

# Martin County School District

## October 18, 2011 to 2012 **STRATEGIC PLAN**

*Board Approved October 18, 2011*

Vision: "Where Learning Has No Boundaries"

Mission: "The mission of the Martin County School District, in partnership with family and community, is to equip students with the skills and knowledge necessary to become responsible citizens through comprehensive learning experiences and innovative environments that extend beyond traditional walls."

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<b>Goal # 1</b> All schools in Martin County will be “A” schools and will rank in the top 5 districts in the State in student performance.						
<b>Objective(s)</b> 1.1.1 Utilize assessment results to direct instruction and positively affect student outcomes. 1.1.2 Close the achievement gap and meet AYP in all sub groups.						
<b>Adequate Progress:</b> <ul style="list-style-type: none"> <li>• Schools will maintain an “A” or improve current grade.</li> <li>• Meet AYP in all subgroups.</li> </ul>						
<b>Baseline Data:</b> <ul style="list-style-type: none"> <li>• Current school grades: 14 “A” Schools, 4 “B” Schools, 2 “C” Schools</li> <li>• AYP Percent of Criteria Met: 72%</li> </ul> <b>September 2011 Data:</b> <ul style="list-style-type: none"> <li>• 16 A Schools, 1 B School and High School Grades are pending</li> <li>• AYP Percent of Criteria Met: 64%</li> </ul>						
Strategies	Time Line	Measurement (criteria for success)	Person (s)/ Department Responsible:	Project Financial Impact	Source(s) of Funds	Status
<b>A.</b> Provide training for district and site administrators in how to interpret and use data to improve student achievement.	Annually	In-service record	Instructional Services	\$2,000	Title II	This project is underway and in progress. The Coordinator of Assessment and Accountability is responsible for providing training to administrators and teachers at each site.
<b>B.</b> Ensure accurate and timely reporting of data to stakeholders.	Annually	Dates of data accessibility	Coordinator of Assessment & Accountability	\$600	Instructional Services Budget	Performance Matters is updated after benchmark and FCAT assessment data is received. This provides timely data to teachers and administrators on their desktop.
<b>C.</b> Use data analysis to identify and monitor progress of students who score Level 1 and 2 in reading and math; students who did not make learning gains; students in the lowest 35%.	Annually	List of students	Site Administrators and Staff	-0-	-0-	Performance Matters data and other sources are used to identify and progress monitor students who score Level 1 and 2 on FCAT and students who did not make learning gains or are in the lowest quartile.
<b>D.</b> Use data analysis to identify and monitor progress of students in AYP subgroups.	Annually	List of AYP subgroups	Site Administrators and Staff	-0-	-0-	The FCIM and data analysis models are used to identify and monitor the progress of students in AYP subgroups. Subgroups have been identified and strategies for providing support have been identified in

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						each school's School Improvement Plan.
<b>E.</b> Use data analysis in planning for instruction to meet student needs.	Annually	In-service Agendas of Data Meetings	Site Administrators and Staff	-0-	-0-	Data team meetings currently take place at each school site to plan for instruction and to differentiate to meet student needs. Additional models and a formal set of guidelines for these meetings are being researched presently.
<b>F.</b> Establish district differentiated accountability teams to regularly meet with leadership teams at each school.	Annually	DA District Team Site Visit Logs	Dir. of Elementary Programs and School Improvement	-0-	-0-	The District DA Leadership Team has been trained and the first meeting was held in August. Teams have set meetings to meet regularly at each school.
<b>G.</b> Implement the Florida Continuous Improvement Model (FCIM) throughout the district.	Annually	School Improvement Plans	Dir. of Elementary Programs and School Improvement	-0-	-0-	Training on the FCIM model takes place annually at each school site and is used to progress monitor strategies to support student achievement.
<b>H.</b> Implement data-driven early intervention strategies for students not responding to core instruction.	Annually	Intervention Logs	Dir. of Elementary Programs and School Improvement	TBD	15% of IDEA Grant (CEIS Set-Asides)	Early intervention takes place at each school site for students who are not responding to core instruction. Additional models of intervention and support are being researched.

