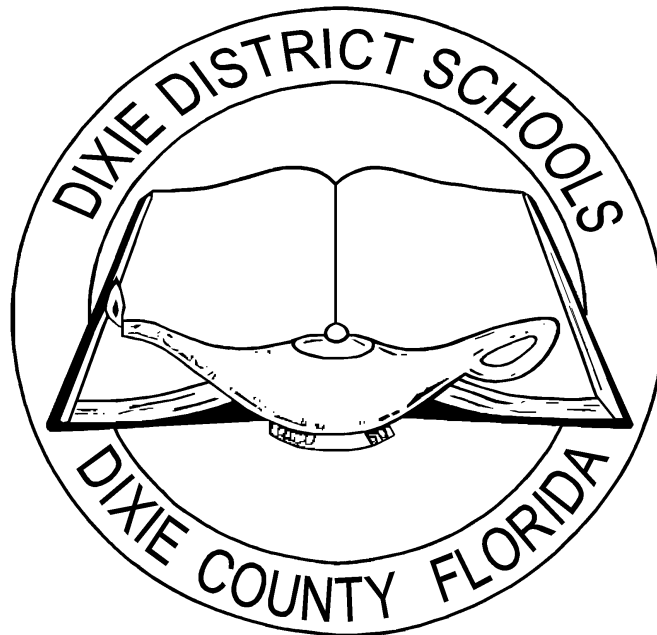


***THE SCHOOL BOARD OF  
DIXIE COUNTY, FLORIDA***



***STRATEGIC PLAN  
2011-2012***

# **THE SCHOOL BOARD OF DIXIE COUNTY, FLORIDA**

## ***Mission Statement***

***2011-2012***

“Our schools will provide a quality learning environment by providing opportunities through educational planning and community partnerships that ensures student success.”

## ***Board Goals***

*Promote high scholastic performance with a career focus*

*Provide a safe learning and working environment*

*Apply sound business management practices at all levels*

*Support active partnerships that achieve school improvement*

*Establish an effective system for internal and external communications*

*Provide sufficient classrooms, facilities and transportation systems*

**2011-2012**  
**STRATEGIC PLAN**  
**THE DIXIE COUNTY SCHOOL BOARD:**  
**GOALS, OBJECTIVES, PLAN OF ACTION**

**GOAL 1**

***PROMOTE HIGH SCHOLASTIC PERFORMANCE WITH A CAREER FOCUS.***

**A. Objective:**

Improve test scores, which reflect higher levels of proficiency and student performance in areas of reading, writing, mathematics and science as required by Sunshine State Standards.

**Strategies:**

1. Provide each school site the appropriate FCAT Item Formats and Assessment Schedule by Benchmark in Reading, Writing, Mathematics, Science and Social Studies.
2. Adopt research based state approved textbooks and curriculum that currently covers the Sunshine State Standards in Reading, Writing, Mathematics, Science and Social Studies.
3. Provide acceleration classes for students identified as at risk of not meeting the specified acceptable achievement level of the Sunshine State Standards appropriate for the student's grade level as specified by 1008.22, Florida Statutes.
4. Provide acceleration classes for all students scoring Level I and Level II on the reading and/or math section of FCAT.
5. Utilize technology to enhance acceleration of student performance and progress monitoring (Thinkgate, Achieve 3000, FAIR) of all students.
6. Implement classroom walk through (cwt) at all schools.
7. Implement curriculum mapping with emphasis on tested Sunshine State Standards at all schools.
8. Target high performing students in Reading, Science, Writing, and Math to maintain achievement levels by use of progress monitoring and appropriate technology.

**B. Objective:**

Increase the high school graduation rate and reduce the district's dropout rate.

**Strategies:**

1. Continue to counsel students in developing four year plans and reassess, as needed or when students fall behind to refocus on options to get back on grade level and to graduate.
2. Offer Ed Options Credit Recovery Program and/or other credit recovery options to help students get back on grade level.
3. Offer remediation assistance and classes to assist students to pass the FCAT as mandated by Department of Education.

4. Offer student transition meetings between schools.
5. Establish an attendance policy to include the required number of days each school year that a student must attend, and include policies requiring referrals for parent meetings for students with excessive absenteeism.
6. Oversee district dropout data collection and verification, to ensure reporting consistency.
7. Ensure that guidance counselors interview students who are withdrawing from school, to identify obstacles and to discuss alternatives.

