

## **I. Call to Order**

Call to Order: Chairman Arnold

Present: District 1 – Joe Arnold, Chairman  
District 2 – Malissa Morgan  
District 3 – Gay Carlton, Vice Chairman  
District 4 – India Riedel  
District 5 – David Williams  
Ken Kenworthy, Superintendent of Schools

Invocation: Moment of Silent Prayer

Pledge of Allegiance: Led by Chairman Arnold

## **II. Strategic Plan Review**

Superintendent Kenworthy reviewed a chart of school performance data from the 2014 FCAT assessment in the areas of reading, math, writing, and science. The following are highlights of the data presented:

- Everglades Elementary School made gains in all areas in 2013-14, including a 24 point gain in math proficiency and a 23 point gain in reading learning.
- North Elementary School improved its school grade by two letter grades to a B.
- Writing was troublesome for several schools. The loss in writing at South Elementary was a primary factor in their school grade. Next year, writing will not be a stand-alone assessment, but will be combined with language arts assessment for grades 4-11.
- Seminole Elementary School's bottom quartile students improved to 85% of the students making gains in reading.
- Okeechobee Achievement Academy was designated as "maintaining," which means that the students achieved the same grades that would be expected if they had been at their home schools.
- Overall, there were more gains than not by the District's students in reading, math, writing, and science assessment.
- Two press releases from the Department of Education commended the District for gains made in multiple assessment areas.

Superintendent Kenworthy provided information regarding outcomes and the status of 2013-14 Strategic Plan goals and objectives. All objectives were maintained, partially met, or met. The goals of the 2013-14 Strategic Plan were:

Goal #1: To Prepare Students to be College and Career Ready

Goal #2: To Maximize Efficient and Effective Use of Available Resources

Goal #3: To Empower Stakeholders through Opportunities for Meaningful Participation

Goal #4: To Provide a Safe and Secure Education for ALL

Chairman Arnold asked if implementing Common Core State Standards included the implementation of digital learning. Superintendent Kenworthy responded that the District is moving to One-to-One. There is a law now in force that requires that 50% of the instructional budget be used for digital materials.

Chairman Arnold asked if there was anything significant with Workers' Comp claims. Assistant Superintendent Ard answered that there were no significant claims to report in the past year. India Riedel asked what type injuries were reported and if there was a pattern. Mrs. Ard responded that there was nothing in particular and that most claims were due to accidents such as trip and fall. Superintendent Kenworthy added that the District did extremely well last year in terms of the Workers' Comp Mod Rating.

Superintendent Kenworthy explained the process for developing this year's Strategic Plan. He said that administrators did a brainstorming session in teams using a SWOT analysis. After listing preliminary Strengths, Weaknesses, Opportunities, and Threats, they switch members within teams to list the top items in each category. Superintendent Kenworthy gave the Board a summary of the SWOT analysis completed by administrators. The top responses in each category are:

**Strengths**

- Community Stakeholders
- Hardworking Staff
- Financially Sound

**Weaknesses**

- Lack of Standards Based Instruction
- Collaboration – Focus/Fragmented – Communication from Both Horizontally and Vertically
- Time for Professional Development – Knowledge to Locate Instructional Resources
- Recruitment

**Opportunities**

- Expand Road-Mapping to Grades 6-12
- Use of i-Ready
- Technology-IT Department

**Threats**

- Public Perception
- Attendance (Staff and Students)
- Ability to Meet Individual Student Needs – Low Expectations

Chairman Arnold commented that in his opinion the most important factor for student success is that every child should read on grade level by 3<sup>rd</sup> grade. He suggested that community partnerships such as one with the County Library might assist the District in reaching that reading goal. Chairman Arnold asked if at some point a 3-year, 5-year, or even a 10-year plan could be developed. Superintendent Kenworthy responded that it would be possible and that he will look at that in the upcoming year.

Malissa Morgan asked Superintendent Kenworthy why he thinks there seems to be some fear of technology. Superintendent Kenworthy stated that as education moves to online curriculum and testing there is a public perception that technology is becoming intrusive. Chairman Arnold stated his concern is that every answer ever entered by a student will be kept and scrutinized, possibly by colleges, to determine a student's values rather than grades being a determining factor.

Malissa Morgan agreed that it would be helpful to have a Strategic Plan that looks three to five years in advance. She also asked where the District is at on installing security cameras. Superintendent Kenworthy responded that the District has reached out to three vendors to investigate feasibility and cost and that Dale Barrett, Director of Operations, has contacted Palm Beach County School District to look at possibilities of piggybacking on their bids.