Completed \_\_\_\_\_

In Progress \_\_\_\_\_

Not Completed \_\_\_\_\_

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<b>Goal #1</b> All schools in Martin County will be “A” schools and will rank in the top 5 districts in the State in student performance.						
<b>Objective(s)</b> 1.2.1 Improve teacher and leadership quality.						
<b>Adequate Progress:</b> <ul style="list-style-type: none"> <li>Schools will maintain an “A” or improve current grade.</li> </ul>						
<b>Baseline Data:</b> <ul style="list-style-type: none"> <li><b>Current school grades:</b> 14 “A” Schools, 4 “B” Schools, 2 “C” Schools</li> </ul> <b>September 2011 Data:</b> <ul style="list-style-type: none"> <li>16 A Schools, 1 B School and High School Grades are pending</li> <li>District grade is an A.</li> </ul>						
<b>Strategies</b>	<b>Time Line</b>	<b>Measurement (criteria for success)</b>	<b>Person (s) Responsible:</b>	<b>Financial Impact</b>	<b>Source(s) of Funds</b>	<b>Status</b>
<b>A.</b> Implement state requirements for strengthening instructional practice.	Annually	Training Agendas	Executive Director of Instructional Services	\$20,000	Title II	All state requirements are implemented as received. An Instructional Validity Study is planned for Fall 2011 to be complete by February 2012.
<b>B.</b> Revising district performance appraisal to meet state requirements.	August 2010 -June 2011	Progress Monitoring Data Improvements	Executive Director of Human Resources	TBD	RTTT	Administration is due to submit the state approved, Marzano-based teacher evaluation system by 9/30/11 based on the Race to the Top timeline requirement. It has been collectively developed for MCSD use by a team of teachers, administrators, directors and the assistant superintendent as well as progressively negotiated on with MCEA members. The new teacher evaluation system will be implemented with efficacy and fidelity with the help of the iObservation software and iPads for administrators to use during observations of teacher instructional practice, and continued professional development on the framework domains. Financial Impact: To date \$142,650 (iObservation software and training)

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<b>C.</b> Provide online professional development opportunities to all teachers and administrators including evidenced-based strategies and monitoring techniques.	Annually	Communication Documentation	Executive Director of Human Resources  Curriculum Coordinators for Reading, Math, and Science	TBD	RTTT	The ability to provide online PD is currently being researched.
<b>D.</b> Provide face-to-face professional development opportunities to all teachers and administrators including evidenced-based strategies and monitoring techniques.	Annually	In-service Evaluations	Curriculum Coordinators for Reading, Math, and Science	\$5,000	Title II	The curriculum coordinators provide ongoing PD to school sites throughout the year.
<b>E.</b> Train Exceptional Student Education and general education staff in methodologies, techniques, and strategies to improve instruction.	Annually	In-service Evaluations	Coordinator of ESE	\$5,000	IDEA	Ongoing and in process.
<b>F.</b> Provide training in technology as required by school sites to improve and expand the use of technology.	Annually	Training dates	Director of Educational Technology	Determined by technology needs	School Improvement Funds/ Capital Budget	See list of training activities on final page of this plan.
<b>G.</b> Provide training and support for teachers in the use of reading and language arts strategies and techniques to improve reading and language arts achievement.	Annually	Log of training date and topics	Coordinator of Reading and Language Arts	\$5,000	Title II	Ongoing. Training takes place at each school site. Research surrounding best practices surrounding reading/language arts curriculum calendars is currently underway.
<b>H.</b> Provide training and support for teachers in the use of mathematics strategies and techniques	Annually	Log of training date and topics	Coordinator of Mathematics	\$5,000	Title II	Ongoing. Training takes place at each school site. Curriculum calendars are posted on the district website to support teachers' implementation of

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to improve mathematics achievement.						skills to increase mathematics achievement.
<b>I.</b> Provide training and support for teachers in the use of science strategies and techniques to improve science achievement.	Annually	Log of training date and topics	Coordinator of Science	\$5,000	Title II	Ongoing. Training takes place at each school site. Curriculum calendars are posted on the district website to support teachers' implementation of skills to increase science achievement.
<b>J.</b> Implement behavior management leadership training to support guidance initiatives, decrease student behavioral referrals and to support affective needs of students.	Annually	Log of training date and topics	Coordinator of ESE and staff	-0-	-0-	Ongoing and in process. PBiS will be fully implemented in all schools this year.

