID) to the elementary level.
7. Employ a graduation coach at OHS and an Intervention Specialist at OAA to meet the needs of at-risk students.
8. Pilot *Capturing Kids’ Hearts* at YMS.
9. Clarify and communicate the procedures of early warning system and MTSS.
10. Develop and disseminate a credit recovery plan for the district.
11. Incorporate literacy and math into elective classes to provide real-life context. (CAR-PD)
 | Student database recordsList of additional programsMTSS recordsEWS recordsCreation of credit recovery plan | Director of Student ServicesPrincipalsInstructional ServicesDirector of ESEDirector of ITCoordinator of GSP | Project 4731- Title I, Part AProject 4717- Title I, Part CProject 4721-Title IIProject 4701- Title IIISAIProjects 4781 & 4785- PerkinsProject 1708- Industry CertsProjects 4755-Title VIGrad Coach & Credit Retrieval ParaGeneral Funds |



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| **English/Language Arts Exams** |
| **Grade** | **Okee % Passing** | **State % Passing** | **Gap** |
| 3 | 43 | 54 | -11 |
| 4 | 46 | 52 | -6 |
| 5 | 33 | 52 | -19 |
| 6 | 37 | 52 | -15 |
| 7 | 34 | 49 | -15 |
| 8 | 44 | 57 | -13 |
| 9 | 35 | 51 | -16 |
| 10 | 36 | 50 | -14 |

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| **Mathematics Exams** |
| **Grade** | **Okee % Passing** | **State % Passing** | **Gap** |
| 3 | 60 | 61 | -1 |
| 4 | 56 | 59 | -3 |
| 5 | 43 | 55 | -12 |
| 6 | 43 | 50 | -7 |
| 7 | 42 | 52 | -10 |
| 8 | 50 | 48 | +2 |

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| **2015-16 History** |
| **Grade** | **Okee % Passing** | **State % Passing** | **Gap** |
|  Civics | 51 | 67 | -16 |
| US History | 47 | 66 | -19 |

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|  **2015-16 Math** |
| **Grade** | **Okee % Passing** | **State % Passing** | **Gap** |
| Algebra 1 | 44 | 55 | -11 |
| Algebra 2 | 26 | 40 | -14 |
| Geometry | 30 | 51 | -21 |

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| **2015-16 Promotion Rates Grades 3-10** |
| **Grade** | **Number Retained** | **End of Year Membership** | **Promotion Rate** |
| 3 | 83 | 595 | 86% |
| 4 | 9 | 471 | 98% |
| 5 | 2 | 497 | 99% |
| 6 | 26 | 470 | 94% |
| 7 | 29 | 415 | 93% |
| 8 | 30 | 436 | 98% |
| 9 | 7 | 466 | 98% |
| 10 | 5 | 426 | 99% |

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| **2015-16 Science Grades 5, 8, Biology** |
| **Grade** | **Okee % Passing** | **State % Passing** | **Gap** |
|  Grade 5 | 39 | 51 | -12 |
| Grade 8 | 35 | 50 | -15 |
| Biology | 52 | 64 | -12 |

