

Carroll County Public Schools
2009
Comprehensive Master Plan Update

Part III
Strategic Action Plan

**Part III
Strategic Action Plan**

Table of Contents

Improve Student Achievement – Objective I	
Indicator I.1	III.1
Indicator I.2.....	III.14
Improve Student Achievement – Objective II	
Indicator 2.1	III.15
Optimize Resources – Objective III	
Indicator 3.1	III.17
Indicator 3.2	III.23
Provide a Safe and Orderly Environment – Objective IV	
Indicator 4.1	III.24
Improve Student Achievement – Objective V	
Indicator 5.1	III.28
Indicator 5.2	III.32
Indicator 5.3	III.33
Strengthen Productive Community Partnerships – Objective VI	
Indicator 6.1	III.34
Indicator 6.2	III.37
Engage in a Process of School Improvement – Objective VII	
Indicator 7.1	III.38
Optimize Resources – Objective VIII	
Indicator 8.1	III.40
Indicator 8.2	III.45
Index of Part III.....	III.Index.1

Carroll County Master Plan Update - 2009-2010

Improve student achievement

All students will achieve at or above grade level through a rigorous, articulated, and aligned instructional program.

OBJECTIVE I. By 2013-2014, all students will reach high standards, at a minimum attaining proficiency or better in reading/language arts and mathematics.

Indicator 1.1 In the aggregate and for each subgroup, each school will make adequate yearly progress in students' achievement at or above the proficient level in reading/language arts and mathematics.

Measure Maryland School Assessments

Program:	Item #	Status	Academic Intervention
Academic Rigor	4387	Future Initiative	To increase achievement for all students, the Reading Intervention Team, RIT, will have a regional focus and be housed in their region's middle school. Within the region, each RIT will determine three focus schools based on data and student need. The RIT team will collaborate to progress monitor students via a monthly webinar and meeting. Professional development will increase RIT capacity in areas of assessment, interventions, data-driven decision making, communication and coaching skills.
Program:	Item #	Status	Accountability and Assessment
Data Analysis	4615	In Progress	Analyze outcome-level data from the MSA and HSA to inform curricular revisions.
Data Analysis	4647	In Progress	Continue using standard reading assessments in grades one through eight. The data from these tests will be used to make decisions on a student's placement and program.
Data Analysis	4700	In Progress	Provide disaggregated MSA data to the classroom level.
Data Analysis	4701	In Progress	Ensure that measurement and assessment data is highly visible throughout the school system and is communicated effectively through continuous improvement tools to the Board of Education, the public, and staff.
Data Analysis	4702	In Progress	Produce and disseminate a variety of system-wide data and analysis profiles.
Data Analysis	4703	In Progress	Use the Carroll County Public Schools web page to communicate assessment data.
Online Courses	4712	In Progress	Facilitate the procurement, delivery, and integration of online courses for students for original and recovery credit through the Maryland Virtual Learning Opportunities Program (MVLO). (Technology Plan Corresponding Target: 1.3)

Program:	Item #	Status	Accountability and Assessment
Research	4734	In Progress	Continue to communicate with appropriate stakeholders about research on the effective use of new and emerging technologies for teaching and learning and analyze data from a variety of sources to improve student achievement. (Technology Plan Corresponding Target: 5.1)
Research	4736	In Progress	Continue to collaborate with local colleges and universities about new and emerging uses of technology and sharing of professional development resources. (Technology Plan Corresponding Target: 5.3)
Program:	Item #	Status	County-wide Summer Interventions
Summer High School Credit Recovery	4393	Future Initiative	High school students who fail major academic courses will continue to be given the opportunity to retake designated courses online in each high school's credit recovery lab.
Summer High School Credit Recovery	4646	In Progress	Provide eligible high school students who fail major academic courses the opportunity in the summer to retake targeted courses online in each high school's credit recovery lab.
Program:	Item #	Status	Curriculum
Curriculum and Instruction	4388	Future Initiative	To provide an elementary and middle school focus for the Writing Improvement Plan in order to meet the unique needs of these students, writing rubrics will be completed and distributed for content and organization. During the year, the components of style and grammar will be developed and included in the rubrics for use the following year. Professional development will be provided beginning with the Writing Leadership Team meeting with regional principals, either individually or in small groups, to personally communicate the instructional purposes and expectations, and receive feedback and recommendations. These meetings will be followed by professional development in October for school representatives. To support the gradual release model, student progress will be monitored system wide through writing prompts to be included the following year.
Digital Content	4709	In Progress	Create a systematic process for the creation, management, storage, retrieval and delivery of digital curricular content and related resources. (Technology Plan Corresponding Targets: 1.1, 1.2)
Digital Content	4710	In Progress	Review instructional technologies and digital content for technical operability, universal design, as well as curricular alignment and communicate to all appropriate stakeholders. (Technology Plan Corresponding Target: 1.2)
Program:	Item #	Status	Education That Is Multicultural
Adult Volunteers	4365	Future Initiative	Establish and maintain a Minority Family Forum where parent volunteers, known as "Parent Guides" will receive specific training to assist other parents in navigating the school system.

Program:	Item #	Status	Education That Is Multicultural
School Support	4643	In Progress	Provide support and technical assistance by The Department of Minority Achievement and Intervention Programs in the following ways: -- help schools develop plans to serve at-risk students, -- help schools implement plans to serve at-risk students, -- link schools to resources, -- assist schools with grant applications.
Program:	Item #	Status	Elementary Education
Curriculum and Instruction	4367	Future Initiative	Continue to analyze MSA Science Data to guide curriculum revision and professional development.
Data Analysis	4394	In Progress	All data will be reviewed in an effort to identify areas of deficiency and connect these areas with curriculum alignment and instructional practices to support needed change.
Data Analysis	4472	In Progress	A system-wide and individual school plan will be developed to support the areas of specific need.
Data Analysis	4540	In Progress	Utilizing the data gathered, school teams will examine the information to identify root causes for areas of weakness.
Data Analysis	4585	In Progress	Disaggregate student data at the system and school level to help identify areas of specific student subgroup performance.
Professional Development	4368	Future Initiative	Provide professional development to teachers in kindergarten and grades 3-5 on implementing the goals and objectives of the aligned science curriculum.
Program:	Item #	Status	English
Professional Development	4575	In Progress	Provide professional development opportunities for secondary English and Reading/Language Arts teachers regarding teaching grammar.

Program:	Item #	Status	English
Staff Development	4635	In Progress	<p>Provide professional development throughout the year and during the observation/evaluation process that will focus on helping students achieve reading competencies assessed through the Grade 10 MSA Reading Test including strategies to:</p> <ul style="list-style-type: none"> -- utilize before, during, and after reading strategies for print and non-print texts, -- identify features of language that create voice and tone, -- analyze structural features and stylistic elements of text to achieve and reveal author's purpose, -- demonstrate higher level interpretative skills that include: extension of ideas and connections to other sources through original analysis and evaluation; use of elements of text to defend and clarify assertions; use of a critical approach that is supported with textual evidence, -- evaluate informational texts by critiquing textual structure such as sequence, procedure, and visual appeal; and by critiquing arguments in relation to validity, logic, and appeal to audience, -- increase reading fluency to enhance interpretation , -- incorporate independent self-select reading for a variety of purposes.

Program:	Item #	Status	Enrollment and Capacity
Enrollment and Capacity	4648	In Progress	Continue the committee representing the county, municipalities, and school system to monitor growth.