Completed \_\_\_\_\_

In Progress \_\_\_\_\_

Not Completed \_\_\_\_\_

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<b>Goal #1</b>						
All schools in Martin County will be “A” schools and will rank in the top 5 districts in the State in student performance.						
<b>Objective(s)</b>						
1.3.1 Provide instructional support for those students not making Adequate Yearly Progress (AYP).						
<b>Adequate Progress:</b>						
<ul style="list-style-type: none"> <li>Schools will maintain an “A” or improve current grade.</li> </ul>						
<b>Baseline Data:</b>						
<ul style="list-style-type: none"> <li>Current school grades: 14 “A” Schools, 4 “B” Schools, 2 “C” Schools</li> <li>Percent of Criteria Met: 72%</li> </ul>						
<b>September 2011 Data:</b>						
<ul style="list-style-type: none"> <li>16 A Schools, 1 B School and High School Grades are pending</li> <li>AYP Percent of Criteria Met: 64%</li> </ul>						
<b>Strategies</b>	<b>Time Line</b>	<b>Measurement (criteria for success)</b>	<b>Person (s) Responsible:</b>	<b>Financial Impact</b>	<b>Source(s) of Funds</b>	<b>Status</b>
<b>A.</b> Identify areas of deficiency for all subgroups not making AYP.	Annually	List of students with deficiencies	Director of Elementary Programs and School Improvement	-0-	-0-	Subgroups have been identified and specific strategies for each group have been selected and included in each school’s School Improvement Plan.
<b>B.</b> Employ process of assessment to include screening, diagnosis, monitoring and outcome evaluations.	Annually	Assessment Results	Coordinator of Assessment and Accountability	-0-	-0-	Currently in place and being monitored.
<b>C.</b> Continue Progress Monitoring of all students in core subject areas.	Annually	Assessment Results	Coordinator of Assessment and Accountability	-0-	-0-	Currently in place and being monitored.
<b>D.</b> Ensure all Individual Education Plans for Exceptional Student Education students not making Adequate Yearly Progress address the identified area of deficiency.	Annually	Copies of Individual Education Plan	Coord. of ESE	-0-	-0-	All IEPs include strategies to target identified areas of deficiency.
<b>E.</b> Use data warehouse to monitor students’	Annually	Progress monitoring data	Coordinator of Assessment and	\$2,000	Title II	Currently in place and being monitored. Performance Matters is available to

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progress in all AYP sub groups.			Accountability Site Administrators			teachers and administrators.
<b>F.</b> Expand the use of technology as a learning resource for students not meeting AYP as outlined in the Martin County School District Technology Plan.	Annually	Martin County School District Technology Plan (Sections 2.3, 3.3, 5.2, 8.1)	Director of Educational Technology	\$630,000 annually excluding PCs, printers, network, and new construction	Capital Budget	<ul style="list-style-type: none"> <li>• Purchased Imagine Learning</li> <li>• Continue use of Rosetta Stone and other software programs that specifically target lower quartile students</li> <li>• Outfitted 130 classrooms with technology</li> <li>• Upgraded multimedia content (Discovery Streaming)</li> <li>• Purchased new online encyclopedia</li> <li>• Deliver PD via Office Communicator</li> </ul>
<b>G.</b> Plan and implement computer based testing.	May 2010-May 2011	Computer Based Test Results	Coordinator of Assessment and Accountability	-0-	-0-	In place and being expanded yearly.

