OKEECHOBEE COUNTY SCHOOL DISTRICT
Perseverance, Respect, Integrity, Dependability, Ethics

2015 - 2020 Strategic Plan (2016-17 Outcomes and 2017-18 Revisions)

Vision	Mission
Achieving Excellence: Putting Students First!	**To prepare all students to be college and career ready and function as productive citizens.**

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.

* The Strategic Plan is designed to provide a framework upon which all school improvement plans are developed and implemented.

Color Guide:, Purple=Results Achieved, Green=Carry Forward to 2017-18, Orange=New for 2017-18, Red=Delete

Focus Area 1: Academic

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.			
Objectives	**Strategies**	**Monitoring Tools**	**Responsibility**	**Funding**

Objective 1:
Exceed the state average in all state assessed areas by 2019-20.
 	
See Charts and Graphs at the end of this section.
	1. Focus on standards-based instruction for K-12 by:
	   a. Continue implementation of the Florida Standards Implementation Plan.
	   b. Focus PLCs on standards based instruction and instructional shifts.
	   c. Identify sources of authentic and rigorous text for instruction with professional development.
	   d. Communicate a vertical progression of standards.
	   e. Ensure use of curriculum maps in all subjects.
	   f. Increase opportunities for students to develop conceptual understanding and application.
	   g. Provide more opportunities for students to talk about their mathematical thinking.
	   h. Implement Ready-Gen in K-5
	2. Monitor instruction through instructional rounds.
	3. Develop, create, and modify interim assessments.
	   a. Contact publishers to revise/improve/align assessments.
	   b. Implement assessments that are embedded in curriculum.
	   - HMH information needs to be completed to request items to be loaded into Unify.
		FSA data
		
		Standards Mastery reports
		
		i-Ready diagnostic reports
		
		Performance Matters reports
		
		Data collected as a result of instructional rounds
		
		Creation of interim assessments
		
		Florida Standards Implementation Plan Checklists
		
		School Improvement Plans
		
		FAIR
			Instructional Services
			
			Coordinator of PD
			
			Coordinator of Accountability
			
			Principals
				Project 4731-Title I, Part A
				
				Project 4717-Title I, Part C
				
				Project 4721-Title II
				
				Project 1730 - Instructional Materials
				
				Project 1752 – Putting Students First
				
				Project 1704 – SAI Summer School
				
				School Discretionary

Color Guide:, Purple=Results Achieved, Green=Carry Forward to 2017-18, Orange=New for 2017-18, Red=Delete

<table>
<tr><td></td><td>

Completed Summer 2017.
- Assessment Audit was completed (04/5/17) with the help of the Principals. The next step is to review the aligned assessments, but findings concluded that our district streamlines the majority of assessments from school to school.

  c. Construct and review test banks and questions to reflect rigor of the standards.
- Science Grade 6 - 135; Science Grade 7 - 123, Science Grade 8 - 94; US History - 175; Geometry - 63; Alg 1 - 72; Alg 2 - 73; Biology - Used existing items from Unify
- FSA bank will be purchased for 2017-18 for, Alg 1, Alg 2, Geo and Science.

  d. Submit interim assessments to District to District (D2D) for evaluation for improvement.
- Submitted math assessments to D2D on 04/17/17.
- Feedback provided and sent to new Focus Group Teams.

  e. Administer interim assessments for all state assessed areas.
- Interim Assessments was changed to Q1, Semester 1 and Quarter 3 Assessments for Alg1, Alg2, Geo, Bio and US History.

4. Increase the percent of students on grade level or proficient on interim assessments (70% on PM)

  a. Use sub-group data from state and interim assessments to differentiate instruction.

  b. Ensure Level 1s and 2s are receiving targeted intervention to reach proficiency.

  c. Ensure all students make learning gains on applicable state assessments through

</td><td></td><td></td><td></td></tr>
</table>

Color Guide:, Purple=Results Achieved, Green=Carry Forward to 2017-18, Orange=New for 2017-18, Red=Delete

	identification of students and use of differentiated instruction. d. Increase proficiency in ELA at all grade levels. e. Target 3rd grade reading, closing the gap between 2nd and 3rd grade reading and 5th grade ELA, math and science. - The gap for 2015-16 was -11, and the gap for 2016-17 is -8 for 3rd grade Reading. - The gap for 2015-16 was -19, and the gap for 2016-17 is -12 for 5th grade ELA. The gap for 2015-16 was -12, and the gap for 2016-17 is -4 in 5th grade math. The gap for 5th grade science remained the same at -12 between Okeechobee and the State. 5. Implement 90-minute class periods in Middle Schools for ELA and Math. 6. Implement Footstep2Brilliance for pre-school youth.			
Objective 2: Increase student acceleration measures. See Charts and Graphs at the end of this section.	1. Increase the annual number of industry certifications 5% every year through 2019-20. - 16-17: 326 Certs to Date (15/16: 281 Certs) *16% Increase 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. - LEGO Labs @ all elementary schools implemented in 2016-17. - AVID Elementary implemented in 2017-18 - Lego League @ both middle schools. - Migrant STEM @ both middle schools. - Little Bits STEM materials informal pilot in Gifted @ all levels. 3. Develop a monitoring system to ensure all high school students that qualify have the opportunity to take a dual enrollment or AP	Industry Certifications Enrollment records School Acceleration Enrollment/Participation Records by Demographic	Coordinator of GSP Director of Student Services Principals	Project 4731-Title I, Part A Project 4717-Title I, Part C Project 4721-Title II Project 4701-Title III Project 1759 - AVID Projects 1712 &1738 - Dual Enrollment & Textbooks Project 1791 - AP

4

Color Guide:, Purple=Results Achieved, Green=Carry Forward to 2017-18, Orange=New for 2017-18, Red=Delete

	course and or achieve an industry certification. - OHS is tracking this with Google Docs. 4. Increase the number of students earning an Associate's Degree to 20 by 2020. - 13 students graduated with their AA during 2016-17 5. Increase the duplicated enrollments in dual enrollment classes to 1,000 by 2020. - 1173 duplicated enrollments			Projects 4781, 4785- Perkins Project 1708 - Industry Cert
Objective 3: Increase the graduation rate to meet the state average. See Graph at the end of this section.	1. Increase the K-12 promotion rates. - Grad Coach & Credit Retrieval Para @ OHS through Title VI. 2. Identify the students that would benefit from the 18-credit graduation option during prior to 9th grade. 3. Increase student attendance rates. - Students with 9+ Unexcused Absences: 1,216 - Suggestion - Using State Criteria 21+ days: 10.21% 4. Increase engagement by exploring afterschool activities that are not dependent on GPA starting in elementary and middle school. • Ag, 4-H - EES • Band, Pet Rock Club - NES 5. Explore the possibility of expanding or increasing the number of career programs or courses which lead to industry certification. - Dependent upon classroom space, staff, and other resources available. BCT and Nursing Assistant are next viable options. 6. Explore the possibility expanding Advancement Via Individual Determination (AVID) to the elementary level. - Expanded to North, Seminole and Everglades for the 2017-18 school year. Teams from each school participated in the AVID Summer Institute in July 2017. 7. Employ a graduation coach at OHS and an Intervention Specialist at OAA to meet the	Student database records List of additional programs MTSS records EWS records Creation of credit recovery plan	Director of Student Services Principals Instructional Services Director of ESE Director of IT Coordinator of GSP	Project 4731-Title I, Part A Project 4717-Title I, Part C Project 4721-Title II Project 4701-Title III SAI Projects 4781 & 4785- Perkins Project 1708-Industry Certs Projects 4755-Title VI Grad Coach & Credit Retrieval Para General Funds