Program:	Item #	Status	Extended Enrichment
Extended Enrichment	4469	Future Initiative	Continue curriculum revisions to support and extend curriculum for gifted learners.
Extended Enrichment	4470	Future Initiative	Implement school presentations by extended enrichment teachers on differentiated instructional activities and identification of gifted learners.
Extended Enrichment	4471	Future Initiative	Propose funding for teacher resource kits for classroom teachers working with gifted students.
Extended Enrichment	4577	In Progress	Using the NAGC Standards for Gifted Education Programming, the CCPS Program staff will continue to review identification and screening processes for all students including identified sub-groups. To assist in this process, a GT Program review team has been established in each elementary school and is operational.
Extended Enrichment	4578	In Progress	GT staff, in cooperation with classroom teachers, will provide differentiated instruction in math and language arts. Differentiated services include, but are not limited to, the use of an accelerated math curriculum, tiered assignments, student contracts, primary talent development, and research-based investigations. Community service projects will continue to be integrated to match students' interests, readiness, and learning styles.

Program:	Item #	Status	Extended Enrichment
Extended Enrichment	4579	In Progress	Enter identified GT Program students as a sub group into the SASSI system, allowing staff and administrators to disaggregate GT student data to measure student progress and program effectiveness.
Staff Development	4636	In Progress	Provide necessary training for selected classroom teachers in strategies for differentiation of instruction for gifted learners to ensure delivery of appropriate instructional strategies and activities.
Program:	Item #	Status	Facilities
Facilities	4369	Future Initiative	In an effort to provide consistent and comprehensive surveillance systems throughout CCPS and fully utilize the advantages that the CCPN fiber optic backbone provides, CCPS is currently in the design phase of a web based surveillance project. It is expected that a recommendation will be made to move forward with the installation before the start of the 2009-2010 school year.
Facilities	4391	In Progress	Board owned or leased facilities will meet or exceed requirements needed to promote quality instruction by performing asbestos abatement, addressing indoor air quality, maintaining integrated pest management program, providing high quality water, eliminating safety concerns, identifying capital renewal projects, and focusing on preventive maintenance programs to maximize the useful life of systems and equipment life.
Program:	Item #	Status	Families Learning Together and Even Start
Family Literacy	4571	In Progress	Provide positive behavior strategies to parents to use with students at home.
Program:	Item #	Status	Flexible Student Support
Alternative Programming	4559	In Progress	Continue to review and revise alternative programs offered through Flexible Student Support to provide opportunities for students to improve in the areas of attendance, grades, and behavior.
Program:	Item #	Status	High School Dropout Prevention
Intervention	4392	In Progress	Students at all high schools who are at risk of failing their academic subjects will continue to be provided services which may include, but are not limited to, tutoring, advocacy, monitoring, and career guidance.
Program:	Item #	Status	High School Interventions
Curriculum and Instruction	4527	Future Initiative	Add 7.0 teachers (one at each high school) to provide support to students who have failed one or more High School Assessments. These teachers will teach the High School Assessment Support class.
Staff Development	4637	In Progress	Provide staff development in instructional practices which are aligned with the demands of the high school assessment program and which meet the needs of individual learners.

Program:	Item #	Status	Judy Center
Judy Center	4462	In Progress	Continue to involve parents of children birth through five in the Robert Moton and Taneytown Elementary districts in activities designed to promote effective parenting, support parents' role as their child's first teacher, enhance parents' understanding of child development and educational process and to increase parental involvement in the school community.
Judy Center	4463	In Progress	Continue to involve Robert Moton and Taneytown Elementary children birth through five years of age in developmentally appropriate interventions to increase their school readiness levels based on individual needs.
Judy Center	4464	In Progress	Continue to develop behavior intervention plans and Mental Health Referrals for children birth through five years of age in the Robert Moton and Taneytown Elementary school districts as needed.
Judy Center	4561	In Progress	Provide professional development opportunities to staff at Judy Centers to support the needs of children, birth through five, and their families. Areas of focus may include but are not limited to poverty, minority achievement, gender gap, learning styles, diversity, scientifically researched-based practices, parent involvement/support, family literacy, developmentally appropriate practices, MMSR, behavior management, and disabilities. All CCPS prekindergarten teachers will be provided training in "Second Steps" curriculum. Provide professional development in one or more of the following ways: conferences/workshops/training, consultants, Maryland Model for School Readiness, peer observation, and classroom coaching. All Judy Center professional development opportunities will adhere to the Maryland Professional Development Standards.
Judy Center	4565	In Progress	Provide a greater integration of early identification and intervention services for children birth through five, delivered through community partnerships. A comprehensive, coordinated team (Early Prevention, Identification, Intervention Team) will promote school readiness, and enhance social/emotional development and increased parental involvement.
Judy Center	4566	In Progress	Implement the "Second Steps" researched-based curriculum in weekly social/emotional groups in the prekindergarten, kindergarten, and Head Start classrooms at Robert Moton, and model the curriculum monthly in all CCPS prekindergarten classrooms.
Program:	Item #	Status	Library Media
Instruction	4385	Future Initiative	Provide funding and training to effectively implement electronic content through the Safari Montage resources. Phase one which include high schools and middle schools will allow schools to stream video content to enhance the teaching learning process. Additional features in this package allows for customizing instruction lessons and units, and for production of local videos or clips. This resource should be available for all future curriculum writing activities.

Program:	Item #	Status	Mathematics
Assessment	4459	In Progress	Create appropriate mathematics assessments to make instructional decisions.
Curriculum	4467	In Progress	Revise and refine curriculum guides for grades 6-8.
Curriculum	4582	In Progress	Revise the kindergarten math program based on the pilot results.
Curriculum	4630	In Progress	Continue to align elementary, middle, and high school math curricula with the Maryland Content Standards and voluntary state curricula, including a new kindergarten math program.
Curriculum and Instruction	4460	In Progress	Increase student engagement through cross-curricular connections via the STEM (Science, Technology, Engineering, and Mathematics) Education Initiative.
Instruction	4584	In Progress	Use Best Practice Research to develop instructional strategies to use with highly able students.
Instruction	4634	In Progress	Identify potential under achieving students at each grade level using Essential Curriculum Assessments, standardized test scores, and teacher ratings, and identify math performance gaps for subgroups including American, Hispanics, and IEP students.
Instruction	4693	In Progress	Develop an intervention program for all students below the proficient level.
Intervention	4616	In Progress	Explore and implement innovative math intervention programs.
Professional Development	4525	In Progress	Use Elluminate Software Program to provide focused professional development to classroom teachers.
Staff Development	4533	In Progress	Continue to examine best practices on differentiation of instruction and provide appropriate training.
Staff Development	4534	In Progress	Continue to provide staff development based on needs that are identified from MSA performance and from county assessments.
Staff Development	4583	In Progress	Continue to upgrade the K-12 Carroll County Mathematics Website and provide training on its use.
Staff Development	4631	Future Initiative	Provide training on the middle and high school County Mathematics Website to enrich student learning of math and to increase parent/teacher communication.
Staff Development	4632	In Progress	Provide training, presentations, and materials for MSA including sample test items, rubrics, best practices, and sample lessons.
Staff Development	4633	In Progress	Provide specific training for K-12 teachers on how to differentiate instruction for highly able students and at-risk students.
Staff Development	4692	In Progress	Provide K-12 Maryland math content and teaching strategies training through school faculty meetings, individual team meetings, and regional math training.