Completed \_\_\_\_\_

In Progress \_\_\_\_\_

Not Completed \_\_\_\_\_

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<b>Goal # 1</b>						
All schools in Martin County will be “A” schools and will rank in the top 5 districts in the State in student performance.						
<b>Objective(s)</b>						
1.4.1 Improve college and career readiness.						
<b>Adequate Progress:</b>						
<ul style="list-style-type: none"> <li>• Schools will maintain or improve current grade to an “A” and “B”.</li> <li>• Increase percent of students scoring “college ready”.</li> <li>• Increase percent of students graduating with industry certification.</li> <li>• Increase student participation and performance in accelerated options.</li> <li>• Improve graduation rate.</li> <li>• Decrease drop-out rate.</li> </ul>						
<b>Baseline Data: (2010-2011 School Year)</b>						
<ul style="list-style-type: none"> <li>• Students scoring “college ready” on College Placement Test (CPT)</li> <li>• Students graduating with industry certification</li> <li>• Student participation and performance in accelerated options</li> <li>• Current graduation rate: 94.3%</li> <li>• Current drop-out rate: 0.6%</li> </ul>						
<b>Strategies</b>	<b>Time Line</b>	<b>Measurement (criteria for success)</b>	<b>Person (s) Responsible:</b>	<b>Financial Impact</b>	<b>Source(s) of Funds</b>	<b>Status</b>
<b>A.</b> Increase number and percentage of students scoring “college ready” in math and language arts on College Placement Test (CPT).	Annually	High schools’ percentage of students scoring college ready in math and language arts.	Dir. of Secondary, Adult and Virtual Education	-0-	-0-	Percent of graduates who took the CPT: 2008-2009 = 34.6% (*State = 30.7%) 2009-2010 = 43.5% (*State = 32.6%)  Percent of graduates with standard high school diploma who took the SAT / ACT / CPT and scored at or above college-level cut scores in All Three Subjects: 2008-2009 = 78.2% (*State = 62.8%) 2009-2010 = 77.5% (*State = 62.1%)
<b>B.</b> Increase number and percentage of high school students graduating with industry certification.	Annually	High schools’ percentage of students graduating with industry certification	Director of Secondary, Adult and Virtual Education	-0-	-0-	# of Industry Certifications earned by students: 2007-2008 = <u>72</u> 2008-2009 = <u>180</u> 2009-2010 = <u>647</u> 2010 – 2011 = <u>681</u>
<b>C.</b> Increase student	Annually	High schools’	Director of			Percent of graduates who completed at

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<p>participation and performance in accelerated options for Advanced Placement, International Baccalaureate and Dual Enrollment.</p>		<p>percentage of students enrolled in AP, IB and Dual Enrollment</p>	<p>Secondary, Adult and Virtual Education</p>	<p>-0-</p>	<p>-0-</p>	<p>least one AP, IB, AICE or Dual Enrollment course: 2007-2008 = 48.5% (*State = 41.5%) 2008-2009 = <u>53%</u> (*State = 41%) 2009-2010 = <u>53%</u> (*State = 42.4%)</p>
<p><b>D.</b> Expand guidance opportunities for at-risk students.</p>	<p>Annually</p>	<p>High schools' graduation and dropout rates</p>	<p>Director of Secondary, Adult and Virtual Educ.</p>	<p>-0-</p>	<p>-0-</p>	<p>(1) Credit Recovery Summer Program – L. Romano 6-2-11 SGCM (2) Dropout Prevention Program, Highway to Success – handbook dev. – T. D’Albora, L. Romano 6-2-11 SGCM (3) Academic Improvement Plan will be req. for certain students based upon consecutive years of L1 FCAT Reading Scores – T. D’Albora 6-2-11 SGCM (4) Students at Risk data discussion – L. Romano 3-18-11 SGCM (5) Class of 2011 Students at Risk data discussion – L. Romano 2-18-11 SGCM (6) Class of 2011 – B. Connolly 1-12-11 SGCM (7) 4 year graduation cohort Data pull task, Excel spreadsheet is due to Student Services on February 4, 2011 Data presentation will be 2-18-11 Discussion points (8) At risk of not graduating with class of 2011 due to: - Credit deficiency - Low grade point average (&lt;2.0) - FCAT not yet passed     - What interventions are in place?     - What additional interventions</p>