**Focus Area 2: Student**

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| **Desired State**The educational environment will be focused on the student. | **Division Priority*** Teach core values.
* Ensure students are cared for, nurtured, valued and respected.
* Encourage students’ responsibility for learning by charting their progress and bearing the cognitive load.
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| **Objectives** | **Strategies** | **Monitoring Tools** | **Responsibility** | **Funding** |
| **Objective 1:** Decrease the number of students with 21+ days of absences. | 1. Decrease the number of students with 9+ unexcused absences by 5%.
2. Reduce the number of out-of-school suspensions.
3. Develop a district system of support and employ alternatives to out of school suspension.
4. Identify and communicate age appropriate behaviors through professional development.
5. Convene a district committee to evaluate progressive discipline.
6. Examine quarterly suspension data by subgroup, incidents, and rate of suspension.
7. Implement the attendance policies timely and accurately.
 | Student databaseSESIR dataPD sign-in Sheets | Director of Student ServicesPrincipalsInstructional ServicesESE StaffBehavioral Analyst | Indirect CostsProject 1720 - Saturday School |
| **Objective 2:** Create a safe and nurturing learning environment as evidenced by increased positive responses to *“I feel safe at school.”* and *“Students treat each other with respect.”* | 1. Teach CharacterEducation/PRIDE/PBS at all schools.
2. Revitalize PBS Program by developing school-wide committees, providing training and procuring funding.
3. Establish a character education program that incorporates core values (PRIDE).
4. Continue efforts to educate all stakeholders in bullying and harassment prevention and policy.
 | Climate SurveysCurriculumRecognitions, awards and incentives | Instructional ServicesPrincipalsAssistant PrincipalsDirector of ESEBehavioral Analyst | IDEAProject 1730 - Instructional MaterialsSchool Discretionary |
| **Objective 3:**Students will demonstrate engagement by taking ownership of their learning as evidenced by increased effectiveness on Indicators 5 and 8 of the instructional evaluation instrument. | 1. Review rubric with teachers on targeted indicators during pre-plan.
2. Teachers will collaborate and design questions to encourage rigorous conversations among students.
3. Teachers will examine student work to ensure students are carrying cognitive load.
4. School will create a plan on conducting data chats with students on academic progress.
5. Secondary teachers will implement WICOR strategies consistently in their classes.
 | PLC Meeting CalendarsSign-sheets of PLC meetingsPerformance Appraisal DataWICOR Walk-throughs | PrincipalsCoordinator of PDReading CoachesDistrict AVID Coordinator | Indirect Costs |
| **Objective 4:**Increase the positive response to “Students are recognized for their good work.” | 1. Provide recognition for students’ academic and behavioral success.
2. Communicate those successes through Social Media, newsletters, website, newspaper.
 | Tracking of recognitions | Principals | School Based Funds - internal |
| **Objective 5:** Provide timely, targeted interventions, enrichments and resources to all students to ensure their academic and behavioral success. | 1. Schools will implement the MTSS Model.
2. Provide accelerated courses and enrichment.
3. Schools will monitor EWS-Early Warning System.
4. Schools will develop and implement BIPS when necessary.
5. School leadership identifies social and emotional student needs based on MTSS and EWS.
6. Crisis Counselors provide support groups.
 | Tracking of the numbers of:1. students at each tier
2. staffings during the year
3. students on watch list
4. students in acceleration courses
5. students in enrichment groups
6. students identified as gifted

Group attendance sheets | PrincipalsDirector of ESEInstructional ServicesCrisis Counselors | Indirect Costs |

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| **School** | **Days of Out-of-School Suspensions** |
| **CES** | 40 |
| **EES** | 113 |
| **NES** | 13 |
| **OAA** | 527 |
| **OFC** | 482 |
| **OHS** | 458 |
| **OMS** | 583 |
| **SEM** | 185 |
| **SES** | 50 |
| **YMS** | 469 |
| **TOTAL** | 2920 |

**Focus Area 3: Human Capital**

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| **Desired State**All employees will be invested in academic achievement. | **Division Priority*** Fully staff schools and departments with skilled employees.
* Develop skills so that all employees are performing at a highly effective level.
* Improve attendance of faculty and staff
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| **Objectives** | **Strategies** | **Monitoring Tools** | **Responsibility** | **Funding** |
| **Objective 1:**Enhance teacher performance through staff development based on prioritized needs identified through teacher appraisal data and deliberate practice plans. | 1. 2016-17 professional development will be provided to teachers on these indicators (identified from 2015-16 teacher appraisal data.)
* Indicator #5- Engages students
* Indicator #7- Cognitive Load
* Indicator #10- Questioning
1. Professional Development on these topics will be addressed during PLCs facilitated by a reading coach, administrator or outside agency.
 | Performance Appraisal DataPLC Minutes/AgendaSign-in Sheets | Coordinator of PDPrincipals | Project 4731- Title I, Part AProject 4721-Title IIProject 1722 - Instructional Staff Training |
| **Objective 2:**Build capacity of classified staff by increasing the number of professional development opportunities. | 1. 2016-17 professional development will be provided to classified employees on following topics: Skyward, Customer Service, Safety, data processing, bookkeeping, custodial subjects, monitoring and evaluating ELL and ESE files, use of technology, and instructional practices.
 | AgendasSign-in sheets | Department HeadsCoordinator of PD | Project 4721-Title IIIT Budget |
| **Objective 3:** Recruit additional substitutes and provide them with meaningful training to continue academic focus. | 1. Advertisements will be developed to recruit substitutes.
2. Training for long- term subs will be provided through JumpSTART Pd.
3. Onboarding training will take place with new subs.
4. Include long-term substitutes in Project One Support Teachers (POST) meetings.
5. Implement Safe Schools Substitute Program.
 | Training agendasSign-in sheetsAdvertisements | Director of HRCoordinator PD | Project 4721-Title II |
| **Objective 4:**Increase the beginning teacher salary to $40,000 by 2017-18. | 1. Research salaries of surrounding and like-size districts.
2. Negotiate salary increase with Association.
3. Ensure funds are appropriate to sustain increase.
 | Salary schedule | SuperintendentDirector of Finance | General Funds |
| **Objective 5:**Provide employees positive feedback for good work. | 1. Increase the use of social media to recognize employees.