Program:	Item #	Status	Middle School Interventions
Summer School for Middle School Students	4562	In Progress	Provide students in grades 6-8 who do not meet CCPS promotion standards the opportunity to retake classes in the summer at regional middle school sites.
Program:	Item #	Status	Middle Schools
Attendance	4475	In Progress	All middle schools will institute programs to ensure high attending student rates for all designated subgroups.
Data Analysis	4454	In Progress	Middle school administrators and teachers will continue the processes of evaluating data to identify areas of need and to develop programs and strategies to meet those needs.
Instruction	4705	In Progress	Support middle school administrators as they use the evaluation process to insist upon high levels of teacher commitment to student learning and continued improvement.
Professional Development	4453	In Progress	Teachers will be provided professional development to use the voluntary State Curriculum to identify essential student needs and to provide explicit instruction on essential objectives.
Program:	Item #	Status	Minority Achievement and Intervention Programs (K-
Intervention	4538	In Progress	Continue to provide targeted students with additional instructional services in schools with percentages of poverty greater than the county average. Services may occur during the school day, before/after school, and during the summer.
Program:	Item #	Status	Pre-Kindergarten
Curriculum	4645	In Progress	Implement a developmentally appropriate curriculum for low-income four-year-old children.
Intervention	4539	In Progress	Continue to involve low income four year old children in instructional programs at high-poverty schools. Services will be expanded to additional schools as funding allows.
Intervention	4572	In Progress	Continue to provide professional development opportunities to staff who work directly with and support the needs of at-risk four year olds and their families at designated schools. Areas of focus may include, but are not limited to, poverty, learning styles, scientifically researched-based practices, parent involvement/support, and family literacy. All professional development activities will adhere to the Maryland Professional Development Standards.
Program:	Item #	Status	Prevention Programs
Intervention	4505	In Progress	Each middle and high school will implement a student assistance program team. The team will review risky behavior concerns about students submitted by faculty, students, and staff. The concerns will be investigated through a data collection, parental contact, intervention, and assessment process.
Program:	Item #	Status	Reading
Curriculum	4465	In Progress	Continue to implement Reading Across Content Areas in grades 6-12.

Program:	Item #	Status	Reading
Instruction	4390	In Progress	Middle and High School Reading Specialists will continue to work with school-based administration and the Supervisor of Secondary Reading to develop school-based action plans to eliminate the achievement gaps in reading performance for members of identified subgroups.
Instruction	4580	In Progress	Evaluate the school-based action plans to eliminate achievement gaps in the reading performance of the identified populations.
Instruction	4581	In Progress	Evaluate / Enhance the Accelerated Reading Language Arts Curricula to support students who are gifted and talented in reading and writing.
Instruction	4628	In Progress	Develop and implement a consistent kindergarten intervention program to support the development of phonemic awareness in youngsters who score in the bottom quartile on the September administration of the Initial Literacy Assessment
Instruction	4629	In Progress	<p>Develop school-based action plans to eliminate achievement gaps in reading performance for members of the identified subgroups. The plan will be developed by Middle School Reading Specialists and the Supervisor of Middle School Reading Language Arts. Action plans will include, but not be limited to, the following:</p> <ul style="list-style-type: none"> -- Parental/ Guardian contact to communicate current reading assessments and results, to explain school-based reading placement, and to facilitate home-based reinforcement of reading skills. -- Placement in the Read 180 program or as part of direct, small group reading instruction using the Wilson Language methodology. -- Team Leaders and Reading Specialists will work with other content area teachers to develop a “Plan -Do-Study-Act” (PDSA) plan to reinforce and support the acquisition of reading skills for identified students.
Professional Development	4557	In Progress	Complete certification training from Wilson Language to provide an in-county certified Wilson instructor to expedite our expansion of this intervention to additional special education and regular education teachers.
Staff Development	4466	Future Initiative	Continue requisite training and experience for Wilson Language Certification for selected reading / language arts teachers.
Staff Development	4532	In Progress	Continue initial and follow up training sessions for all initiatives.
Staff Development	4627	In Progress	Provide professional development activities related to phonemic awareness, phonics, vocabulary, comprehension, and fluency.

Program:	Item #	Status	Science
Academic Rigor	4606	Carry Over	Increase student participation in Advanced Placement science courses--biology, chemistry, physics, and environmental science.
Curriculum	4468	Future Initiative	Pilot and revise grade 1 elementary science curriculum in all elementary schools.
Curriculum and Instruction	4456	In Progress	Pilot revised and aligned elementary science curriculum in grades 4 and 5.
Curriculum and Instruction	4573	In Progress	Align current K-5 science curriculum with VSC.
Curriculum and Instruction	4574	In Progress	Design an assessment program in elementary science.
Program:	Item #	Status	Small Learning Communities
Curriculum	4395	In Progress	Establish a culture of high expectations for each and every student.
Curriculum	4396	In Progress	Develop, in collaboration with content supervisors, a plan to examine curricula to find commonalities and identify interdisciplinary teacher teams for content delivery.
Data Analysis	4397	In Progress	Analyze classroom and school-wide data to determine if certain groups of students are not being academically challenged.
Instruction	4398	In Progress	Initiate the use of teacher teams to look collaboratively at student work as a means of -- assessing the quality of teacher and student work -- improving learning, teaching, and assessment.
Program:	Item #	Status	Social Studies
Curriculum	4504	In Progress	Review and monitor the effectiveness of the elementary social studies curriculum.
Curriculum and Instruction	4370	Future Initiative	Teachers in grades four and five will implement the new Social Studies curriculum aligned to the VSC.
Curriculum and Instruction	4371	Future Initiative	Provide professional development to teachers in grades four and five implementing the new, aligned Social Studies curriculum.
Curriculum and Instruction	4372	Future Initiative	Provide professional development to teachers in grades 3-5 in integrating ILA and Social Studies.
Curriculum and Instruction	4373	Future Initiative	Pilot a new grade 3 Social Studies curriculum in four schools and revise the curriculum throughout the school year. This curriculum will be rolled out county wide in 2010-2011.

Program:	Item #	Status	Social Studies
Intervention	4617	In Progress	Examine online tutorial and credit recovery courses that target skills and concepts assessed on the Government HSA to provide additional support for students who do not meet the HSA graduation requirement.
Program:	Item #	Status	Special Education
Data Analysis	4694	In Progress	Disaggregate data for students with disabilities to promote student achievement and to select and develop appropriate programming
Education That Is Multicultural	4695	In Progress	Use Partners for Success staff to conduct disability awareness programs throughout the county.
Education That Is Multicultural	4696	Future Initiative	Provide after school reading programs through community partnerships with the NAACP and Community Centers.
Least Restrictive Environment (LRE)	4528	In Progress	In order to increase support to children with disabilities in typical early childhood/natural environments, 1.5 additional FTE for speech pathology, .6 additional FTE each for occupational and physical therapy, and 1.0 FTE for a consulting teacher has been added and are in the process of being staffed for FY 07 for early intervention/early childhood special education services. This will also allow the additional development of community partnerships with early childhood service providers, as one of the duties of the consulting teacher will be to provide/organize professional development activities for community providers.
Least Restrictive Environment (LRE)	4697	In Progress	Provide staff development to ensure appropriate instructional delivery for all students in the general education classroom.
Staff Development	4638	In Progress	Provide staff development for general and special education teachers in the Science of Reading and structural multisensory approaches.
Technology	4639	In Progress	Provide students with disabilities the assistive technology hardware and software to support their participation in curriculum and assessments.
Program:	Item #	Status	Staff Development
Curriculum and Instruction	4620	In Progress	Provide professional development that will increase teachers' knowledge and skill in the area of process writing instruction. Areas of focus will include content and strategies that support the voluntary state curriculum and system benchmarks.
Digital Content	4711	In Progress	Expand (as possible) the use of The Carroll County Public Schools' Web Portal to allow continuous access to digital content and curricular resources by all students, parents, and staff. (Technology Plan Corresponding Targets: 1.3, 1.4, 1.5)