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						are needed? (9) Dropouts, W05, W15 and MCSD Form #175 – B. Connolly 12-10-10 SGCM (10) Response to Intervention – M. Kiss 9-24-10 SGCM
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Completed \_\_\_\_\_

In Progress \_\_\_\_\_

Not Completed \_\_\_\_\_

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<b>Goal #1</b> All schools in Martin County will be “A” schools and will rank in the top 5 districts in the State in student performance.						
<b>Objective(s)</b> 1.5.1 Review, evaluate and update the existing recruitment-application-hiring-retention process as necessary to meet 21 <sup>st</sup> Century school district needs, consistent with financial and staffing resources available to do so.						
<b>Adequate Progress:</b> <ul style="list-style-type: none"> <li>• Schools will maintain an “A” or improve current grade.</li> <li>• Improve recruitment and retention rates.</li> </ul>						
<b>Baseline Data:</b> <ul style="list-style-type: none"> <li>• Current school grades: 14 “A” Schools, 4 “B” Schools, 2 “C” Schools</li> <li>• 2010-2011 retention of employees.</li> </ul> <b>September 2011 Data:</b> <ul style="list-style-type: none"> <li>• 16 A Schools, 1 B School and High School Grades are pending</li> <li>• District grade is an A.</li> </ul>						
<b>Strategies</b>	<b>Time Line</b>	<b>Measurement (criteria for success)</b>	<b>Person (s) Responsible:</b>	<b>Financial Impact</b>	<b>Source(s) of Funds</b>	<b>Status</b>
<b>A.</b> Identify best practices in school districts and industry consistent with staffing resources available to do so.	Annually	Annually updated list of best practices with implementation dates	Director of Personnel Recruiter	-0-	-0-	The district has identified industry-standard best practices and applies these to the extent that existing human capital and budget resources allow for recruiting and retaining highly qualified staff.
<b>B.</b> Identify comprehensive, high quality, efficient technology solutions to carry out this process consistent with staffing resources available to do so.	Annually	Annually updated list of comprehensive, high quality, efficient technology solutions with implementation dates	Director of Personnel Recruiter Position Control Specialist	TBD	RTTT Capital	The online application system was updated on April 1, 2011 to increase accountability in the digital viewing of applications, the posting of job openings, and the tracking of employees through position control. Race to the Top requires a revised district professional development system that meets the Florida Protocol Standards for PD. In keeping with those requirements, the newly adopted iObservation software that records teacher instructional performance provides a launching point for development of this fully integrated system with its additional quantifiable capability to track individual teacher professional development time for acquisition of in-service points. To date,

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						employees are unable to access or monitor their professional development points except through a phone call to HR and a person to assist them. A fully integrated system that allows for easy access to professional development across the district combined with personal accountability around PD and recertification would provide enhanced customer service and internal quality control, while allowing the district level personnel to expedite the analysis of district professional development effectiveness.
C. Increase instructional and leadership positions held by minorities to ensure equity	Annually	Annually updated list of instructional and leadership positions held by minorities	Director of Personnel Recruiter	\$5,000	Personnel Budget	The district has established an association with FFMT (Florida Fund for Minority Teachers) for graduates who are interested in applying with Martin County and maintains connections with Troops to Teachers, IRCC, and NEFEC to attract and recruit highly qualified minority candidates to the district. The district also remains current with annual schedules and attends many state and local institution based recruitment events with an emphasis on minority presence. In addition, the district hosts an aspiring leadership cadre where minority candidates are encouraged to become members for building upon the essential skills for leadership positions.