Superintendent Kenworthy presented the following 2014-15 District Strategic Plan:



**Vision:**

*Achieving Excellence: Putting Students First*

**Core Values:**

*Perseverance, Respect, Integrity, Dependability, Ethics*

**Mission:**

*To prepare all students to be college or career ready and to possess the attitudes and values necessary to function as productive citizens*

**Board Members:**

*Joe Arnold, Gay Carlton, Malissa Morgan, India Riedel and David Williams*

**Goal 1: To implement standards-based instruction in every classroom**

Objective 1: To decrease the gap in proficiency between state and district average in reading, math and science on state assessments by 30%.

Strategy 1: Florida standards, test item specifications, and roadmaps will be used to drive instructional practice.

Strategy 2: Professional development will be provided to teachers to support standards based instruction.

Action Step 1: Teachers will meet with an instructional leader to plan lessons based on the standards, test item specifications, and road maps. (P-ASI)

Action Step 2: Each 9 weeks, secondary teachers will create a roadmap based upon on the standards and test item specifications and will develop common assessments through collaboration to culminate in an EOC exam. (P-ASI)

Action Step 3: 100% of K-8 ELA and math classes will implement 90 minutes of i-Ready per week and will utilize the Florida Ready books and online print materials for small group differentiated instruction. (CAA-P)

Action Step 4: District leadership teams will participate in an instructional review at each school quarterly. (ASI-S)

Action Step 1: Teachers will be led through the process of unpacking the standards by the end of each 9 weeks using CMAPS. (P-CSD)

Action Step 2: Elementary principals will develop the implementation plan for roadmaps follow-up with Pearson Consulting by August 29. (P-ASI)

Action Step 3: 100% of our teachers will be trained on CPALMS this school year. (P-CSD-S)

Strategy 3: Assessment data will be utilized to drive standards based instruction.

Action Step 1: All ELA, math, and science teachers will plan/add benchmark assessments to the roadmap 1<sup>st</sup> 9 weeks. (T-P-ASI)

Action Step 2: All ELA, math, and science benchmarks will be assessed and remediated prior to State testing. (T-P-ASI)

Action Step 3: Progress monitor 3 times a year according to the District assessment calendar. (CAA)

Action Step 4: A data analysis system must be put into place for ELA, math, science, and all secondary courses that are State assessed to include grade level, class, and individual student data. (T-P-ASI)(CAA)

Grade	Okee Reading	State Reading	Okee Math	State Math	Okee Science	State Science
3rd	47	57	62	58		
4th	45	61	57	63		
5th	47	61	39	56	40	54
6th	46	60	46	53		
7th	45	57	47	56		
8th	41	57	22	47	35	49
9th (Alg)(Eio)	39	53	44	57	72	66
10th (Geo)	51	55	52	63		

**Goal 2: To provide services to support student achievement**

Objective 1: To increase the graduation rate by 2% and decrease the dropout rate by 1%.

Strategy 1: Students and staff attendance will be increased to support student achievement.

Strategy 2: Meaningful internal communication will support student achievement and safety.

Action Step 1: Schools will communicate to staff and faculty the consequences and cost of using earned and unearned leave and the effect on student achievement. (DF-S-P)

Action Step 2: School and the district will monitor and ensure compliance with attendance policies and requirements. (P-DSS)

Action Step 3: The district will partner with community agencies to address issues of absenteeism and truancy. (DSS)

Action Step 4: Parade of seniors will occur twice per year. (P)

Action Step 5: Provide access to career and reality fairs for all secondary students. (P)

Action Step 6: Provide all employees with strategies to engage students and alternatives to suspension. (P)

Action Step 1: Create a district-wide calendar to share for school events. (P-D-CSD)

Action Step 2: District and school leaders will communicate and encourage the role classified employees perform to support student achievement. (All)

Action Step 3: Allow 15 minutes at each administrators' meeting to share upcoming school events. (S)

Action Step 4: Conduct Principal Power Lunch once per month at each school site. (P)

Action Step 5: All employees will understand and execute their role in the emergency action plan to ensure student safety. (P)

Action Step 6: Staff will integrate and model the core values and attitudes necessary for students to become productive citizens. (P)

Strategy 3: Student achievement will be supported by highlighting school and district activities and events.

Strategy 4: High quality faculty and staff will be recruited/retained to support student achievement.