Program:	Item #	Status	Staff Development
Integrated Technology Activities	4739	In Progress	Collaborate with appropriate stakeholders to research, design, integrate, and evaluate technology-integrated learning activities that will enable students to become technologically literate. (Technology Plan Corresponding Target: 1.6)
Staff Development	4640	In Progress	Provide staff development in instructional practices which are aligned with the demands of the high school assessment program and which meet the needs of individual learners.
Student Support Teams	4473	In Progress	Continue to provide professional development support to student support teams at the elementary level.
Student Support Teams	4474	Future Initiative	Modify the student support process at the high school level to ensure that the needs of individual students are met. Provide professional development on differentiated instructional practices.
Student Support Teams	4541	In Progress	Modify the student support process at the middle school level to ensure that the needs of individual students are met. Provide professional development on differentiated instructional practices.
Student Support Teams	4641	In Progress	Provide professional development that improves the knowledge of teachers and administrators in content, differentiated instructional strategies, and the use of data to improve classroom practices and meet individual student needs.
Student Support Teams	4642	Future Initiative	Provide professional development activities that involve collaborative groups of teachers and administrators and address the needs of students with different learning styles.
Technology	4458	In Progress	Conduct weekly meetings with the Mathematics Resource Team using Elluminate to discuss instructional strategies and to relay consistent information to schools.
Program:	Item #	Status	Student Services
Attendance	4555	In Progress	Continue to monitor student attendance to ensure CCPS maintains the annual measurable objective of NCLB and provide interventions where attendance issues arise.
Student Support	4363	Future Initiative	Add .5 School Counselor to Linton Springs Elementary to provide services to the growing population and to bring the student counselor ratio in line with other elementary schools.
Program:	Item #	Status	Technology Services
Finance	4735	In Progress	Continue to collaborate and communicate with the appropriate stakeholders about issues on the instructional and administrative uses of technology including funding. (Technology Plan Corresponding Target: 5.2)
Program:	Item #	Status	Title I
Parent Involvement/Education	4536	In Progress	Continue to involve parents of Title I identified students in activities designed to increase student achievement.

Program:	Item #	Status	Title I
School Support	4537	In Progress	Continue to inform parents of children attending Title I schools that they have the right to request and receive timely information on the professional qualifications of their child's classroom teacher.
School Support	4644	In Progress	Provide support and technical assistance to Title I schools in designing, implementing, and evaluating their Title I Programs.
Title I	4568	In Progress	Continue to provide professional development opportunities that support the needs of at-risk students and their families to staff who work directly with Title I identified students. Dependent on annual student achievement data and teacher request, areas of focus may include, but are not limited to, poverty, minority achievement, gender gap, learning styles, diversity, teaching and learning, scientifically researched-based practices, data-based decision making, parent involvement/support, family literacy, and comprehensive school reform. All Title I professional development opportunities will adhere to the Maryland Professional Development Standards.
Title I	4570	In Progress	Continue to provide additional instructional services in language arts and/or math for students identified through a Multiple Selection Criteria Checklist in high poverty elementary schools.
Title I	4704	In Progress	Provide instructional services and educationally related support services for homeless children whose needs are not being met through the regular educational program, other school-based programs, and/or community agencies/programs.
Program:	Item #	Status	Transportation Services
Transportation Services	4535	In Progress	<p>Support school choice for Title I schools identified as needing improvement by providing the following services:</p> <ul style="list-style-type: none"> -- schools will identify the students who choose to attend an alternative school by name, grade and address -- schools will pin identified students at their addresses on school attendance maps -- parents of each non-performing school will be given two alternative performing schools to choose from -- routing maps will be reproduced for all non-performing schools -- routes will be created to transport every student to their choice of one of two selected schools -- school start and end times will be evaluated for possible change -- a bus contract will be awarded for each 20 students identified -- existing routes will be evaluated for possible use

Improve student achievement

All students will achieve at or above grade level through a rigorous, articulated, and aligned instructional program.

OBJECTIVE I. By 2013-2014, all students will reach high standards, at a minimum attaining proficiency or better in reading/language arts and mathematics.

Indicator 1.2 Each elementary and middle school will make adequate yearly progress in total school attendance in all grades for all students.

Measure Attendance Data

Program:	Item #	Status	Elementary Education
Data Analysis	4542	In Progress	County math curriculum alignment will be examined at the elementary level to ensure what teachers teach and what students are expected to learn is part of the county math curriculum.
Program:	Item #	Status	Student Services
Student Attendance	4399	In Progress	Continue to communicate with parents regarding the importance of attendance.
Student Attendance	4400	In Progress	Implement strategies to increase the rate of student attendance annually.
Student Attendance	4401	In Progress	Review and revise as needed, attendance policies, regulations, procedures, and strategies.
Student Attendance	4402	In Progress	Monitor the effectiveness of alternative learning structures and their impact on improved attendance.
Student Attendance	4543	In Progress	Review and revise as needed, attendance policies, regulations, procedures and strategies.

Improve student achievement

All students will achieve at or above grade level through a rigorous, articulated, and aligned instructional program.

OBJECTIVE II. By 2013-2014, all limited English proficient students will become proficient in English and reach high academic standards, at a minimum attaining proficiency or better in reading/language arts and mathematics.

Indicator 2.1 Each school will make adequate yearly progress in the percentage of limited English proficient students, determined by cohort, who have attained English proficiency by the end of the 2003-04 school year.

Measure Idea Proficiency Test

Program:	Item #	Status	ESOL
Curriculum	4544	In Progress	Purchase additional curriculum materials as funding allows.
Curriculum	4560	In Progress	MAIP Department will collaborate with the Department of Curriculum and Instruction to develop a review mechanism where ETM will be involved in curriculum design and/or development. On-going professional development will be provided to schools and community groups, particularly cross-cultural communication and diversity training. The Maryland Professional Development Standards will be used during planning, design, implementation and evaluation.
ESOL	4449	In Progress	ESOL Teachers, in partnership with CCPS interpreters, will conduct home visits for ELL families. During these visits, instructional resources and materials will be shared, as well as school/community information.
ESOL	4450	In Progress	ESOL teachers and tutors will provide instruction and support to identified ELLs. Services may include, but are not limited to: pull-out, plug-in, content area support, and small group instruction.
ESOL	4451	In Progress	Trained interpreters/translators will provide language assistance to non/limited English-speaking families. These services may include, but are not limited to: special education meetings, essential/critical information, school events, health/safety issues, school documents, home visits, and community/program outreach.
ESOL	4522	In Progress	Identify English Language Learners (ELLs) for ESOL services using a variety of formal and informal assessments. These include, but are not limited to: LAS Links, bilingual content area assessments, school records/academic history, observations, and school/parent referrals.
ESOL	4708	In Progress	ESOL resource teachers will participate in professional development communities to increase teacher capacity and program development. Focus groups include curriculum/instruction, professional development and family outreach.