**C. Objective:**

Ensure that appraisal of student performance is consistent with state standards for student achievement.

**Strategies:**

1. Testing instruments used to measure student performance will be aligned with the Sunshine State Standards appropriate for the student's grade level as specified by 1008.22, Florida Statutes.
2. Diagnostic and progress monitoring assessments will be implemented for all students identified as needing Reading Remediation. Based on these assessments, appropriate interventions will be employed.
3. Implement progress monitoring assessments for science, writing, and math as related to Sunshine State Standards.
4. Implement Response To Intervention (RTI) and ensure that it is carried out with fidelity.

**D. Objective:**

Increase student participation and diversity in advanced courses and programs of study.

**Strategies:**

1. Continue to offer the maximum number of dual enrollment and advanced placement courses on campus during the student day as possible. These are weighted courses in calculating the grade point average.
2. Continue the National Honor Society at Dixie County High School to continue to raise the level of expectation for student achievement. Continue to support the Beta Club's involvement in state and national activities.
3. Continue counseling to encourage students to take the highest level of courses appropriate, including dual enrollment and advanced placement courses.
4. Expand advanced placement courses.

**E. Objective:**

Advance the district-wide career development plan to coordinate with appropriate courses for all students.

**Strategies:**

1. Continue to serve all middle and high school students, including special populations, by providing career exploration in the computer career resource labs, career area presentations in classrooms, and career fairs at all schools.
2. Provide guidance personnel to individually coordinate student career goals, academic histories and four-year planners with appropriate course work.

3. Develop and maintain Career Pathways articulation agreements with post-secondary schools that specify high school course work needed for specific programs, support dual enrollment coursework, offer the opportunity to earn college credit by examination, and offer industry certification tests aligned to appropriate courses.
4. Incorporate career studies and scholarship opportunities in all career and technical programs appropriate to each career field, enlist business partners in evaluation of vocational programs, and continue to improve academy program in Business, Health, Welding, Auto Mechanics, and create and Agricultural Academy.
5. Develop and implement career orientation/explorations goals for elementary children.
6. Investigate and develop a Middle School Career and Technical Academy.
7. Fully implement a Science, Technology, Engineering, and Math (STEM) Academy at Dixie County High School, no later than the 2014-2015 school year.

**F. Objective:**

Ensure equity of access to instructional technologies.

**Strategies:**

1. Students in grades 6-8 may have the opportunity to participate in a career study.
2. All students identified as needing Reading Remediation will have the instructional technology component as part of their Remediation plan.

**G. Objective:**

Target staff development and training opportunities for district-wide personnel.

**Strategies:**

1. Continue to do an annual “needs assessment” with instructional personnel to identify areas of staff development needs.
2. Review individual professional development plans to determine needs for staff development.
3. Review individual professional development plans to ensure that personnel are focusing on completing the activities specified in their plan.
4. Continue to work with other agencies such as DOE, ISRD, NEFEC, DCF, and FDLRS, and private providers to offer needed staff development activities.
5. Prioritize identified teachers needing Reading Endorsement or CAR-PD (Content Area Reading Professional Development) and work with appropriate agencies to secure Reading Endorsement or CAR-PD as quickly as possible to meet state and federal guidelines.
6. Provide staff development for Thinkgate as a progress monitoring tool and as a resource for curriculum.

**H. Objective:**

Provide academic and workforce development opportunities for adults.

**Strategies:**

1. Provide academic assessment for placement in a prescriptive curriculum, GED/ABE instruction, and TABE testing for employment and/or post-secondary education.

2. Offer an evening job preparatory welding program for adults.
3. Pursue offering evening business classes.
4. Aggressively seek grant funding to assist with costs to maintain quality adult general education and vocational programs.

**I. Objective:**

Increase the percentage of graduates attending post secondary institutions.