Color Guide:, Purple=Results Achieved, Green=Carry Forward to 2017-18, Orange=New for 2017-18, Red=Delete

	needs of at-risk students. - Grad Coach @ OHS in place to serve at-risk students. - Increase in monitoring and reporting of students for Title VI/V to focus work with these students and provide accountability. 8. Pilot *Capturing Kids' Hearts* at YMS. - 16-17 New teachers & Admin @ YMS provided with training. - YMS Formed CKH Leadership Team to support implementation. - YMS offered Leadership Pilot Course for one class of students in each grade 9. Clarify and communicate the procedures of early warning system and MTSS. - See handout on MTSS numbers by school. 10. Develop and disseminate a credit recovery plan for the district. 11. Develop and Implement a Flex Program 12. Explore CTE courses providing rigorous math/science to earn core credit. 13. Incorporate literacy and math into elective classes to provide real-life context. (CAR-PD) - Not sure who added this on the CAR-PD last year, but training and implementation would need to go through PD/Reading Coaches at middle and high school.

DISTRICT TOTALS FOR MATHEMATICS								
Diagnostic 1			**Diagnostic 2**			**Diagnostic 3**		
2014-15	*2015-16*	*2016-17*	*2014-15*	*2015-16*	*2016-17*	*2014-15*	*2015-16*	*2016-17*
Gr K	16%	13%	11%	40%	40%	39%	66%	72%	75%
Gr 1	10%	12%	4%	42%	34%	33%	67%	69%	65%
Gr 2	10%	16%	9%	40%	42%	35%	65%	71%	71%
Gr 3	18%	25%	19%	49%	50%	43%	69%	68%	70%
Gr 4	31%	36%	30%	58%	55%	53%	72%	76%	73%

Color Guide:, Purple=Results Achieved, Green=Carry Forward to 2017-18, Orange=New for 2017-18, Red=Delete

DRAFT

Gr 5	25%	35%	33%	41%	50%	50%	58%	63%	64%
Gr 6	26%	27%	27%	38%	40%	36%	38%	47%	46%
Gr 7	10%	14%	13%	24%	22%	23%	31%	30%	30%
Gr 8	10%	14%	9%	14%	14%	10%	19%	24%	11%

DISTRICT TOTALS FOR READING									
	Diagnostic 1			Diagnostic 2			Diagnostic 3		
	2014-15	*2015-16*	*2016-17*	*2014-15*	*2015-16*	*2016-17*	*2014-15*	*2015-16*	*2016-17*
Gr K	29%	25%	18%	59%	58%	55%	80%	85%	89%
Gr 1	16%	17%	13%	52%	51%	39%	74%	76%	69%
Gr 2	26%	24%	26%	53%	51%	52%	68%	72%	75%
Gr 3	35%	45%	36%	56%	63%	56%	72%	72%	73%
Gr 4	18%	21%	21%	35%	36%	35%	44%	50%	47%
Gr 5	24%	24%	24%	30%	31%	33%	37%	39%	39%
Gr 6	24%	27%	19%	33%	37%	23%	33%	42%	24%
Gr 7	23%	25%	26%	31%	34%	25%	32%	37%	26%
Gr 8	24%	28%	32%	32%	27%	39%	33%	34%	37%

Students Scoring On or Above Level (Standard View)

English/Language Arts Exams			
Grade	Okee % Passing	State % Passing	Gap
3	50	58	-8
4	44	56	-12
5	41	53	-12
6	37	52	-15
7	36	52	-16
8	46	55	-9
9	40	52	-12
10	34	50	-16

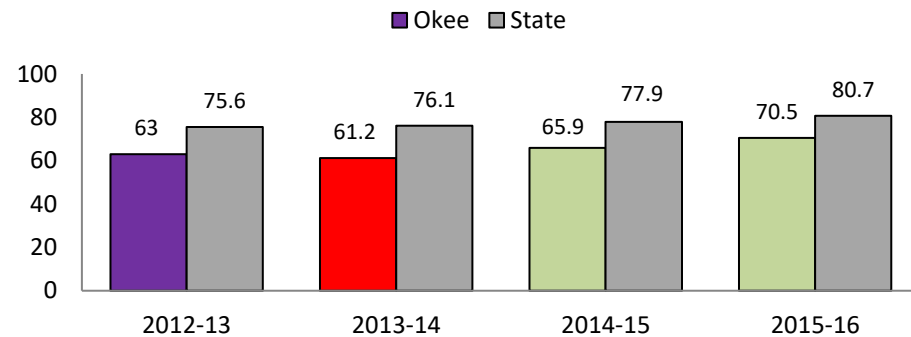| 2016-17 Science Grades 5, 8, Biology			
Grade	Okee % Passing	State % Passing	Gap
Grade 5	39	51	-12
Grade 8	36	48	-12
Biology	52	63	-11

Color Guide:, Purple=Results Achieved, Green=Carry Forward to 2017-18, Orange=New for 2017-18, Red=Delete

DRAFT

History

Grade	Okee % Passing	State % Passing	Gap
Civics	52	63	-10
US History	54	67	-13

Math

Grade	Okee % Passing	State % Passing	Gap
Algebra 1	46	60	-14
Algebra 2	41	49	-8
Geometry	37	53	-16

2016-17 Promotion Rates Grades 3-10

Grade	Number Retained	End of Year Membership	Promotion Rate
3	39	583	93%
4	3	575	99%
5	1	508	100%
6	13	561	98%
7	18	532	97%
8	10	442	98%
9	38	560	93%
10	56	534	90%

Graduation Rate

Legend: ■ Okee ■ State

	2012-13	2013-14	2014-15	2015-16
Okee	63	61.2	65.9	70.5
State	75.6	76.1	77.9	80.7

Dual Enrollment Participation

2013-14	2014-15	2015-16	2016-17	2017-18	2018-19	2019-20
787	941	987	1073	977	989	1000

Color Guide:, Purple=Results Achieved, Green=Carry Forward to 2017-18, Orange=New for 2017-18, Red=Delete

Industry Certifications

Year	Value
2012-13	83
2013-14	103
2014-15	261
2015-16	281
2016-17	326
2017-18	313
2018-19	327
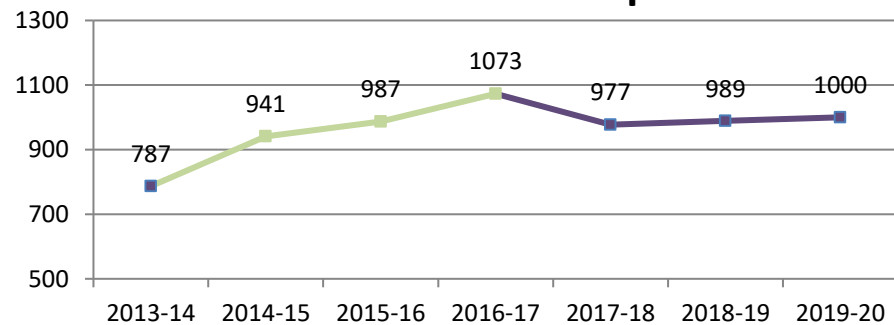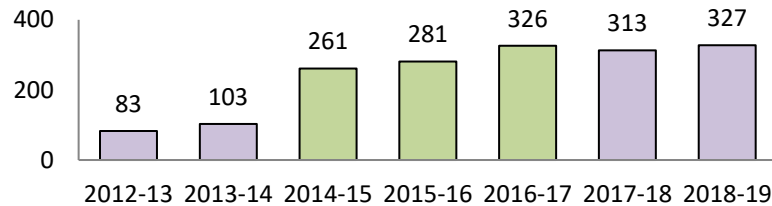
Students with AA Degrees