Program:	Item #	Status	ESOL
School Support	4586	Future Initiative	Continue to provide ESOL support and technical assistance to schools. Services may include, but are not limited to, one or more of the following: -- evaluate transcripts -- assist with student scheduling -- recruit/hire/support teachers and tutors -- provide resource information and/or training on second language learning to appropriate staff -- provide assistance with testing/classroom accommodations
School Support	4649	In Progress	Provide ESOL support and technical assistance to schools. Services may include, but are not limited to, one or more of the following: -- evaluate transcripts -- assist with student scheduling -- recruit/hire/support teachers and tutors -- provide resource information and/or training on second language learning to appropriate staff -- provide assistance with testing/classroom accommodations
Program:	Item #	Status	Reading
Intervention	4556	In Progress	The supervisor of middle school reading and language arts will collaborate with the ESOL coordinator to implement READ 180 as a reading tool for identified ESOL students in middle and high schools.
Program:	Item #	Status	Special Education and LEP
Data Analysis	4403	In Progress	Continued review of data and identification of system-wide needs for staff development and instructional practices will be completed.
Data Analysis	4476	In Progress	Analyze additional data as the assessment process begins to incorporate additional grade levels and subject matter. This data will be compared to previous available data and outcomes established to support LEP students in an effort to ensure a standard of proficiency or better.
Data Analysis	4587	In Progress	Analyze data pertaining to the subgroup of LEP students on a system-wide and school basis.

Optimize Resources

Carroll County Public Schools will make maximum, effective, and efficient use of fiscal, human, and facility resources, which align with and support student achievement.

OBJECTIVE III. By 2006-2007, all students will be taught by highly qualified teachers.

Indicator 3.1 Increase on an annual basis the percentage of classes being taught by highly qualified teachers in all schools.

Measure MSDE Data

Program:	Item #	Status	Education That Is Multicultural
Professional Development	4523	In Progress	CCPS will provide professional development to staff in order to increase the cultural proficiency of staff. These activities may be offered by the Department of Minority Achievement and Intervention Programs in workshops specific to Education That is Multicultural, in collaboration with schools or other departments, or may be embedded in other professional development opportunities.
Program:	Item #	Status	Elementary and Special Education
Recruiting and Staff Development	4406	In Progress	Continue to identify any teacher who does not meet the highly qualified standard and follow the appropriate procedures.
Recruiting and Staff Development	4407	In Progress	Support school system recruiting efforts and staff development.
Program:	Item #	Status	Fine Arts
Professional Development	4607	In Progress	Provide equipment and training to expand the capacity to increase student performance in the arts on professional level equipment and technology.
Program:	Item #	Status	Highly Qualified Paraprofessionals
Certification	4490	Future Initiative	Continue to provide certification programs for paraprofessionals in partnership with Carroll Community College.
Certification	4491	In Progress	Continue to provide professional development for paraprofessionals that supports their roles as instructional assistants.
Certification	4492	Future Initiative	Maintain a cohort group of paraprofessionals enrolled in the teacher certification programs.
Certification	4595	Carry Over	Continue to provide certification programs for paraprofessionals in partnership with Carroll Community College.
Staff Development	4409	Future Initiative	Complete an ongoing review of paraprofessional quality and use data to support professional development.

Program:	Item #	Status	Highly Qualified Paraprofessionals
Staff Development	4596	Carry Over	Continue to provide professional development for paraprofessionals that supports their roles as instructional assistants.
Staff Development	4597	Future Initiative	Explore career path options in partnerships with local colleges that will encourage paraprofessionals to become certificated teachers.
Program:	Item #	Status	Leadership Development
Professional Development	4618	Carry Over	Provide professional development for aspiring administrators. Collaborate with local colleges and universities to offer the courses needed for Administrator I certification and provide school-based leadership experiences and learning opportunities for those currently enrolled in administrative programs or those who are interested in administration.
School Improvement	4592	In Progress	Provide system-level training for new school improvement chairpersons.
School Improvement	4593	In Progress	Continue to provide professional development to school improvement team members based on their school level needs.
School Improvement	4594	In Progress	Continue to assess the professional development needs of each school and provide support as needed.
Staff Development	4591	Carry Over	Continue to build the Aspiring Leaders Cohort and the Leadership Induction Program.
Staff Development	4657	Carry Over	Elementary, middle, and high school administrators and supervisors will participate in professional development activities that will strengthen their understandings of continuous improvement and their role as leaders in that process.
Staff Development	4658	Carry Over	Collaborate with local colleges and universities to coordinate efforts to provide quality programs that will help leadership candidates successfully transition into administrative positions.
Staff Development	4659	Carry Over	Provide seminars and related activities that offer aspiring administrators the opportunity to gain hands-on administrative experience.
Staff Development	4660	Carry Over	Provide staff development to administrators that strengthen their role as instructional and transformational leaders.
Staff Development	4661	Carry Over	Select and develop technology courses and workshops based upon data from the County Teacher Technology Survey.
Staff Development	4668	Future Initiative	Offer system-wide learning modules for teachers in school leadership roles (i.e., school improvement team, department chairs, team leaders). Provide school-based professional development to teacher leaders (i.e., school improvement team, department chairs, team leaders).

Program:	Item #	Status	Leadership Development
Staff Development	4669	In Progress	Provide credit bearing “special topics” learning seminars and courses for current administrators. Topics and themes will include, but not be limited to, the following: <ul style="list-style-type: none"> -- School Improvement Leadership -- Effective School Improvement Practices -- Building Teacher Leadership -- Instructional Leadership -- Effective Use of Data to Monitor Student Progress -- Technology Standards for School Administrators -- Facilitative Leadership
Program:	Item #	Status	Library Media
Highly Qualified Teachers	4656	In Progress	Collaborate with higher educational institutions in the preparation and placement of media specialist candidates.
Program:	Item #	Status	School Improvement
Staff Development	4670	In Progress	Provide staff development to ensure that school improvement plans will: <ul style="list-style-type: none"> -- follow a standard format -- link to the CCPS Master Plan -- include professional development plans to support improvement efforts
Staff Development	4671	Carry Over	Provide assistance in planning and implementation of school-based professional development plans through the Department of Staff Development.
Staff Development	4672	Carry Over	Explore professional development models and practices that are research based and considered “high quality” and align with MSDE standards. Develop a system level plan that provides all teachers with professional learning opportunities that are based on these researched practices. Ensure that models differentiate, provide choice, encourage teacher participation in the planning process, and connect directly to improvement initiatives. All activities will be evaluated and documented to measure their level of quality.
Staff Development	4699	In Progress	Provide staff development to school improvement team members in MSDE's "Key Components of School Improvement" and "Leading the School Improvement Process."
Program:	Item #	Status	Social Studies
Staff Development	4609	In Progress	To provide staff development and training to increase the capacity of social studies teachers to improve student achievement on the state high school assessments, local and national assessments.