Completed \_\_\_\_\_

In Progress \_\_\_\_\_

Not Completed \_\_\_\_\_

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<b>Goal #1</b>						
All schools in Martin County will be “A” schools and will rank in the top 5 districts in the State in student performance.						
<b>Objective(s)</b>						
1.6.1 Provide additional leadership resources for existing and aspiring leaders, consistent with financial and staffing resources available to do so.						
<b>Adequate Progress:</b>						
<ul style="list-style-type: none"> <li>Schools will maintain an “A” or improve current grade.</li> </ul>						
<b>Baseline Data:</b>						
<ul style="list-style-type: none"> <li>Current school grades: 14 “A” Schools, 4 “B” Schools, 2 “C” Schools</li> </ul>						
<b>September 2011 Data:</b>						
<ul style="list-style-type: none"> <li>16 A Schools, 1 B School and High School Grades are pending</li> </ul>						
<b>Strategies</b>	<b>Time Line</b>	<b>Measurement (criteria for success)</b>	<b>Person (s) Responsible:</b>	<b>Financial Impact</b>	<b>Source(s) of Funds</b>	<b>Status</b>
<b>A.</b> Create a continuous improvement leadership development presence on the website consistent with staffing resources available to do so.	Annually	Annually updated list of leadership development presence on the website with implementation dates	Executive Director of Human Resources Recruiter	-0-	-0-	The district has historically hosted an aspiring leaders academy whereby teachers or assistant principals with goals of securing principal positions in the district meet on a monthly basis to discuss and review best leadership practices. The basis for these reviews is provided through contemporary research by leading field experts, which is also displayed on the website for increased accessibility throughout the district. In addition, the district is expanding its topics based agenda to include logistical operations of a school district so that aspiring administrators are adequately exposed to the practical skills and knowledge required to effectively lead at the school or district level. This agenda along with the minutes from each cadre meeting will be posted on the website.
<b>B.</b> Identify best leadership practices in school districts nationally and globally and in industry consistent with staffing resources available to do so.	Annually	Annually updated list of best leadership practices in school districts both nationally and globally with implementation dates	Executive Director of Human Resources  RTTT Coordinator	-0-	-0-	This is an on-going practice in MCSD to enhance our local district leadership effectiveness to the extent that the existing staff and budget allows. Race to the Top has provided an essential, research based support framework and budget to continue this process as it applies to retaining quality leaders and augmenting their resources to enhance their leadership effectiveness.

Completed \_\_\_\_\_

In Progress \_\_\_\_\_

Not Completed \_\_\_\_\_

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<b>Goal #1</b> All schools in Martin County will be “A” schools and will rank in the top 5 districts in the State in student performance.						
<b>Objective(s)</b> 1.7.1 Maintain Southern Association of Colleges and Schools Council on Accreditation of Schools (SACS/CASI) district accreditation						
<b>Adequate Progress:</b> <ul style="list-style-type: none"> <li>• SACS/CASI accreditation</li> <li>• Schools will maintain an “A” or improve current grade.</li> </ul>						
<b>Baseline Data:</b> <ul style="list-style-type: none"> <li>• Current school grades: 14 “A” Schools, 4 “B” Schools, 2 “C” Schools</li> <li>• District wide SACS/CASI accreditation</li> </ul> <b>September 2011 Data:</b> <ul style="list-style-type: none"> <li>• 16 A Schools, 1 B School and High School Grades are pending</li> <li>• District grade is an A.</li> <li>• District wide SACS/CASI accreditation</li> </ul>						
Strategies	Time Line	Measurement (criteria for success)	Person (s) Responsible:	Financial Impact	Source(s) of Funds	Status
<b>A.</b> Align their School Improvement Plans with the SACS/CASI standards.	Annually	SIP Plan	Site Administrator School Advisory Council (SAC)	-0-	-0-	School Improvement plans are aligned with the SACS/CASI standards and have been peer reviewed.
<b>B.</b> Provide an orientation of the District Accreditation Process for all school administrators and staff.	October 2011	Sign-in sheet	Director of Elementary Programs and School Improvement	-0-	-0-	An orientation will be provided in the Fall of 2011.
<b>C.</b> Develop a timeline of responsibilities leading up to Quality Assurance Review Visit.	Spring, 2012	Timeline	Director of Elementary Programs and School Improvement	-0-	-0-	A timeline will be developed in Spring 2012.
<b>D.</b> Identify members of District Accreditation Leadership Committee.	Spring, 2012	Committee Roster	Director of Elementary Programs and School Improvement	-0-	-0-	Members will be identified in Spring 2012.