2. Continue Board Recognition.3. Create a district committee to investigate  motivational incentives. 4. Administer *StrengthFinders* to the  leadership team. | Board AgendasClimate SurveysStrengthFinder Matrix | WebmastersAdministrative ServicesCoordinator of PD | Project 4721-Title II |
| **Objective 6:**Enhance instructional leadership capacity of district and school-based leaders. | 1. 2016-2017 Professional Development Focus for Instructional Leaders will be on the following:
* Cambridge Calibration provided to all new administrators.
* District to District (D2D) Feedback Training.
* Deeper understanding of Instructional Shifts.
1. School Walk-Throughs based on D2D, DA, Evaluation rubric will be conducted by:
* By district and school leaders once a month.
* By school-based teams (P, AP, RC) and a district leader twice a quarter.
1. PD will be provided at each principals’ meeting on these indicators (identified form 2015-2016 teacher appraisal data)
* Indicator #5- Engages Students
* Indicator #7- Cognitive Load
* Indicator #10- Questioning
 | Sign- SheetsPrincipal meeting agendasPerformance appraisal data | SuperintendentCoordinator of PDInstructional ServicesPrincipals | Project 4721-Title IIProject 1787 - Instructional Leadership  |
| **Objective 7:** Enhance instructional leadership capacity of teacher leaders. | 1. Utilize teacher leaders to assist with POST.
2. Encourage teacher leaders to participate in professional development and share upon return.
3. Utilize teacher leaders to facilitate appropriate professional development.
 | PD CalendarList of Teacher Leaders who work as PD Facilitators. | PrincipalsCoordinator of PDTeacher Leaders | Project 4731- Title I, Part AProject 4721-Title IIProject 1722 - Instructional Staff Training |
| **Objective 8:**Reduce sick, personal, and unearned leave absences of employees. | 1. In addition to each payroll, monitor leave on a monthly basis.
2. Follow the unearned leave practice of notifying employees of ability to take Family Medical Leave (FMLA).
3. Develop procedures that govern when to begin FMLA as well as run FMLA and sick leave concurrently.
 | Monthly payroll reportsSkyward dataDeveloped procedures | Finance DepartmentPrincipalsAdministrative Services | Indirect Costs |
| **Objective 9:**Develop policies, protocols, and procedures to ensure that system and school leaders have access to hire, place and retain qualified professional and support staff. | 1. Revise Human Resources Management Development plan (HRMD).
2. Increase access to Teachers-Teachers.com for aide in recruitment.
3. Increase collaborative recruitment efforts with a district recruitment team.
4. Increase salaries to be competitive.
5. Form a committee to help develop policies and procedures for Human Resources.
6. Reexamine staffing formula to determine is additional elementary support staff is needed.
 | HRMDList of recruitment activitiesSalary schedules | Administrative ServicesDirector of HRCoordinator of PD | General FundsProject 1709 - T2TProject 1706 - AIT |
| **Objective 10:**Educate all instructional staff on Florida standards, curriculum guides, appropriate assessments and support them through professional development.  | 1. Update instructional tool kits.
2. Utilize PLCs to discuss Florida Standards.
3. Monitor the use of the standards mastery test to ensure pace of curriculum map.
4. Provide professional development according to master-in-service plan.
 | Tool kitsPLC agendasProfessional development offeringsStandards mastery reports | Coordinator of PDInstructional ServicesCoordinator of AccountabilityPrincipalsReading Coaches | Project 1723 - Special NeedsProject 4721-Title II |

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| DIRECT INSTRUCTION | Performance Values**Rating Percentages** |
| Performance Responsibilities | U | NI/D | E | HE |
| 1. Engages all students in the work of the lesson from start to finish.
 | **<1** | **15** | **73** | **11** |
| 1. Ensures all students are working with content aligned to the appropriate standards for their subject and grade.
 | **<1** | **8** | **80** | **12** |
| 1. Organizes instruction so that students are carrying the cognitive load in the classroom.
 | **1** | **22** | **64** | **13** |
| 1. Ensure that all students demonstrate that they are learning.
 | **1** | **17** | **72** | **11** |
| 1. Adjusts instruction for all students, including students with disabilities and students who have limited English proficiency.
 | **2** | **10** | **71** | **17** |
| 1. Uses a range of questioning and discussion techniques to promote higher level thinking aligned to curriculum standards.
 | **1** | **19** | **67** | **12** |
| 1. Monitors learning activities providing feedback and reinforcement to students.
 | **1** | **8** | **78** | **13** |