Year	Value
2013-14	2
2014-15	9
2015-16	13
2016-17	13
2017-18	15
2018-19	17
2019-20	20
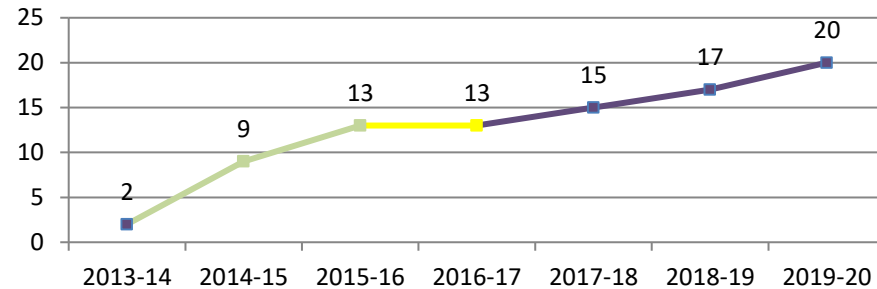
Focus Area 2: Student

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.			
Objectives	**Strategies**	**Monitoring Tools**	**Responsibility**	**Funding**

Objective 1: Decrease the number of students with 21+ days of absences by 5%.
 	
See Graph at the end of this section.
	1. Decrease the number of students with 9+ unexcused absences by 5%.
	- Not met: Decreased from 1295 to 1216
	- Result: 21+ days decreased from 11.72% to 10.21%
	2. Reduce the number of out-of-school suspensions.
	- Result: Decreased days from 2920 to 2267
	3. Develop a district system of support and employ alternatives to out of school suspension.
	- Result: Formation of Code of Conduct Review Committee. The revised COC will be presented to the board June 2017.
	- PD provided by ESE department.
	   - ESE Paras - 8/5/16, 10/17/16
	   - De-Escalation - 9/15/16
	   - Tier 1 Booster 12/12/16
	   - Behavior Plans & PM - 1/3/17
		Student database
		
		SESIR data
		
		PD sign-in Sheets
			Director of Student Services
			
			Principals
			
			Instructional Services
			
			ESE Staff
			
			Behavioral Analyst
				Indirect Costs
				
				Project 1720 - Saturday School

Color Guide:, Purple=Results Achieved, Green=Carry Forward to 2017-18, Orange=New for 2017-18, Red=Delete

	- Strategies for ASD - 1/3/17 - Youth Mental Health First Aid - 4/16/17 - MTSS/FBA/BIP-15 Trainings a. Identify and communicate age appropriate behaviors through professional development. - Source: Principal Survey-60% did provide professional development. 4. Convene a district committee to evaluate progressive discipline. - Result: Formation of Code of Conduct Review Committee. The revised COC will be presented to the board in June 2017. Alternative consequences, and diversion possibilities were added to the Code along with added flexibility for principals in some situations. Charts were shared detailing major/minor infractions for the principals to share with their staff and develop a school-based program for addressing minor infractions outside of the referral process. 5. Examine quarterly suspension data by subgroup, incidents, and rate of suspension. - District: Data reviewed and presented by Director of Student Services at Admin and Principal meetings. - School: Source: Principal Survey-100% of principals said they examined quarterly data 6. Implement the attendance policies timely and accurately. - Result: Partially Met: 200 District Truancy meetings were held in 2016-2017 compared to 146 in 2015-2016. Absences did not decrease by 5%. 8 of 10 schools sent home attendance letters regularly. - Source: Principal Survey-100% of principals say they implement the			

Color Guide:, Purple=Results Achieved, Green=Carry Forward to 2017-18, Orange=New for 2017-18, Red=Delete

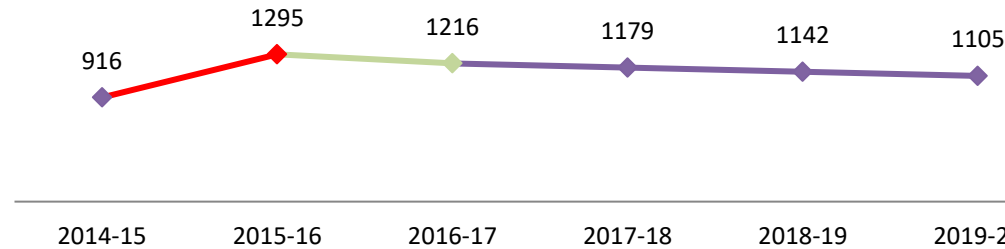|				
	attendance policies timely and accurately. 7. Employ relationship building strategies between teachers and students particularly those with chronic absenteeism.			

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."*
 	
See Climate Survey Graphs at the end of this section.
	1. Teach Character Education/PRIDE/PBIS at all schools.
	  a. Revitalize PBIS Program by developing school-wide committees, providing training and procuring funding.
	    - Tier 1 Booster District Training for School PBIS teams
	    - Source: Principal Survey - 80% indicated 'yes'
	  b. Establish Implement a character education program that incorporates core values (PRIDE).
	  c. Provide instruction to students to change behavior.
	    - Source: Principal Survey - 70% indicated 'yes'
	  d. Continue efforts to educate all stakeholders in bullying and harassment prevention and policy.
	    - Source: Principal Survey- 100% indicated 'yes'
		Climate Surveys
		
		Curriculum
		
		Recognitions, awards and incentives
			Instructional Services
			
			Principals
			
			Assistant Principals
			
			Director of ESE
			
			Behavioral Analyst
				IDEA
				
				Project 1730 - Instructional Materials
				
				School 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.
on Indicators 5 and 6 of the instructional evaluation instrument.
 	
See Chart at the end of this section.
	1. Review rubric with teachers on targeted indicators during pre-plan.
	  - All principals indicated that they reviewed this during pre-planning.
	  - Source: Principal Survey
	2. Teachers will collaborate and design questions to encourage rigorous conversations among students.
	  - All principals indicated yes on the survey.
	  - Reading Coaches continued the work of the Accountable Talk initiative from the 2015-2016 school year.
	  - Source: Principal Survey
	3. Teachers will examine student work to ensure students are carrying cognitive load.
		PLC Meeting Calendars
		
		Sign-sheets of PLC meetings
		
		Performance Appraisal Data
		
		WICOR Walk-throughs
			Principals
			
			Coordinator of PD
			
			Reading Coaches
			
			District AVID Coordinator
				Indirect Costs

Color Guide:, Purple=Results Achieved, Green=Carry Forward to 2017-18, Orange=New for 2017-18, Red=Delete