Program:	Item #	Status	Special Education
Instruction	4529	In Progress	The department of Special Education will continue to collaborate with the Departments of Curriculum, Schools, and Staff Development to ensure that special educators participate in high quality professional development in instruction and curriculum, and that general educators are afforded the opportunity to receive high quality professional development in best practices in specialized interventions and differentiating instruction.
Staff Development	4546	In Progress	Provide staff development specific to the needs of paraprofessionals as identified and determined to support their qualification status.
Program:	Item #	Status	Staff Development
Communication and Alignment	4662	In Progress	Establish system level regional meetings for school improvement team representatives and administrators that promote collaboration, networking, and sharing of best practices.
Communication and Alignment	4663	In Progress	Establish a communication process (i.e., on-line or print) that will provide on-going school improvement updates and information.
Communication and Alignment	4664	In Progress	Request teacher feedback on the quality of staff development activities to determine their value.
Highly Qualified Teachers	4482	In Progress	Continue to provide a full menu of MSDE course offerings for all professional staff .
Leadership Development	4486	Future Initiative	Develop this component of the Leadership Program based on data collected related to the Senior Leaders Institute.
Leadership Development	4487	Future Initiative	Continue to provide all components of the Leadership Development Program for teachers and administrators.
Mentoring	4389	Future Initiative	Current projections indicate that within the next five years the potential of administrative and teacher retirements may reach 50%. CCPS will begin to design, develop, and implement a 5-year comprehensive, systemic, teacher-mentor-leader plan for supporting site-based new teacher peer mentoring. A 0.1 position increase for the Coordinator of Teacher Induction will be necessary for the development and implementation of this plan. Approximately \$8,000 from the Title II-A is required to support this increase in position.
School Improvement	4488	Future Initiative	Continue to provide professional development to school improvement team members based on their school level needs.
School Improvement	4489	Future Initiative	Continue to provide opportunities for school improvement team representatives to meet regionally. These regional meetings will focus on identifying best practices that are having a positive impact on student achievement.

Program:	Item #	Status	Staff Development
Teacher Induction	4563	Future Initiative	Increase the teacher mentor staff by .5 position.
Program:	Item #	Status	Student Services
Professional Development	4364	Future Initiative	Provide a comprehensive professional development program for all school counselors at each level to address the specific needs as they pertain to school counseling and in meeting the needs of all students.
Program:	Item #	Status	Teacher Induction
Provisional Teacher Support	4655	In Progress	Provide support for provisional teachers that includes but is not limited to: -- reimbursement for course work -- reimbursement for Praxis expenses -- mentoring and coaching -- Praxis preparation course
Teacher Mentoring	4483	In Progress	Continue all components of the Teacher Induction Program (peer mentoring, orientation, support sessions, graduate level induction course).
Teacher Mentoring	4484	Future Initiative	Continue to “fast track” provisional teachers so that they quickly meet certification requirements.
Teacher Mentoring	4485	Future Initiative	Continue to coordinate efforts with local colleges to provide the necessary course work in core subject areas for teacher certification.
Teacher Mentoring	4589	In Progress	Continue all components of the Teacher Induction Program.
Teacher Mentoring	4590	In Progress	Continue to provide support for provisional teachers so that they become certified as quickly as possible.
Program:	Item #	Status	Teacher Recruitment
Recruiting and Certification	4404	In Progress	Continue to partner with local colleges and universities designed to facilitate and expand minority hiring.
Recruiting and Certification	4405	Carry Over	Assess the new initiatives of the past four years to determine the effectiveness and decide the continuation of programs.
Recruiting and Certification	4477	Future Initiative	Increase involvement and interaction with middle and high school chapters of the Future Teachers of America.
Recruiting and Certification	4478	Future Initiative	Continue to collaborate with other Maryland education agencies to maintain the Maryland Center for Career and Technology Education Studies (MCCTES).
Recruiting and Certification	4479	In Progress	Support recruiting efforts and staff development.

Program:	Item #	Status	Teacher Recruitment
Recruiting and Certification	4480	In Progress	Identify any teacher who does not meet the highly qualified standard and follow the appropriate procedures.
Recruiting and Certification	4481	Future Initiative	Continue to strengthen Professional Development School (PDS) partnerships with local colleges and universities. Provide oversight and support from the Department of Staff Development that will facilitate alignment to the MSDE Standards for Professional Development Schools.
Recruiting and Certification	4545	In Progress	Support teachers through the Observation, Evaluation and Mentor Teacher Programs who meet basic qualifications but need to improve in their implementation of teaching strategies to meet the highly qualified standard as established.
Recruiting and Certification	4588	In Progress	Participate in recruiting highly qualified teachers.
Recruiting and Certification	4650	In Progress	Facilitate the hiring process to ensure the number of quality staff are employed to meet the current operating budget expectations.
Recruiting and Certification	4651	In Progress	Exercise sound hiring practices to hire additional staff when funds are granted.
Recruiting and Certification	4652	In Progress	Departments of Instruction, Elementary, Middle, and High Schools will collaborate with the Department of Human Resources to recruit, hire, and retain highly qualified and diverse employees.
Recruiting and Certification	4653	In Progress	Increase the number of trained recruiters and monitor the increase in qualified applicants.
Recruiting and Certification	4654	In Progress	Investigate partnerships with local colleges and universities designed to facilitate and expand minority hiring. Continue to foster relationships with Historical Black Colleges and Universities.

Optimize Resources

Carroll County Public Schools will make maximum, effective, and efficient use of fiscal, human, and facility resources, which align with and support student achievement.

OBJECTIVE III. By 2006-2007, all students will be taught by highly qualified teachers.

Indicator 3.2 Increase on an annual basis the percentage of teachers receiving high-quality professional development.

Measure MSDE Data

Program:	Item #	Status	Fine Arts
Professional Development	4511	In Progress	Provide staff development opportunities that support nationally recognized best practices and research based teaching strategies, as well as all necessary instructional materials to facilitate exceptional fine arts instruction.
Program:	Item #	Status	Library Media
Staff Development	4673	In Progress	Provide support and opportunities for media specialists to complete individual professional development plans and certification requirements.
Program:	Item #	Status	Small Learning Communities
Leadership Development	4408	In Progress	Initiate opportunities for all faculty to serve in a variety of roles with school leadership and student support.
Program:	Item #	Status	Student Services
Staff Development	4519	In Progress	Provide inservice activities and/or provide funding for outside workshops to increase knowledge of school nurses to allow them the latest strategies to care for students.

Provide a safe and orderly environment

All schools will provide a safe and orderly environment for all students and staff.

OBJECTIVE IV. All students will be educated in learning environments that are maintained annually as safe, drug free, and conducive to learning.

Indicator 4.1 No school will be identified as a persistently dangerous school.

Measure The percentage of suspensions and expulsions

Program:	Item #	Status	Education That Is Multicultural
Safe Schools	4524	In Progress	Articulate and implement a plan for Education That is Multicultural within the framework of school improvement to foster intergroup understanding among the school community and create a harassment-free learning environment for all students, based on gender, religion, ethnicity, sexual preference, and socioeconomic status.
Program:	Item #	Status	Elementary Education
Data Analysis	4496	In Progress	Analyze student suspension data in an effort to identify specific problem areas and put in place activities that will support improved behavior.
Program:	Item #	Status	Middle Schools
Middle Schools	4679	In Progress	Maintain the Saturday School Program for those students who demonstrate inappropriate behavior.
Program:	Item #	Status	Prevention Programs
Curriculum and Instruction	4359	Future Initiative	Collaborate with the Coordinator of Health and the CCPS health teachers to implement research based substance abuse prevention units into the K-12 curriculum, The Youth Intervention Task Force programs, and the S.H.O.U.T. Club trainings.
Curriculum and Instruction	4360	Future Initiative	Collaborate with the Coordinator of Health to update the CyberSafety and CyberBullying units in the health curriculum as well as train staff, students, and parents across the county on these topics through various presentations, newsletters, and emails.
Intervention	4361	Future Initiative	Collaborate with the Director of Student Services and Junction's Coordinator of Community Conferencing to develop a M.O.U. implementing Community Conferencing as a disciplinary tool, reducing the number of suspensions by resolving conflicts before violence erupts.