**Focus Area 4: District Systems**

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| **Desired State**All departments will work smart and efficiently to support student achievement | **Division Priority*** Support technology for standards achievement and business functions.
* Ensure all facilities are in pristine condition, safe, and conducive to learning.
* Partner with our community to enhance student success.
 |
| **Objectives** | **Strategies** | **Monitoring Tools** | **Responsibility** | **Funding** |
| **Objective 1:**Be 1:1 by 2019-20. | 1. Create professional development plan for each school site that is 1:1.
2. Provide teachers with ELA standards and technology matrix.
3. Develop plan to provide devices to remaining schools.
4. Ensure infrastructure is in place through 3rd party evaluation.
5. Explore feasibility of placing Wifi on busses.
 | Creation of planT4 (Teachers Train Teachers in Technology) plan and training documentsReport from 3rd party evaluation | ITPrincipals of Selected SitesDirector of Operations | Project 1777 - DCPCapital Funds |
| **Objective 2:**Utilize the highly qualified sync between Skyward Student and Skyward Business to achieve high school scheduling. | 1. Set-up Skyward training for HQ sync.
2. Develop procedures for implementing the sync and monitoring the system.
3. Provide training to those involved.
 | Development of high school master schedule for 2017-18 | Director of HRDirector of ITPrincipalsAssistant Superintendents  | IT Budget |
| **Objective 3:**Write policies and procedures that align all district systems. | 1. Identify areas in which written policies and procedures are needed inside departments and or jobs.
2. Identify a plan of dissemination for searchable written policies and procedures.
 | Written policies and procedures | All Administrators | Indirect Costs |
| **Objective 4:**Continue to implement cost effective strategies to address capital needs. | 1. Prioritize needs based on safety and security.
2. Align funding sources with the principals’ needs.
 | Long range plan for capital needsCapital budget - SREF | Director of Operations | Capital Budget |
| **Objective 5:**Continue researching possibility of special facilities construction for Okeechobee High School. | 1. Research traffic patterns at OHS.
2. Research correction of draining problem.
3. Examine hiring lobbyist.
 | Plans and completion of projects | Board MembersSuperintendentDirector of Oper  | Capital BudgetGeneral Funds |
| **Objective 6:** Monitor workers’ compensation claims. | 1. Worker’s compensation reports will be pulled monthly.
2. Safe School training will be utilized by all employees during the 2016-17 school year.
3. Employees requiring medical attention will be drug tested and required to complete a Safe School’s module relating to their accident.
 | Tracking through Safe Schools platformOrigami System reportsSREF  | Assistant Superintendent for Administrative Services | General FundsProject 1742 - Drug Testing |
| **Objective 7:**Create a system of support for atypical student behaviors. | 1. Formulate protocols for all schools by the behavioral analyst.
2. Identify strategies, resources and interventions
3. Sequence of steps and timeline for interventions.
 | Development of protocolsLists of strategies and interventions | Director of ESEBehavioral AnalystAssistant Principals | Indirect Costs |
| **Objective 8:**Provide Skyward trainings for job-alike groups. | 1. Review policies and procedures.
2. Train principals, assistant principals, data processors and guidance, include district office.
3. Implement Skyward PD center.
4. Utilize NEFEC personnel for Skyward training.
 | Policies and ProceduresTraining Agendas | Director of ITIT Data Specialists | IT Budget |
| **Objective 9:**Achieve District Accreditation by 2019-20. | 1. Host 2-day meeting to set the stage for process.
2. Review standards and complete checklist by school.
3. Align district initiatives.
4. Upload documents.
5. Complete all components of the Strategic and School Improvement Plans.
6. Host Accreditation Team in 2017.
 | ChecklistsUploaded DocumentsAccreditation | Director of Student ServicesPrincipalsSchool Leadership TeamsAssistant Superintendents | Project 4721-Title IIDistrict Funds A & A budget |
| **Objective 10:** Continue Academic Parent Teacher Teams, APTT, in four elementary schools. | 1. Develop academic focus for each grade.
2. Market participation through social media.
3. Collect participation data.
 | Participation data | Coordinator of GSPPrincipals | Project 4731- Title I, Part A |
| **Objective 11:**Increase breakfast and lunch participation. | 1. Investigate alternative serving line opportunities.
2. Serve more homemade food items.
3. Increase menu variety.
4. Offer reimbursable meals from carts.
5. Use contests to entice/increase participation.
6. Explore on-line payment opportunities.
7. Marketing/Educating of food service programs.
 | Food Service POS dataMenus | Supervisor of Food ServiceFood Service ManagersWebmasters | Food Service Budget |
| **Objective 12:**Implement HB41 regarding hazardous walking conditions. | 1. Investigate current hazardous walking conditions for compliance.
2. Explore grants for funding.
3. Create *safe routes to schools* committees including county and city staff.
 | List of hazardous walking conditionsGrant applicationsCommittee Minutes | Supervisor of TransportationSchool-based committee | Potential Grants |



**Board Chairperson:**

Malissa Morgan

**Board Vice Chairperson:**

Jill Holcomb

**Board Members:**

Joe Arnold

Dixie Ball

India Riedel

**Superintendent:**

Ken Kenworthy