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Completed \_\_\_\_\_ In Progress \_\_\_\_\_ Not Completed \_\_\_\_\_

<b>Goal #2</b>						
All schools in Martin County will have adequate student stations.						
<b>Objective(s)</b>						
2.1.1 Ensure adequate student stations are available.						
<b>Adequate Progress:</b>						
<ul style="list-style-type: none"> <li>District will meet class size reduction requirements.</li> </ul>						
<b>Baseline Data:</b>						
<ul style="list-style-type: none"> <li>Current Florida Inventory of School Houses (FISH) student stations, state of Florida projected Capital Outlay Full Time Equivalent (COFTE), current class size reduction requirement</li> </ul>						
Strategies	Time Line	Measurement (criteria for success)	Person (s) Responsible:	Financial Impact	Source(s) of Funds	Status
<b>A.</b> Evaluate the implementation of the five year school plant survey which includes student station capacity and future student station capacity needs, and use results to plan accordingly.	June, 2016	Approved Plant Survey	Executive Director of Operations Director of Facilities	-0-	-0-	Our plant survey was approved July 2011. The next one will be due June 2016. We are moving forward with projects as specified in the survey and approved in the 5 year work plan updated every fiscal year. Changes to the approved plant survey, spot surveys, are being submitted for DOE & Board approval.
<b>B.</b> Monitor school district facility list and adjust to meet new legislative requirements.	Annually	Revised School Board approved Facility List	Executive Director of Operations Director of Facilities	-0-	-0-	The school district facility list is under review. If a revision is recommended, it will be submitted for DOE and board approval.
<b>C.</b> Develop education specifications for new and existing schools.	June, 2012	Educational Specifications List	Executive Director of Operations Director of Facilities	-0-	-0-	We are investigating consultants that may be able to help us with this task. A recommendation will be brought to the board for approval.
<b>D.</b> Recommend improvements to existing facilities and/or new construction as needed.	Annually	Five-Year Work Program	Exec. Dir. of Operations Director of Facilities	-0-	-0-	The current 5 year work plan is due to DOE in October and is being submitted for Board approval on September 20, 2011.

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Completed \_\_\_\_\_ In Progress \_\_\_\_\_ Not Completed \_\_\_\_\_

<b>Goal #3</b>						
District will improve operations through the development of comprehensive policies and procedures.						
<b>Objective(s)</b>						
3.1.1 Review and update district policies and procedures.						
<b>Adequate Progress:</b>						
<ul style="list-style-type: none"> <li>• Policies and procedures are reviewed annually.</li> </ul>						
<b>Baseline Data:</b>						
<ul style="list-style-type: none"> <li>• Existing policies and procedures</li> </ul>						
<b>Strategies</b>	<b>Time Line</b>	<b>Measurement (criteria for success)</b>	<b>Person (s) Responsible:</b>	<b>Financial Impact</b>	<b>Source(s) of Funds</b>	<b>Status</b>
A. Utilize NEOLA's resources in the development of School Board policies.	Annually	Annually updated list and implementation dates for revised/new policies	MCS D Board  Executive Leadership Team	\$20,000	General Fund	In process. NEOLA Policies & Procedures: in process Policies under review by Martin County School Board Procedures under development and review by District Departments
B. Utilize NEOLA's resources in the development of district procedures.	Annually	Annually updated list and implementation dates for revised/new procedures	Executive Leadership Team	\$10,000	General Fund	In process. NEOLA Policies & Procedures: in process Policies under review by Martin County School Board Procedures under development and review by District Departments
C. Identify business processes and procedures that will provide significant improvement across multiple departments.	Ongoing	Summary of Project Results	Business Improvement Team (BIT)	-0-	-0-	Business Improvement Team (BIT) Summary of Current and Completed Projects as of September 2011  *Time and Attendance: in process – on schedule and within budget June – timekeepers and managers trained July – initial go live 7/11, employee training video created and distributed August 8 – majority of staff returns to work Current – addressing compliance issues and refining configuration