Program:	Item #	Status	Prevention Programs
Intervention	4506	In Progress	The Youth Intervention Officer Program is a three tiered approach to provide public safety, prevention and intervention to the youth of Carroll County. It is collaborative effort by Carroll County Law Enforcement and the Carroll County Board of Education, students, parents and the community to offer drug and law related educational programs in the schools and surrounding communities in an effort to reduce crime, drug abuse, violence and provide a safe school/community environment by providing law enforcement visibility in the high schools through school resource officer type activities.
Intervention	4507	In Progress	The S.H.O.U.T. (Students Helping Others and Understanding Themselves) program is a middle school afterschool program in each of the middle schools, that supports students in maintaining a drug-free lifestyle by increasing personal skills in communication, decision-making, problem solving, relationship building and resistance techniques, while learning to become advocates for substance abuse prevention. The S.H.O.U.T. Teams will plan and implement a variety of activities including education/awareness, fund-raising, community service and fun.
Intervention	4508	In Progress	To inform CCPS faculty and staff of current substance abuse trends and information through monthly newsletters, inservices and email updates.
Prevent Persistently Dangerous Schools	4420	In Progress	To fund locally the position of Coordinator of Safe and Drug Free Schools to develop, implement, coordinate and evaluate drug and violence prevention programs and initiatives within CCPS, including but not limited to: The Maryland Adolescent Survey, The Maryland Student Assistance Program, The middle school S.H.O.U.T. Clubs, The Youth Intervention Officer Program, providing staff development/inservices on substance abuse trends and information, and informing parents and the community on substance abuse trends and information through monthly newsletters, emails and resources. The coordinator will also represent CCPS on various prevention partner committees. This position is currently grant funded. The local funding of this position will allow grant funds to be used for programmatic needs.
Prevent Persistently Dangerous Schools	4676	In Progress	Review, as needed, changes in the educational placement of each student who commits a Reportable Offense.
Prevent Persistently Dangerous Schools	4677	In Progress	Support crisis response teams at each school to help prevent and manage violent incidents.
Prevent Persistently Dangerous Schools	4678	In Progress	Conduct reportable offense assessments to discuss serious criminal offenses off school property and development a plan to maintain a safe and secure school for all.
Substance Abuse and Prevention	4675	In Progress	Conduct random K-9 drug scans at area middle & high schools.

Program:	Item #	Status	Service Learning
Partnerships	4622	In Progress	Engage students in service learning activities to develop the connection between school and community.
Safe Schools	4623	In Progress	Support service learning activities that promote a positive school climate.
Program:	Item #	Status	Staff Development
Staff Development	4576	In Progress	Provide staff development system-wide that promotes positive learning environments and sets high learning expectations for all students (i.e., Capturing Kids Hearts, PBIS).
Program:	Item #	Status	Student Leadership Development
Communication	4624	In Progress	Communicate with student leaders to identify potential staff concerns.
Program:	Item #	Status	Student Services
Character Education	4410	In Progress	Review and revise, as needed, character education policies, regulations, procedures and strategies.
Character Education	4411	In Progress	Continue to develop student leadership in promoting and enhancing programs in our schools.
Character Education	4493	In Progress	Continue to network with community agencies to promote a county-wide/community-wide Character Education Program.
Character Education	4494	In Progress	Continue to develop student leadership in promoting and enhancing programs in our schools.
Character Education	4674	In Progress	Involve student leaders in character education efforts. Include Peer Facilitators and Carroll County Student Government Association (CCSGA) to gain their involvement in promoting character education with their peers.
Facilities	4362	Future Initiative	Work with facilities to upgrade health suites to reach state standards.
Prevent Persistently Dangerous Schools	4412	In Progress	Increase collaboration and programming with county agencies.
Prevent Persistently Dangerous Schools	4495	In Progress	Provide additional suspension alternatives for dangerous students.
Prevent Persistently Dangerous Schools	4547	Carry Over	Increase the number of schools involved in PBIS.
Safe Schools	4377	Future Initiative	Maintain external contracts with nursing agencies to provide nursing coverage for student health needs
Safe Schools	4382	Future Initiative	In collaboration with AED coordinator, provide trainings to meet the job description requirements for nurses, PE teachers, and coaches.
Safe Schools	4383	Future Initiative	Provide clerical support to complete required documentation of student health records

Program:	Item #	Status	Student Services
Safe Schools	4384	Future Initiative	Develop a procedure to track data regarding the spread of communicable diseases in conjunction with the CCHD
Safe Schools	4740	Future Initiative	Continue to work with Facilities to provide a healthy environment in the schools. Collaborate with Facilities to provide appropriate information and supplies to help prevent the spread of communicable diseases
Safe Schools	4741	Future Initiative	Continue to monitor student health needs and provide the appropriate staff to meet those needs
Student Support	4421	In Progress	Explore the possibility of increasing the AED program to Middle Schools.
Student Support	4422	In Progress	Continue to research and obtain information regarding control of communicable diseases and share with schools.
Student Support	4521	In Progress	Maintain external contracts for substitute nurses to help assure a safe and healthy environment for students when all standard methods of obtaining licensed nursing coverage has failed.
Substance Abuse and Prevention	4413	In Progress	Evaluate and modify programs/services as needed based upon Maryland Adolescent Survey, discipline data and other information regarding drug use in our community.
Program:	Item #	Status	Technology Services
Infrastructure	4730	In Progress	Continue to provide a broadband LAN/WAN infrastructure to all instructional and administrative areas and ensure that that this computing environment is safe with secure access to information by appropriate stakeholders. (Technology Plan Corresponding Targets: 4.1.6, 4.1.7)
Policy	4731	In Progress	Continue to monitor the policies and procedures in place that address accessibility, privacy of student data and security, for all students and employees.(Technology Plan Corresponding Target: 4.2)

Improve student achievement

All students will achieve at or above grade level through a rigorous, articulated, and aligned instructional program.

OBJECTIVE V. By 2013-2014, all students will graduate from high school.

Indicator 5.1 Each high school will make adequate yearly progress in the percentage of students who graduate from high school with a regular diploma.