	- Indicator 5 HE and E increased 7.3% from 2015-16 to 2016-17 - Indicator 8 HE and E increased 5.9% from 2015-16 and 2016-17 - 90% of principals indicated that teachers examined student work. - Examples: Teachers collaborated when viewing student work according to the 10 point rubric scale during the MTSS process. - Source: Principal Survey 4. Schools will create a plan on conducting data chats with students on academic progress, and students routinely chart their own progress throughout the year. - 90% of the principals said they conducted academic chats with students. - Example: Data chats with the lowest 25% or BQ prior to testing. Teachers completed the data chats. Secondary completed "F Chats" and FSA/EOC chats through classes. - Source: Principal Survey 5. Secondary teachers will implement WICOR strategies consistently in their classes. - 67% of the principals at the secondary level responded that their teachers implemented WICOR strategies on a consistent basis in classrooms. - Source: Principal Survey - District: WICOR Walkthroughs were not completed.			
Objective 4: Increase the positive response to "Students are recognized for their good work." See Climate Survey Graphs at the end of this section.	1. Provide recognition for students' academic and behavioral success. - 77.99% SA or A that students are recognized for their good work. This is an increase of 10% from 2015-16 climate survey. - Source: Principal Survey - this question was not asked - Separate academic and behavioral success 2. Communicate those successes through Social	Tracking of recognitions - Student of the Week - Positive referrals - Awards ceremonies at the school site - Awards for district events	Principals	School Based Funds - internal

Color Guide:, Purple=Results Achieved, Green=Carry Forward to 2017-18, Orange=New for 2017-18, Red=Delete
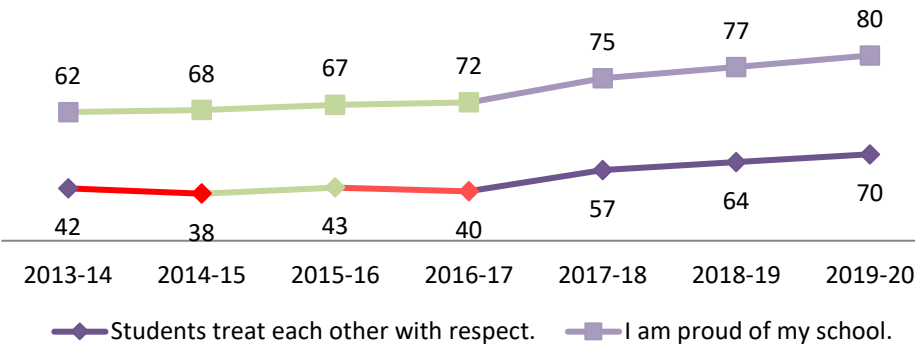
	Media, newsletters, website, newspaper. - Source: Principal Survey - 9 out of 10 principals indicated "Yes" on the principal survey 3. Recognize students at the district level for their academic and behavioral success in and outside the school.	(measured by the responses on principal survey - Yes/No) Tracking of recognitions at the Board meetings (# of unique students recognized, all schools represented)		

Objective 5:
Provide timely, targeted interventions, enrichments and resources to all students to ensure their academic and behavioral success.
 	
90% of principals responded "yes". Objective met.
	1. Schools will implement the MTSS Model.
	- District Totals
	  - Tier 1: 90%
	  - Tier 2: 5%
	  - Tier 3: 5%
	- Source: MTSS/ESE Data Handout Page 1
	2. Identify students for and provide advanced, accelerated and enrichment courses.
	- Source: Principal Data
	3. Schools will monitor EWS-Early Warning System.
	- Source: Principal Data
	4. Schools will identify students with academic, social/ emotional needs and respond by:
	   a. refer to MTSS
	   b. refer to Counseling
	   c. develop and implement BIPS when necessary.
	- 111 School Based BIPs in place currently, 32 Intensive BIPs in place
	- Source: ESE Data Handout Page 3
	5. School leadership identifies social and emotional student needs based on MTSS and EWS.
	- Source: MTSS/ESE Data Handout Page 1
	- Source: Principal Data
	6. Crisis Counselors provide support groups.
	- Crisis Calls
	  - Groups
	  - 15 groups in 2015-16, and 26 groups in 2016-17
		Tracking of the numbers of:
		a. students at each MTSS tier by school
		b. staffings during the year: 284 initial placements
		c. students on EWS watch list
		d. students in acceleration courses
		e. students in enrichment groups
		f. students identified as gifted: 33 initial gifted placements, and 239 total gifted students for the 2016-17 school year. Increase of 9% (218 students to 239 students) from 2015-16 to 2016-17.
		g. response to crisis calls
		- Increase in calls by 48% (228 calls in 2015-16 to 338 in 2016-17)
		- 57% increase in calls on Suicide Ideation from 15-16 to 16-17
		- 50% increase in
			Principals
			
			Director of ESE
			
			Instructional Services
			
			Crisis Counselors
				Indirect Costs

13

Color Guide:, **Purple=Results Achieved**, **Green=Carry Forward to 2017-18**, **Orange=New for 2017-18**, **Red=Delete**

DRAFT

		calls on Threats to Others from 15-16 to 16-17 - Source: ESE Data Handout 4		

Students with 9+ Unexcused Absences

916 — 2014-15
1295 — 2015-16
1216 — 2016-17
1179 — 2017-18
1142 — 2018-19
1105 — 2019-20

Student Climate Surveys

62, 68, 67, 72, 75, 77, 80 (I am proud of my school.)
42, 38, 43, 40, 57, 64, 70 (Students treat each other with respect.)

2013-14, 2014-15, 2015-16, 2016-17, 2017-18, 2018-19, 2019-20

—◆— Students treat each other with respect.   —■— I am proud of my school.

Student Climate Surveys

72, 72, 70, 78, 82, 88, 100 (Students are recognized for their good work.)
65, 69, 69, 72, 81, 87, 100 (I feel safe at school.)

2013-14, 2014-15, 2015-16, 2016-17, 2017-18, 2018-19, 2019-20

—◆— I feel safe at school.   —■— Students are recognized for their good work.

14

Color Guide:, **Purple=Results Achieved**, **Green=Carry Forward to 2017-18**, **Orange=New for 2017-18**, **Red=Delete**

Students with 21+ Absences (All)

713
634
597
560
523

| 2015-16 | 2016-17 | 2017-18 | 2018-19 | 2019-20 |
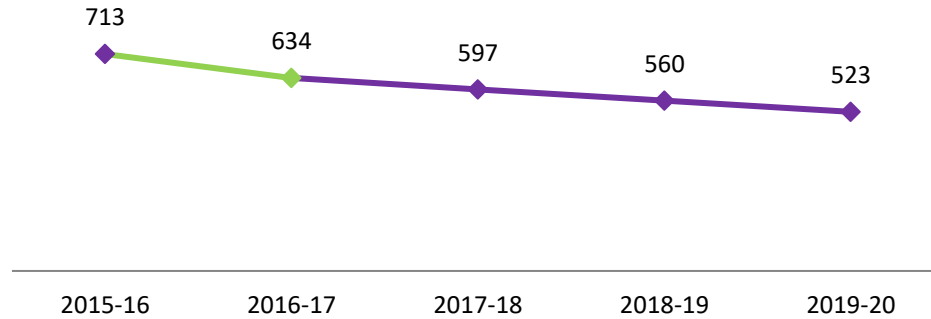
School	2015-16 Days OSS	2016-17 Days OSS
CES	40	16
EES	113	91
NES	13	8
OAA	527	479
OFC	482	315
OHS	458	355
OMS	583	453
SEM	185	79
SES	50	7
YMS	469	464
TOTAL	2920	2267

Focus Area 3: Human Capital

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			
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. See Chart at the end of this section.	1. 2017-2018 professional development will be provided to teachers on these indicators (identified from 2016-2017 teacher appraisal data.) • Indicator #5- Engages students - Result: Overall HE/E increased from 84.4% to 91.7% - Kagan Cooperative Training- March 2017	Performance Appraisal Data PLC Minutes/Agenda Sign-in Sheets	Coordinator of PD Principals	Project 4731- Title I, Part A Project 4721- Title II Project 1722 - Instructional Staff Training