**Strategies:**

1. Continue to maintain accreditation with the AdvancEd for Dixie County High School.
2. Continue to counsel students in high school course selection to meet enrollment criteria for college programs. Encourage college preparatory curriculum, dual enrollment, and advanced placement courses in four-year plans as appropriate. Expand dual enrollment course offerings and expand advanced placement courses.
3. Continue to seek and encourage business partnerships, community involvement and to work with the Dixie County Education Foundation, Inc. to support K-12 academic programs.
4. Continue to maintain articulation agreements with FGC and SFC that guarantee slots in college programs and/or allow students to earn college credits by examination while still in high school.
5. Encourage students to take appropriate testing required for college entrance. Continue to offer the College Placement Test regularly at Dixie County High School. Continue to offer the ACT four times a year at DCHS.
6. Continue counseling services to assist students with the college application process, assistance in college selection and applications for financial aid. Continue to work with Talent Search and other programs assisting in college visitation.
7. Provide a mentoring program for targeted students.
8. Plan for installation and utilization of a distance learning lab to increase the opportunities for dual enrollment.

**J. Objective:**

Implement school-wide reading programs at each school.

**Strategies:**

1. Continue the implementation of the Early Reading First Program in Pre-K at Anderson Elementary School.
2. Continue the implementation of Early Reading First Strategies in Pre-K at Old Town Elementary School.
3. Continue reading programs at Ruth Rains Middle School using Success Maker, Read 180, Failure Free Reading, Read XL, and Expert 21 for reading and Critical Thinking class for FCAT 3, 4, and 5 students.
4. Continue the implementation of Reading First Grant Strategies in grades K-3 at Old Town Elementary School and Anderson Elementary School.

5. Continue the “Florida Reading Initiative” at Dixie County High School, Anderson Elementary School, Old Town Elementary School, and Ruth Rains Middle School.
6. Continue Accelerated Reading Program, Achieve 3000, and Thinkgate at all schools if funding remains available.
7. Aggressively seek grant funding to assist with ongoing costs of reading programs and implement FAIR testing at all schools.
8. Continue implementation of students understanding of math and science (SUMS) at Anderson Elementary School.
9. Continue implementation of Failure Free and Kids College at Anderson Elementary School.
10. Implement Failure Free Reading with qualified students.

**K. Objective:**

Provide career and technical education programs that lead to career opportunities and/or post-secondary education.

**Strategies:**

1. Continue to provide funds for state-of-the-art equipment, materials and supplies for all career and technical education program areas and to maintain appropriate facilities.
2. Expand and renovate facilities for welding program to accommodate space needed for increased enrollment and new equipment.
3. Develop and maintain Career Pathways and other articulation agreements with post-secondary schools.
4. Utilize business partners in advisory councils for career and technical education program evaluation and improvement.
5. Provide cooperative education opportunities in each career and technical education program area.
6. Monitor state and local occupational forecasting of employment opportunities to guide students in career selection.
7. Market career and technical education programs and post secondary articulation agreements in classrooms and in the community, offer appropriate industry certification tests, and provide opportunities for students to qualify for Ready To Work certification.

**GOAL 2**

***PROMOTE A SAFE LEARNING AND WORKING ENVIRONMENT***

**A. Objective:**

Provide a safe, drug-free, non-violent school/work environment by the use of educational programs, equipment, handbooks, and the Code of Conduct resources or plans addressing emergency management.

**Strategies:**

1. Provide drug free programs in all district schools at least once a year.

2. Continue to provide a district wide safety committee organized to solve and prevent safety issues in the district and to oversee the OPPAGA safety and security audit each year.
3. Continue to provide a school resource officer secured for the middle and high school campuses.
4. Federal nutrition and fitness program (adopt and implement a district plan).
5. Cooperate with the Dixie County Sheriff's Office to implement DARE Officer and DARE curriculum at elementary schools.
6. Research the possibility of Global Positioning System tracking and/or routing software on all school buses.
7. Continue to provide initial and enhanced CPI to staff.
8. Continue to random drug test staff and various high school students.
9. Implement pre-employment drug testing.

**B. Objective:**

Support each school site Code of Student Conduct.

**C. Objective:**

Continue to update a current Crisis and Emergency Plan for each school site.

**Strategies:**

1. Meet annually with all school, county, city, sheriff, and emergency officials to modify/update district crisis plan.
2. Aggressively seek grants that will allow the district to implement all components of the crisis management plan.
3. Fully comply with the (NIMS) National Incident Management Systems crisis plan in order to receive federal safety funds.
4. Train all administrators in the FEMA Emergency Planning Program.
5. Provide backpacks with supplies for safety teams at each site.

**D. Objective:**

Continue to seek funds to maintain full time resource officers in the middle school and high school.