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						<p>* Reprographics Efficiency Study: complete</p> <p>* Internal Funds: on schedule and within budget September – School Cash software installed November – completed training of all sites Next step – transition to district server</p> <p>*NEOLA: in process Policies under review by Martin County School Board Procedures under development and review by District Departments</p> <p>*Purchasing Admin Guide: complete</p> <p>*Centralized Invoicing: complete – on schedule and within budget Accounts Receivable module enhanced Procedure written and staff trained</p>
<b>D.</b> Utilize current and historic energy use data to set goals for energy savings.	Annually	Comparison of energy consumption, costs, and savings	Director of Facilities	-0- Potential savings	-0-	The Director of Facilities is working with the Energy Manager and others to uncover potential energy savings for the district.
<b>E.</b> Provide increased opportunities for students to improve personal health and wellness through healthy eating.	Ongoing	Consumption of fresh fruits and vegetables  Recognition of Healthy Schools  Number of healthy choices available to students	Director of Food and Nutrition Services	Fresh Fruit and Vegetable expenditures are part of the total FNS program	FNS Federal and local funds	<p>The District Wellness Committee membership is currently being expanded to include additional key stakeholders (District personnel, community leaders and parents).</p> <p>The Farm to School Initiative is actively being pursued.</p> <p>There are schools that have begun the process of participating in the Healthy School Challenge; all schools are being</p>

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						<p>encouraged to seek the Bronze, Silver or Gold recognition.</p> <p>Menus, products and recipes are continually developed and evaluated for nutrient value and student acceptability.</p>
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Completed \_\_\_\_\_

In Progress \_\_\_\_\_

Not Completed \_\_\_\_\_

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<b>Date</b>	<b>Participants</b>	<b>Training</b>
7/7/2010	teachers & admin	Integrating mobile digital devices in the curriculum (iPod Touch)
8/5/2010	secondary teachers	Classroom management software (Netsupport)
8/9/2010-8/12/2010	teachers	Technology Institute-integrating technology in the classroom
8/12/2010	SMS teachers	Instructional Technology hardware: SMARTboards, slates, CRS, document cameras, Audio Enhancement
8/20/2010	IMS teachers	Instructional Technology hardware: SMARTboards, slates, CRS, document cameras, Audio Enhancement
9/27/2010-9/28/2010	teachers	School Fusion web platform and Web 2.0 tools
10/6/2010	media specialists	Cybersafety
10/20/2010	teachers	Britannica Online
11/3/2010	media specialists	Digital content in curriculum
11/17/2010	teachers	Britannica Online
12/2/2010	MMS teachers	School Fusion web platform and Web 2.0 tools
12/2/2010	TLG teachers	Promethean User Group/CRS
12/15/2010	media specialists	Digital content in curriculum
1/25/2011	TLG teachers	Promethean User Group/CRS
1/25/2011	teachers	School Fusion web platform and Web 2.0 tools
2/2/2011	TLG teachers-secondary	User Group Classroom Response Systems
2/7/2011	teachers	School Fusion web platform and Web 2.0 tools
2/24/2011	TLG teachers	Usergroup-cooperative learning
3/5/2011	STEM teachers	Florida Digital Educator training
4/9/2011	STEM teachers	Florida Digital Educator training
4/28/2011	TLG teachers	User Group- Promethean for beginners
5/5/2011	BCE teachers	School Fusion web platform and Web 2.0 tools
5/17/2011	TLG teachers	User Group-Integrating document camera and interactive whiteboard
5/25/2011	JBE teachers	Promethean and A/V troubleshooting
5/26/2011	TLG teachers-elementary	User Group-Classroom Response Systems
6/15/2011-6/16/2011	STEM teachers	Florida Digital Educator training
7/12/2011	teachers & admin	Professional eLibrary
8/1/2011-8/4/2011	teachers	Technology Institute-integrating technology in the classroom
8/11/2011	SFHS teachers	Instructional Technology hardware: SMARTboards, slates, CRS, document cameras, Audio Enhancement
8/11/2011	WES teachers	Instructional Technology hardware: Promethean Boards, slates, CRS, document cameras, Audio Enhancement
8/11/2011	CLE teachers	Promethean for beginners
on-going	TLG teachers	monthly meetings and user groups at school sites
on-going/on demand	teachers & all staff	IT Academy