Color Guide:, Purple=Results Achieved, Green=Carry Forward to 2017-18, Orange=New for 2017-18, Red=Delete

DRAFT

	- Kagan Cooperative Structures- July/ 2016/February 2017 - CHAMPS- Project ONE November 2016 - CKH- June 2016 - Project+ONE Mentor Teams- ongoing - AVID Training-38 Admin and Instructional trained June 2017 • Indicator #7- Cognitive Load - Result: Overall HE/E increased from 76.8% to 85.7% - Collaborative Grade Groups- September 2016 - Math Modeling- February 2017 - D2D PD- November 2016 • Indicator #10- Questioning - Result: Overall HE/E increased from 79.6% to 87% - Project +ONE Mentor Teams- ongoing - D2D PD- November 2016/May 2017 2. Professional Development on these topics will be addressed during PLCs facilitated by a reading coach, administrator or outside agency. - Source: Principal Data 80% Yes (5/10 responding)			
Objective 2: Build capacity of classified staff by increasing the number of professional development opportunities.	1. 2017-2018 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. - Secretaries/Bookkeepers- March 2017 - Paraprofessionals- TW Days - Custodial Staff- June, 2017 Trained ELL paras	Agendas Sign-in sheets	Department Heads Coordinator of PD	Project 4721- Title II IT Budget
Objective 3:	1. Advertisements will be developed to recruit substitutes.	Training agendas	Director of HR	Project 4721- Title II

16

Color Guide:, Purple=Results Achieved, Green=Carry Forward to 2017-18, Orange=New for 2017-18, Red=Delete

Recruit additional substitutes and provide them with meaningful training to continue academic focus.	2. Expand advertising efforts designed to recruit substitutes. - Banners were purchased and hung throughout the county to recruit substitutes. - Total Paid Subs: 2015-16 = 69 - Total Paid Subs: 2016-17 = 102 - New Hire Subs: 2015-16 = 13 - New Hire Subs: 2016-17 = 58 3. Training for long- term subs will be provided through JumpSTART PD. - Sub Training- July 2016 - The onboard training for new subs was revamped, and conducted as needed throughout the year. 4. Onboarding training will take place with new subs. - Substitute Onboarding- ongoing 5. Include long-term substitutes in Project One Support Teachers (POST) Project ONE meetings. - Four Long term subs participated all year in the Project ONE program 6. Implement Safe Schools Substitute Program. - Volunteers and New teachers completed a Safe Schools Training package. Need to add Substitute Training package.	Sign-in sheets Advertisements	Coordinator PD	
Objective 4: Increase the beginning teacher salary to $40,000 by 2017-18.	1. Research salaries of surrounding and like-size districts. - Results: Research completed and a competitive teacher salary at the beginning and top step, but improvement is needed at step 20. 2. Negotiate salary increase with Association. - We have increased step 1 to $39,000 for the 2016-17 school year. 3. Ensure funds are appropriate to sustain	Salary schedule	Superintendent Director of Finance	General Funds

Color Guide:, Purple=Results Achieved, Green=Carry Forward to 2017-18, Orange=New for 2017-18, Red=Delete

	increase. During the 2016-2017 school year funds were appropriated to sustain the increase.			

Objective 5:
Provide employees positive feedback for good work.
Teacher Feedback: 35.69%SA; 49.80%A; 8.63%D; 2.35%SD; 3.53%NO
Support Staff Feedback: 39.29%SA; 50% A; 8.04% D; 0%SD; 26.68%NO
	1. Increase the use of social media to recognize employees.
	    a. Principal data - 5 responses at 100% "Yes"
	2. Continue Board Recognition.
	3. Create a district committee to investigate motivational incentives.
	4. Administer *StrengthFinders* to the leadership team.
	    a. StrengthFinders was given to all School-based leadership teams in preparation for SIP work and Accreditation. July 2016
	5. Evaluators will improve the quality of feedback provided following an observation.
	(*Include/revise teacher climate survey indicator(s) related to feedback quality.)
		Board Agendas
		
		Climate Surveys
		
		StrengthFinder Matrix
		
		Evaluators
			Webmasters
			
			Administrative Services
			
			Coordinator of PD
				Project 4721-Title II

Objective 6:
Enhance instructional leadership capacity of district and school-based leaders.
 	
See Climate Survey Graphs at the end of this section.
	1. 2016-2017 2017-18 Professional Development Focus for Instructional Leaders will be on the following:
	  • Cambridge Calibration provided to all new administrators.
	  - Cambridge Training- August 2016
	  • District to District (D2D) Feedback Training
	  - Ongoing Pd provided at principal meetings 3 of 10 have been provided 2016-2017- more planned for 2017-208
	  • Deeper understanding of Instructional Shifts including newly revised curriculum maps developed the summer of 2017
	  - Aspects of Rigor- November 2016 and January 2017
		Sign- Sheets
		
		Principal meeting agendas
		
		Performance appraisal data
			Superintendent
			
			Coordinator of PD
			
			Instructional Services
			
			Principals
				Project 4721-Title II
				
				Project 1787 - Instructional Leadership

Color Guide:, Purple=Results Achieved, Green=Carry Forward to 2017-18, Orange=New for 2017-18, Red=Delete
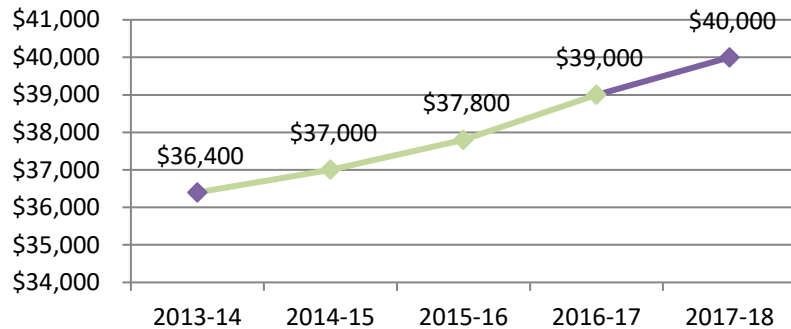

	• Commissioner's Leadership Academy
	• Gulf Coast Partnership - USF
	• National Institute for School Leaders
	2. School Walk-Throughs based on D2D, DA, Evaluation rubric will be conducted by:
	  • By district and school leaders once a month.
	  - Instructional Rounds conducted with each principal meeting.
	  • By school-based teams (P, AP, RC) and a district leader twice once a quarter.
	  - Principal survey
	3. PD will be provided at each principals' meeting on these indicators (identified form 2015-2016 teacher appraisal data) the evaluation instrument
	  • Indicator #5- Engages Students
	  • Indicator #7- Cognitive Load
	  • Indicator #10- Questioning
	  - Results: PD was provided to principals on an ELA planning tool and Math planning tool. Coherence is next.			

Objective 7: Enhance instructional leadership capacity of teacher leaders.
 	
80% of those responding utilized teacher leaders to facilitate PD.
	1. Utilize teacher leaders to assist with POST/Project ONE
	  - Results: Each school used a teacher leader as a POST Facilitator for monthly meetings. Title 2 funds covered stipends for each of these teacher leaders for up to five hours after school per month. They held monthly meetings on school information.
	2. Encourage teacher leaders to participate in professional development and share upon return.
	  - Results: Teacher leaders returned from Kagan and presented to staff and during JumpSTART PD week.
	3. Utilize teacher leaders to facilitate
		PD Calendar
		
		List of Teacher Leaders who work as PD Facilitators.
		