**GOAL 3**

***APPLY SOUND BUSINESS MANAGEMENT PRACTICES AT ALL LEVELS***

**A. Objective:**

Employ sound financial practices that promote a debt free system with an adequate fund balance.

**Strategies:**

1. Reach for and maintain a goal of approximately 5% unreserved and undesignated fund balance.

2. Reach for and maintain adequate reserve for terminal leave payout of approximately \$250,000 with interest earnings retained to assist in maintaining that balance.

**B. Objective:**

Employ and retain high-quality personnel.

**Strategies:**

1. Implement a competitive instructional salary schedule to attract quality instructional personnel to our district.
2. Continue to use the Internet to recruit teacher applicants.
3. Continue to sponsor Florida Future Educators of America (FFEA) Chapter.
4. Participate in job recruitment fairs sponsored by Colleges of Education and NEFEC when feasible.

**C. Objective:**

Provide a fair, equitable and competitive salary schedule.

**Strategies:**

1. Prepare an annual comparison of surrounding districts to determine the average salary plus benefits of instructional, non-instructional, and administrators.
2. Reach and maintain a salary schedule that meets or exceeds the average.

**D. Objective:**

Continue minority recruitment efforts.

**Strategies:**

1. Distribute education graduate lists for recruitment and attend recruitment fairs when feasible.
2. Maintain a current file of minority applicants, have supervisors utilize the list of minority applicants on file, and certify that they have made every effort to hire a qualified minority applicant prior to recommendation of an applicant for an instructional position.
3. Provide an FFEA Chapter and encourage minority students to participate.
4. Participate in the annual "Take a Look at Teaching Conference" sponsored by NEFEC.

**E. Objective:**

Review and rewrite Strategic Plan.

**Strategies:**

1. Work with administrators to create draft of 2012-2013 Strategic Plan.
2. Work with school board to complete 2011-2012 Strategic Plan.

#### **GOAL 4**

#### ***SUPPORT ACTIVE PARTNERSHIPS THAT ACHIEVE SCHOOL IMPROVEMENT***

**A. Objective:**

Promote active business and community partnerships that effectively meet the needs of students, businesses and the community.

**Strategies:**

1. Continue participation and recognition of business partners on school advisory council, clubs and athletics.

2. Promote interaction of community in mentoring with students.
3. Encourage and solicit community interest in scholarship awards program.

**B. Objective:**

Expand parental, community, businesses and district involvement in educational and school environment issues.

**Strategies:**

1. Initiate special programs on holidays that include communities. Example: Veterans Day.
2. Initiate many special projects through the School Advisory Council. Examples: safety on campuses, academic awards banquet, campus beautification projects, etc.
3. Continue to promote community business involvement in clubs and athletics. Examples: FFA, FBLA, Beta Club, Boy Scouts, Girl Scouts, Dixie Youth Soccer, Youth Football, and others.
4. Continue to support the Volunteer Program district-wide.

**GOAL 5**

***ESTABLISH AN EFFECTIVE SYSTEM FOR INTERNAL AND EXTERNAL COMMUNICATIONS***

**A. Objective:**

Provide timely and accurate external communication between the school system and the community.

**Strategies:**

1. School calendar is sent home with each child each month. Calendars are updated on the school websites.
2. Parent workshops are provided to parents and students throughout the school year to assist parents with raising children to be successful in school.
3. Family Night program is available every Monday night in the media center for students to check out books, read, work on homework, and/or take Accelerated Reader tests at Anderson Elementary School.
4. School Advisory Council meetings are held throughout the school year at school and/or in areas around the community.
5. Parent Teacher organization meetings are held throughout the school year at Old Town Elementary School.
6. Continue telephone systems able to provide a Monthly Scheduled Activities option to provide information to parents and the community.
7. Calendar of upcoming events is provided to the local newspaper on a weekly basis.
8. School-based web sites are maintained for all parents, students, and community members through the district web site.
9. Continue to maintain a district web site with current updated information.
10. Parent conference nights are held twice a year.

11. Open House is held at all schools at the beginning of each school year.
12. Distribute Parent Instructional Pamphlet.
13. Make available annual school based adequate yearly progress report.
14. Make available annual school based NCLB public accountability report.
15. Each principal will schedule interdepartmental meetings with other schools to discuss curriculum, text books, discipline, safety, and share best practices each year.
16. Each principal will schedule committee meetings, which will consist of administrators, teachers and non-instructional staff to discuss custodial services and food service each year.
17. Continue to improve and update district and all school websites.
18. Distribute Parent Involvement Guides.