Action Step 1: District highlights will be posted to each school, media and websites quarterly. (PIO)

Action Step 2: School administration will join a community organization. (P)

Action Step 3: Each school site/department will post pertinent information on social media weekly. (P)

Action Step 4: Each school will foster school engagement/attachment through recognition. (P)

Action Step 1: The district will develop a pool of applicants for all employee areas. (DHR-ASA-S)

Action Step 2: Use technology resources to effectively communicate current substitute information and available applicant pool. (All)

Action Step 3: Increase wages to remain competitive in the Heartland and Treasure Coast area. (S)

Action Step 4: Provide support for new teachers. (CSD)

Action Step 5: Develop School Leaders. (S)

**Graduation Rates, 2008-09 through 2012-13**

<u>District</u>	<u>2008-09</u>	<u>2009-10</u>	<u>2010-11</u>	<u>2011-12</u>	<u>2012-13</u>
Okeechobee	56.9%	58.5%	61.9%	58.9%	63.0%
Florida	65.5%	69.0%	70.6%	74.5%	75.6%

**9<sup>th</sup>-12<sup>th</sup> Grade Single-Year Dropout Rates by District, 2008-09 through 2012-13**

<u>District</u>	<u>2008-09</u>	<u>2009-10</u>	<u>2010-11</u>	<u>2011-12</u>	<u>2012-13</u>
Okeechobee	3.9%	4.6%	5.3%	4.5%	5.4%
Florida	2.3%	2.0%	1.9%	1.9%	2.0%

Superintendent Kenworthy commented that the Vision, Mission, and Core Values statements have been revised to be more condensed and precise. Malissa Morgan suggested that the “and” in the Mission Statement be changed to “or” so that it reads, “To prepare all students to be college or career ready . . .” The Board agreed with the revision of the Vision, Mission, and Core Values.

Superintendent Kenworthy explained that the Strategic Plan for this year has been simplified to include two goals: (1) To decrease the gap in proficiency between state and district average in reading, math, and science on state assessments by 30%; and (2) To increase the graduation rate by 2% and decrease the dropout rate by 1%. He added that he and the other administrators, after a 3-day planning process, concluded that it was better to narrow the focus of the Strategic Plan for this coming year. Goal 1 focuses on standards-based instruction, while Goal 2 focuses on raising the graduating rate and decreasing the dropout rate.

The Board and Superintendent reviewed and discussed the Strategies and Action Steps for each of the two goals. The following are highlights of the discussion:

- It is expected that i-Ready will be used in every K-8 classroom. The District has invested significant funding to purchase the i-Ready program and is expecting that there will be increases in student achievement. The i-Ready program is one of the very few that is written based on Common Core Standards.
- A major focus must be on getting every student to graduate and having that expectation shared with students from the first day that they enroll in kindergarten.
- Perfect attendance should be a goal of students and staff. Students should be engaged so that they want to come rather than having to come to school.
- There is a need for better communication both internally and with the public. Social media updates are important to keep the public involved. Superintendent Kenworthy recognized Charles Murphy for his involvement and partnership with the school system.
- Focus needs to be placed on engaging and recognizing non-instructional staff for their contributions to the District.
- Recruitment is important as well as enticing the District's graduates to return to teach in Okeechobee.
- Differentiated starting times at the high school may help with student retention in that if they are working, their school schedules can be flexible.

- More technology needs to be available to students, especially at the high school level. A flex computer lab at the high school may be a solution for providing more access to technology, online courses, and Florida Virtual School.
- The BOLD (Building Okeechobee Leaders Districtwide) program is being instituted to develop a pool of school and district leaders.

## VII. Information Items

### A. SUPERINTENDENT

- The District is down 230 students from last year and off of projections by 489 students, including DJJ facilities.
- Superintendent Kenworthy presented a chart showing results of last year's random student drug testing. A total of 141 students were tested, and a total of 4 students tested positive. Six students were tested for synthetic drug use, and there were no positive results. Also, six students were tested for anabolic steroids with no positive results for steroids. The Student Random Drug Testing committee will be reconvened to examine last year's results and discuss going forward.
- Negotiations of personnel contracts with Okeechobee County Education Association #1604 continued on August 27, 2014. Superintendent Kenworthy requested that the Board meet with him and their attorney in Executive Session following the September 9<sup>th</sup> School Board meeting, to prepare for the next collective bargaining sessions scheduled on September 3, 15, and 17, 2014. The Board was in agreement with the date and time for Executive Session.

### B. SCHOOL BOARD MEMBERS - NONE

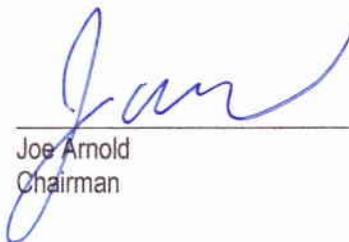
### C. SCHOOL BOARD ATTORNEY - NONE

### D. PUBLIC - NONE

## VIII. Adjournment

On a motion by Gay Carlton, seconded by David Williams, the Board adjourned at 7:45 p.m. The next regular meeting of the Board, including the final public hearing for adoption of millage rates and the 2014-15 budget, is scheduled for 6:00 p.m. on Tuesday, September 9, 2014, at 700 S.W. 2<sup>nd</sup> Avenue, Okeechobee, Florida.

OKEECHOBEE COUNTY SCHOOL BOARD

  
\_\_\_\_\_  
Joe Arnold  
Chairman

  
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Ken Kenworthy  
Superintendent of Schools