		PLC Sign-in Sheets
			Principals
			
			Coordinator of PD
			
			Teacher Leaders
				Project 4731- Title I, Part A
				
				Project 4721- Title II
				
				Project 1722 - Staff Training

Color Guide:, **Purple=Results Achieved**, **Green=Carry Forward to 2017-18**, **Orange=New for 2017-18**, **Red=Delete**

	appropriate professional development. - Principal survey - AVID, WICOR - New Curriculum Maps - ReadyGEN - Focus Groups			

Objective 8:
Reduce sick, personal, and unearned leave absences of employees.
 	
See Graph at the end of this section.
	1. In addition to each payroll, monitor leave on a monthly basis.
	   - Reports sent automatically to Ps.
	2. Follow the unearned leave practice of notifying employees of ability to take Family Medical Leave (FMLA).
	   - Revising procedures as they relate to FMLA
	3. Develop procedures that govern when to begin FMLA as well as run FMLA and sick leave concurrently.
	     a. Developed in February 2017 and shared at principals' meeting.
	4. Create a committee to develop a district wide incentive program to reduce staff absences (representative from administration, instructional (millenials), and non-instructional personnel from each school)
	   - Board Recognitions of Perfect Attendance
	   - Increase awareness of the value of sick days
	   - Increase the awareness of the generational differences of our employees and how that impacts staff absences
		Monthly payroll reports
		
		Skyward data
		
		Developed procedures
			Finance Department
			
			Principals
			
			Administrative Services
			
			HR Director
				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).
	   - Result: Completed plan submitted to DOE for review.
	2. Increase access to Teachers-Teachers.com for aide in recruitment.
	   - Result- All principals and assistant
		HRMD
		
		List of recruitment activities
		
		Salary schedules
			Administrative Services
			
			Director of HR
			
			Coordinator of PD
				General Funds
				
				Project 1709 - T2T
				
				Project 1706 - AIT

Color Guide:, Purple=Results Achieved, Green=Carry Forward to 2017-18, Orange=New for 2017-18, Red=Delete
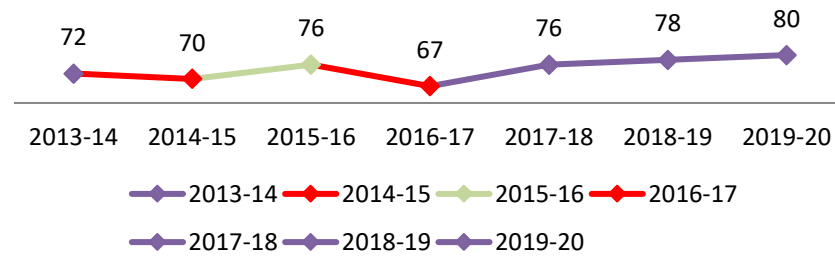

	principals were given access to T-T, and they used this in recruiting.
	3. Increase collaborative recruitment efforts with a district recruitment team.
	  - Result- Increased the number of recruitment fairs attended by 262%. A total of 21 different admins attended a total of 29 recruitment fairs. (In 2015-16 admin attended 8 fairs.)
	4. Re-evaluate the fairs that are attended.
	5. Increase salaries to be competitive.
	  - We have increased step 1 to $39,000 for the 2016-17 school year.
	6. Form a committee to help develop policies and procedures for Human Resources.
	  - New procedures have been created for employees, HR staff, and admin. Principal procedures are shared through Google Docs so all admin have access. This is still a work in progress.
	7. Reexamine staffing formula to determine if additional elementary support staff is needed.			

Objective 10:
Educate all instructional staff on Florida standards, curriculum guides, appropriate assessments and support them through professional development.
	1. Update instructional tool kits.
	  - Result: Each teacher was provided an updated toolkit for 16-17.
	2. Utilize PLCs to discuss Florida Standards.
	  - Principal data 5/5 schools used PLCS to discuss FL Standards.
	  - Monitor the use of the standards mastery test to ensure pace of curriculum map.
	  - Result: Standards Mastery Tests were used for K-8 Math and ELA. Quarterly reports were shared.
	  - Provide opportunities for vertical teaming at the secondary level for standards based PLCs during pre-plan
		Tool kits - Updated with new curriculum maps K-12
		
		PLC agendas are turned in at the monthly Reading Coach meetings
		
		Professional development offerings
		
		Standards mastery report
			Coordinator of PD
			
			Principals
			
			Instructional Services
			Accountability & Assessment
			
			Reading Coaches
			
			Focus Groups
				Project 1723 - Special Needs
				
				Project 4721- Title II

Color Guide:, Purple=Results Achieved, Green=Carry Forward to 2017-18, Orange=New for 2017-18, Red=Delete

	3. Provide professional development according to master-in-service plan. - Result: Met 4. Utilize the Focus Groups/Reading Coaches to inform the instructional staff about the work with Florida standards.			

Beginning Teacher Salary
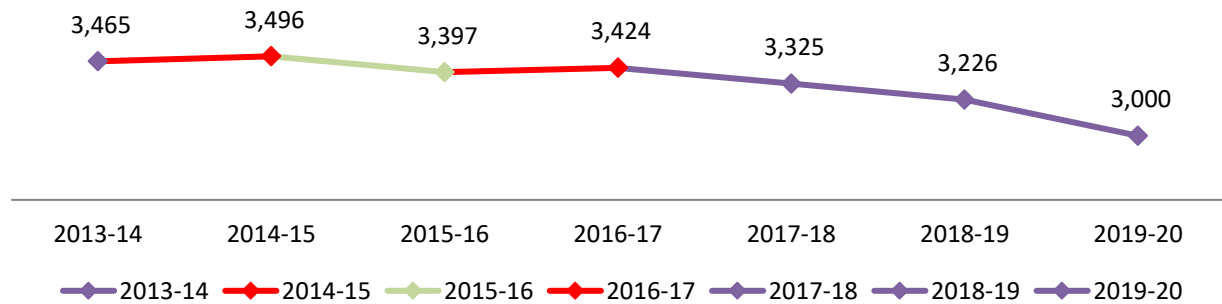

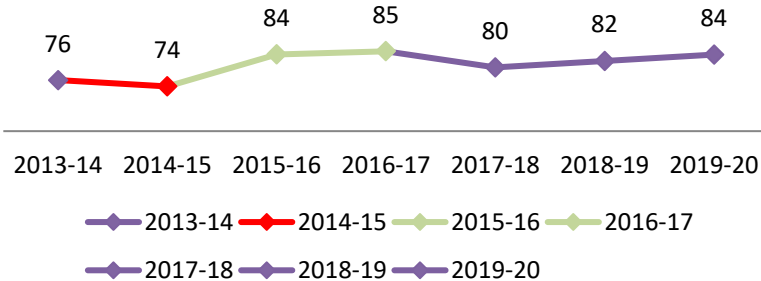## Enhancing Teacher Performance through Staff Development

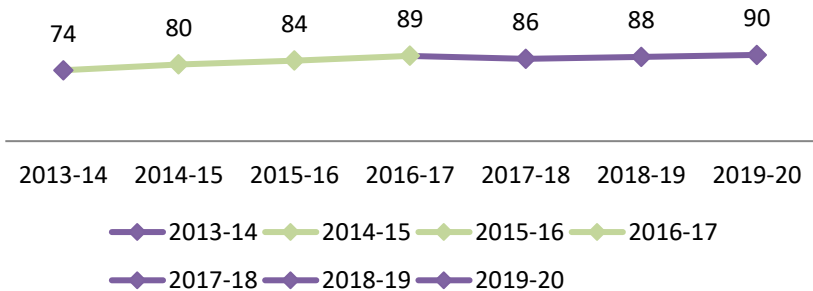## Number of Teacher Absences

Color Guide:, Purple=Results Achieved, Green=Carry Forward to 2017-18, Orange=New for 2017-18, Red=Delete