**B. Objective:**

Provide timely and accurate two-way internal communication.

**Strategies:**

1. Continue to use written memos to communicate with personnel.
2. Continue to use local e-mail to communicate with employees.
3. Continue to hold twice monthly meetings with all administrators in the district.
4. Continue to meet on a regular basis with heads of divisions (Instructional, Support, Finance) and the Superintendent.
5. Continue the use of two-way radios as a method of communication between key individuals on each school campus.

**GOAL 6**

***PROVIDE SUFFICIENT CLASSROOMS, FACILITIES AND TRANSPORTATION SYSTEMS***

**A. Objective:**

Identify and pursue reliable and sufficient revenue sources.

**Strategies:**

1. Identify all funds available for capital projects.
2. Coordinate identified projects with restrictions on use of capital projects funds.
3. Prepare both annual and long-range budget according to coordinated plan.

**B. Objective:**

Update and implement the District Five-Year Plan.

**Strategies:**

1. Continue to seek input from school level administrators concerning priorities for the five-year plan.

2. Turn in to the Department of Education an updated five-year plan by October 1<sup>st</sup> of each year.
3. The Director of Safety, Facilities, and Special Projects will continue to work with the Chief Financial Officer concerning the availability of funds for construction projects for future educational facilities.
4. Pursue special facilities funding for a new high school in Dixie County.

**C. Objective:**

Provide adequate permanent classroom space for PK-12.

**Strategies:**

1. Continue to upgrade/remove all factory built schools according to Florida Building Code requirements.
2. Annually update the Florida Inventory of School Housing (FISH) report.
3. Yearly monitoring of student count verses satisfactory student stations as per FTE count and FISH reports.
4. Open a superintendent satellite office at Old Town.

**D. Objective:**

Retrofit all identified spaces with appropriate technology infrastructure using wired or wireless configurations.

**Strategies:**

1. Further identify classrooms in the district that need to be retrofitted for wireless communication as per district technology committee recommendations.
2. Establish and maintain wireless communication between all schools.
3. Continue to aggressively seek technology grants for future technology communication within the district.

**E. Objective:**

Identify new and expand existing parking areas at Dixie County High School and Anderson Elementary School per recommendations of safety reviews.

1. Security access of campus

**F. Objective:**

Continue to upgrade HVAC systems with energy efficient units.

**Strategies:**

1. Complete replacement project at Dixie County High School main campus and vocational campus.
2. Complete replacement project at Old Town Educational Complex.

**G. Objective:**

Repaint remaining interior facilities using epoxy type paint.

**Strategies:**

1. Paint all interior walls at Old Town Educational Complex, Dixie County High School, and Dixie County Vocational School, as funds become available.
2. Continue to replace carpet at Ruth Rains Middle School as funds become available.

3. Begin to replace carpet at Old Town Elementary School as needed and as funds become available.

**H. Objective:**

Replace furniture at Dixie County High School as needed.

**Strategies:**

1. Continue to replace classroom furniture at Dixie County High School as funds become available.

**I. Objective:**

Provide updated renovation and replacement to existing facilities, grounds, casework, and furniture.

**Strategies:**

1. Replace chalk/dry erase boards as needed at Dixie County High School.
2. Add wireless access points at Dixie County High School campus as needed.
3. Continue to replace furniture at Ruth Rains Middle School.

**J. Objective:**

Repair or replace playground equipment at Old Town Elementary School.

**K. Objective:**

1. Paint walkway at Old Town Educational Complex and Ruth Rains Middle School.
2. Establish shelving/storage cabinetry in concrete portables at Anderson Elementary School.
3. Reseal and repaint striping in parking lots at Old Town Elementary School and Anderson Elementary School.
4. Continue to repaint outside doors, windows, fences, and trim at Old Town Elementary School, Ruth Rains Middle School, and Dixie County High School.
5. Replace playground mulch at Anderson Elementary School.
6. Replace or repair playground area border at Old Town Elementary School and Anderson Elementary School.
7. Anderson Elementary School campus dolomite on playground, 300 pounds per acre minimum, to control sand spur problems.
8. Remove unused portables from Anderson Elementary School campus.

11/8/11