Teachers are Provided Positive Feedback for Good Work

76   74   84   85   80   82   84

2013-14 2014-15 2015-16 2016-17 2017-18 2018-19 2019-20

◆ 2013-14 ◆ 2014-15 ◆ 2015-16 ◆ 2016-17
◆ 2017-18 ◆ 2018-19 ◆ 2019-20

Support Staff is Provided Positive Feedback for Good Work

74   80   84   89   86   88   90

2013-14 2014-15 2015-16 2016-17 2017-18 2018-19 2019-20

◆ 2013-14 ◆ 2014-15 ◆ 2015-16 ◆ 2016-17
◆ 2017-18 ◆ 2018-19 ◆ 2019-20

DIRECT INSTRUCTION	Performance Values Rating Percentages			
Performance Responsibilities	U	NI/D	E	HE
5. Engages all students in the work of the lesson from start to finish.	<1	8	78	14
6. Ensures all students are working with content aligned to the appropriate standards for their subject and grade.	<1	7	76	17
7. Organizes instruction so that students are carrying the cognitive load in the classroom.	1	14	71	14
8. Ensure that all students demonstrate that they are learning.	1	11	78	11
9. Adjusts instruction for all students, including students with disabilities and students who have limited English proficiency.	2	8	73	19
10. Uses a range of questioning and discussion techniques to promote higher level thinking aligned to curriculum standards.	1	12	71	16
11. Monitors learning activities providing feedback and reinforcement to students.	1	4	81	14

Focus Area 4: District Systems

Desired State	Division Priority			
All departments will work smart and efficiently to support student achievement	• 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. See Graph at the end of this section.	1. Create continue to support professional development plans at each school site that is 1:1. - IT is working with each 1:1 school to	Creation of plan T4 (Teachers Train Teachers in Technology)	IT Principals of Selected Sites	Project 1777 - DCP Capital Funds

Color Guide:, Purple=Results Achieved, Green=Carry Forward to 2017-18, Orange=New for 2017-18, Red=Delete

	develop a PD plan.
	2. Provide teachers with ELA standards and technology matrix.
	   - Document provides a list of the programs we have that support the technology/skills listed within the standards.
	3. Develop plan to provide devices to remaining schools.
	   - Plan is in place—OHS this year and then begin with Grade 5 and go down until all grades are 1:1.
	4. Ensure infrastructure is in place through 3rd party evaluation.
	   - Evaluation is ongoing. Replacing 106 wireless access points that are old.
	   - Fiber Optic upgrade will be in the 2017-18 Budget
	   - Currently electrical circuits are adequate at each school to support 1:1 Chromebooks.
	5. Explore feasibility of placing Wifi on busses.
		plan and training documents
		
		Report from 3rd party evaluation
			Director of Operations	

Objective 2:
Utilize the highly qualified certification sync between Skyward Student and Skyward Business to achieve high school scheduling.
	1. Set-up Skyward training for HQ certification sync.
	   - HR Director attended several Skyward trainings and met individually with St. Lucie's HR department. St. Lucie shared their Skyward coding with HR Director. The codes and instructions have been given to IT. We are currently waiting for IT to complete coding.
	2. Develop procedures for implementing the sync and monitoring the system.
	3. Provide training to those involved.
	   - Making corrections to course codes
	   - Need consultation with NEFEC to develop procedures.
		Development of high school master schedule for 2017-18	Director of HR & IT
			
			Principals
			
			Assistant Superintendents
				IT Budget

Color Guide:, Purple=Results Achieved, Green=Carry Forward to 2017-18, Orange=New for 2017-18, Red=Delete

Objective	Strategies	Evidence	Responsible	Funding
Objective 3: Write policies and procedures that align all district systems. IT working on updating policies and procedures	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. - Instructional and Administrative staff will be tasked with identifying the top 10 areas that need written procedures. A time frame for completion will be developed. The procedures will be written, reviewed by various stakeholders, revised as necessary and then disseminated according to the audience.	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. - Exterior security camera installation is completed at 11 of the 13 district sites. The remaining two sites will be completed by September of 2017. - Perimeter fencing and gates will be in the 2017-18 Budget for SEM and CES. 2. Align funding sources with the principals' needs. - Operation's Capital Budget is based on current and future needs and the 5 Year Work Plan.	Long range plan for capital needs Capital 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. - On hold. Traffic study has not been conducted. 2. Research correction of draining problem. - Preliminary plan of action has been addressed with an engineer and I have their proposal. Project is on hold. 3. Examine hiring lobbyist. - Lobbyist was hired.	Plans and completion of projects	Board Members Superintendent Director of Operations	Capital Budget General Funds
Objective 6: Monitor workers' compensation claims.	1. Worker's compensation reports will be pulled monthly.	Tracking through Safe Schools platform	Assistant Superintendent for	General Funds

25

Color Guide:, **Purple=Results Achieved**, **Green=Carry Forward to 2017-18**, **Orange=New for 2017-18**, **Red=Delete**
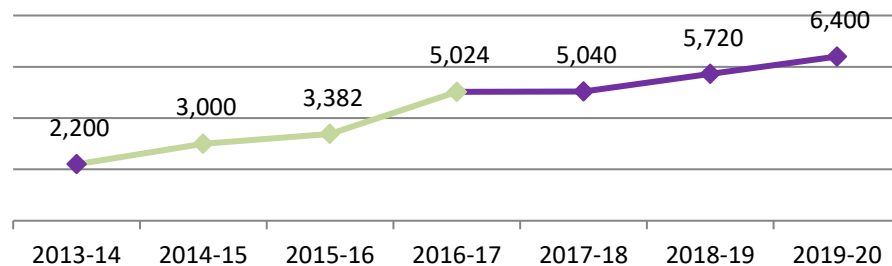
16-17 # Needing Medical: 37	2. Safe School training will be utilized by all new employees during the 2017-18 school year. 3. Employees requiring medical attention will be drug tested and required to complete a Safe School's module relating to their accident. Safe School training is being utilized for Ethics training, bloodborne pathogens, and other areas identified by administrators as well as for those who have an injury that requires medical treatment on the job site.	Origami System reports SREF	Administrative Services	Project 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. - ESE department is working to develop the protocols, strategies and steps to take to meet the needs of atypical student behaviors. 4. Implement RTI A and B in Skyward.	Development of protocols Lists of strategies and interventions	Director of ESE Behavioral Analyst Assistant Principals Resource Specialists	Indirect Costs
Objective 8: Provide Skyward trainings for job-alike groups. Training with Migrant, DP, Bookkeepers, Secretaries, Custodians Giving access to new employees as they are hired. Goal for 17-18 will provide training on how to access to all employees.	1. Review policies and procedures. 2. Train principals, assistant principals, data processors and guidance, include district office. 3. Implement Skyward PD center. 4. Continue to utilize NEFEC personnel for Skyward training. - Information on Skyward webinars has been provided to staff. Joint training sessions are being planned related to FTE and data processing. NEFEC personnel have been contacted to provide training for HR. 5. Training on Skyward RTI A and B (EWS)	Policies and Procedures Training Agendas	Director of IT IT 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	Checklists Uploaded Documents	Director of Student Services	Project 4721-Title II

Color Guide:, Purple=Results Achieved, Green=Carry Forward to 2017-18, Orange=New for 2017-18, Red=Delete

	by school. 3. Align district initiatives. 4. Upload documents. 5. Complete all components of the Strategic and School Improvement Plans. 6. Complete all requirements for the Accreditation process by December 1, 2017. Host Accreditation Team in 2018.	Accreditation	Principals School Leadership Teams Assistant Superintendents	District Funds A & A budget
Objective 10: Continue Academic Parent Teacher Teams, APTT, in four elementary schools.	1. Develop academic focus for each grade. - Completed by each school site grade level team. 2. Market participation through social media. - Completed by implementing school sites. (facebook, websites, etc.) 3. Collect participation data. - Form created by GSP, completed by school site, and compiled by GSP with Parental Involvement Data for SY.	Participation data	Coordinator of GSP Principals	Project 4731-Title I, Part A
Objective 11: Increase breakfast and lunch participation. Although we have been as high as 41% participation for breakfast and 71% for lunch, our average for 2016-17 lags at 38% for breakfast and 69% for lunch.	1. Investigate alternative serving line opportunities. - An independent consultant paid for by the Florida Department of Agriculture assessed CES, NES, YMS and the High School for alternate serving line opportunities for increased participation. The consultant suggested additional marketing ideas, paint, custom awnings and banners at the elementary and middle school level. He recommended vending machines for the High School to dispense reimbursable meals. We will be adding two vending machines secured with a 2015-16 Grant to the OHS campus for the 2017-18 SY. 2. Serve more homemade food items. - Our homemade items have been limited to Shepherd's Pie, Spaghetti, Chili, Chicken Alfredo, Beef-A-Roni,	Food Service POS data Menus	Supervisor of Food Service Food Service Managers Webmasters	Food Service Budget

Color Guide:, Purple=Results Achieved, Green=Carry Forward to 2017-18, Orange=New for 2017-18, Red=Delete

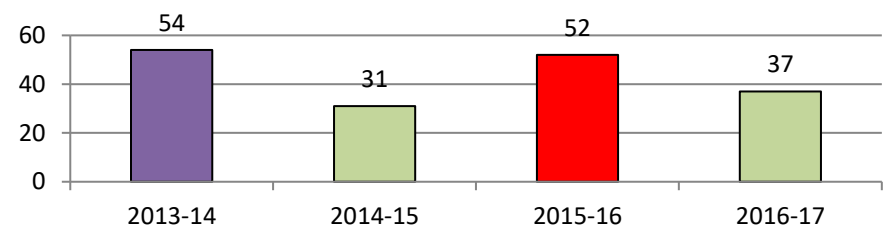|				

	Tuna Salad, Egg Salad, and several kitchens have started making Macaroni & Cheese again.
	 3. Increase menu variety.
	     - This year we added 7 new entrée items (between breakfast and lunch).
	 4. Offer reimbursable meals from carts and/or vending machines.
	     - Freshman Campus has a new breakfast cart for reimbursable meals. Another cart was tried at SES, but it was bulky and awkward and wasn't a good fit for the new breakfast line. It has been moved to OMS where breakfast carts are popular.
	 5. Use contests to entice/increase participation.
	     - Contests have not happened due to lack of funds to purchase prizes and incentives.
	 6. Explore on-line payment opportunities.
	     - PayPams Online Payment Program is currently being used by parents.
	 7. Marketing/Educating of food service programs.
	     - Marketing the Program has been slower than expected but the Child Nutrition Website is being used currently to display nutritional information that compares what students eat at school vs. the same type of item from a local fast food restaurant.			

Objective 12: Implement HB41 regarding hazardous walking conditions.	1. Investigate current hazardous walking conditions for compliance. - Hazardous walking sites have been reduced from 16 locations to 5 locations with the addition of sidewalks and some controlled crossing equipment in the last 2	List of hazardous walking conditions Grant applications Committee Minutes	Supervisor of Transportation School-based committee	Potential Grants

28

Color Guide:, Purple=Results Achieved, Green=Carry Forward to 2017-18, Orange=New for 2017-18, Red=Delete

	years.
	 2. Explore grants for funding.
	   - Applied for in December, 2016 by the Safe Routes to School Committee formed between CivilSurv, Inc., Director of County Public Works, Supervisor of Transportation and staff and parents from North and Everglades Elementary schools. OSCD did not receive the grant this cycle from Safe Routes to School. "This year's cycle was very competitive and only three of the fifteen submitted applications D1 received were funded."
	 3. As new sites are identified, create additional *safe routes to schools* committees including county and city staff.
	   - SRTS committees have been formed at Everglades and North Elementary.			

of Computers

2013-14	2014-15	2015-16	2016-17	2017-18	2018-19	2019-20
2,200	3,000	3,382	5,024	5,040	5,720	6,400

WC Claims needing Medical Attention

2013-14	2014-15	2015-16	2016-17
54	31	52	37

Color Guide:, Purple=Results Achieved, Green=Carry Forward to 2017-18, Orange=New for 2017-18, Red=Delete

APTT Longitudinal Data

APTT	Number of Events 2014-15	Attendance Totals 2014-15	Number of Events 2015-16	Attendance Totals 2015-16	Number of Events 2016-17	Attendance Totals 2016-17	3 Year Total
CENTRAL ELEMENTARY	N/A	N/A	4	910	4	1,119	
EVERGLADES ELEMENTARY	N/A	N/A	4	590	4	781	
NORTH ELEMENTARY	4	1268	4	1403	4	1,501	
SEMINOLE ELEMENTARY	N/A	N/A	4	323	4	617	

	2014-2015		2015-2016		2016-2017		
Event Totals:	4 Events	1,268 Total Attendance	16 Events	3,226 Total Attendance	16 Events	4,018 Total Attendance	8,512 3 Year Total

Child Nutrition Data

Breakfast Participation: 31, 38, 39, 45, 47, 49
Lunch Participation: 58, 68, 69, 73, 76, 78
Years: 2014-15, 2015-16, 2016-17, 2017-18, 2018-19, 2019-20
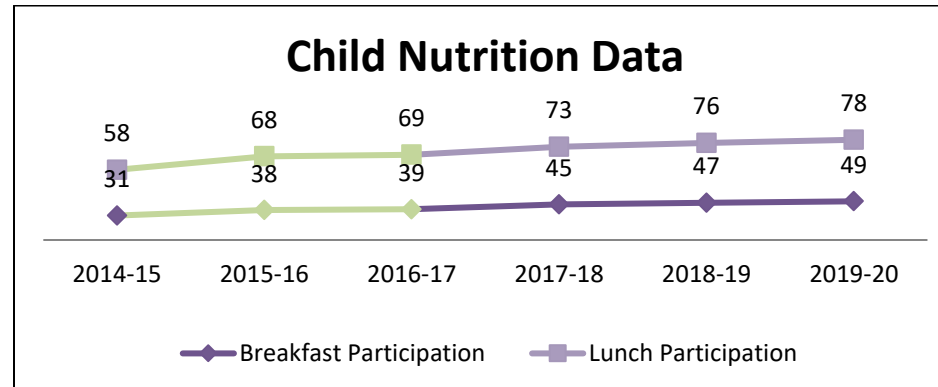
Superintendent
Ken Kenworthy

Chairperson
Malissa Morgan
Vice Chairperson
Jill Holcomb
Members
Joe Arnold
Dixie Ball
Amanda Fuchswanz

Color Guide:, Purple=Results Achieved, Green=Carry Forward to 2017-18, Orange=New for 2017-18, Red=Delete