Measure	Graduation Rate		
Program:	Item #	Status	Advanced Placement
Academic Rigor	4614	In Progress	Increase the number of AP math offerings, the number of students taking the AP math test, and the proportion of students passing the test.
Program:	Item #	Status	Career and Technology
Business Partnerships	4600	In Progress	Facilitate developmentally appropriate work-based learning experiences in partnership with local businesses, industries, agencies, and trade or labor associations.
Curriculum	4599	In Progress	Maintain articulated programs between Carroll County Public Schools and postsecondary institutions.
Curriculum	4608	In Progress	Provide curriculum, materials, equipment and other resources to support career and technology education programs and initiatives for all students.
Curriculum	4681	In Progress	Collaborate to update technical skills and validate course and program competencies in various industries utilizing teachers, employers, trades representatives, and higher education partners, through the Local Advisory Committee for Career and Technology Education and program advisory committees.
High School Interventions	4598	In Progress	Provide additional resources to special population students and career and technology students needing academic support.
Program:	Item #	Status	Curriculum
Curriculum	4358	Future Initiative	Improve the participation of economically disadvantaged students by revising level 2 world language courses to raise academic standards through the development of a continuum of skills that build from level 2 to level 3 courses using the curriculum writing model from Understanding by Design and alignment to the VSC.

Program:	Item #	Status	English
Curriculum	4357	Future Initiative	Two new 1/2 credit English courses, Popular Culture and Composition, and Mystery and Detective Fiction, will be added to the High School Program of Studies. These high interest courses will provide variety in English course selection and develop students' critical thinking, writing, reading, speaking, and listening skills.
Program:	Item #	Status	Fine Arts
Assessment	4682	In Progress	Review and revise current assessment within the context of the Maryland Learner Outcomes (MLO) that were released in January of 2003.
Curriculum	4498	In Progress	Review and revise the Instrumental Music Curriculum in grades four through high school
Program:	Item #	Status	Health and Physical Education
Curriculum	4685	In Progress	Review and revise curriculum to ensure health and physical education programs are in line with County outcomes, and Maryland and National Health and Physical Education Standards.
Staff Development	4501	Future Initiative	Provide staff development which focuses teachers on Best Practices in the areas of health and physical education, differentiated supervision, and current pedagogical research.
Program:	Item #	Status	High Schools
Academic Rigor	4680	In Progress	Increase the number of low achieving middle and high school students in rigorous courses.
Program:	Item #	Status	Library Media
Curriculum and Instruction	4386	Future Initiative	Provide funding and support for the remaining 19 sites to upgrade their media center operational and instructional Follett - Destiny software. This upgrade is critical as Active Directory is pushed out to schools.
Curriculum and Instruction	4513	In Progress	Promote reading through the media program and school-wide initiatives.
Curriculum and Instruction	4514	In Progress	Provide Carroll County Public School students with a balanced and current collection of print and electronic resources in accordance with the Maryland State Media Standards, the Carroll county Public Schools Selection, Evaluation, and Adoption of Instructional Materials guidelines, and the Carroll County Public schools Collection Development five year plan; and continue to secure media fundia to keep collections balanced and current.
Curriculum and Instruction	4686	In Progress	Collaborate in supporting the total instructional program, and integrate information literacy skills throughout the K-12 curriculum.
Data Analysis	4502	In Progress	Continue providing electronic databases to schools and expanding remote access.

Program:	Item #	Status	Minority Achievement and Intervention Programs (K-
Dropout Prevention	4366	Future Initiative	A 1.0 FTE Drop-out Prevention teacher will be added at Francis Scott Key and at Manchester Valley high schools beginning in 2009-2010.
Dropout Prevention	4567	In Progress	Provide staff at each high school to support students who are failing academic courses. Staff provide case management, academic assistance, and link students to tutorial or other services that help students be more successful.
Program:	Item #	Status	Modern and Classical Languages
Curriculum	4497	Carry Over	Improve the participation by economically disadvantaged students by revising Level 2 language courses to raise academic standards through the development of a continuum of skills that build from Level 2 to 3 courses using the curriculum writing model from Understanding by Design.
Curriculum	4512	In Progress	Improve the participation of economically disadvantaged students by revising level 3 language courses to raise academic standards through the development of a continuum of skills that build from level 3 to level 4 courses using the curriculum writing model from Understanding by Design.
Program:	Item #	Status	Science
Curriculum	4414	In Progress	Revise curriculums and create remediation projects using data from the MSDE Biology test.
Curriculum	4500	In Progress	Revise the accelerated curriculum for grades 7 and 8.
Curriculum	4548	In Progress	Revise the digitized curriculum for grade 6.
Curriculum	4549	In Progress	Revise the accelerated curriculum for grade 6.
Curriculum	4550	In Progress	Revise the digitized Biology and Chemistry curriculums.
Curriculum	4601	In Progress	Create a digitized curriculum for grades 6-8.
Curriculum	4602	Carry Over	Create a digitized Biology and Chemistry curricula.
Instruction	4683	In Progress	Utilize a hands-on instruction or model the daily lesson format that is planned in the 5 E formats.
Instruction	4684	In Progress	Use digitized curriculums in meeting the learner needs of all students.
Program:	Item #	Status	Service Learning
Staff Development	4625	In Progress	Ensure all students meet the service learning graduation requirements by providing technical support and staff development to teachers in order to promote quality service learning opportunities.

Program:	Item #	Status	Social Studies
Curriculum	4499	In Progress	Implement the following curriculums beginning fall 2006: High School: -- Contemporary Issues -- Psychology I and II -- Geography, Economics -- Political Science -- A.P. Europe Middle School: -- Medieval World – Grade 7

Program:	Item #	Status	Special Education
Data Analysis	4551	In Progress	Established outcome measure will be analyzed to determine what needs to be done to support the effort for students with disabilities.
Data Analysis	4603	In Progress	Analyze data for students with disabilities who exit the school system will be completed to establish specific outcome measures in an effort to increase the number of students with disabilities who earn a Maryland High School Diploma.
Dropout Prevention	4698	In Progress	Provide individual school support and training in best practices to decrease the dropout rate of students with disabilities.
Middle and High School Interventions	4526	Future Initiative	2.0 FTE special educators will be hired for FY07 to provide needed support for growth in middle and high schools to provide the continued need for specialized reading/math/ and core content interventions.

Program:	Item #	Status	Student Services
Dropout Prevention	4558	In Progress	Continue to monitor dropout prevention data and provide intervention services to ensure that CCPS maintains the annual measurable objectives of NCLB.
School Improvement	4518	In Progress	In collaboration with Tech Services, develop and provide instruction in the appropriate collection and documentation of data for student records. Proper data collection will help assure optimal state funding for students.
Student Support	4423	In Progress	Continue to monitor the student needs and upgrade nursing positions from LPN to RN as needed.

Improve student achievement

All students will achieve at or above grade level through a rigorous, articulated, and aligned instructional program.

OBJECTIVE V. By 2013-2014, all students will graduate from high school.

Indicator 5.2 Each middle and high school will decrease on an annual basis the percentage of students who drop out of school.

Measure Dropout Data

Program:	Item #	Status	County-wide Summer Interventions
Summer High School Credit Recovery	4687	In Progress	Give high school students who fail major academic courses the opportunity to retake designated courses online in each high school's credit recovery lab.
Program:	Item #	Status	Elementary Education
Reporting to Middle Schools	4415	In Progress	Provide information on students at risk of dropping out of school to the receiving middle school. Present reasons for this determination as well as strategies attempted and those that provided a positive outcome.

Improve student achievement

All students will achieve at or above grade level through a rigorous, articulated, and aligned instructional program.

OBJECTIVE V. By 2013-2014, all students will graduate from high school.

Indicator 5.3 By June 2009, all high school seniors will meet the Maryland High School Assessment requirements.

Measure High School Assessment Data

Program:	Item #	Status	Math and Reading Intervention
Middle and High School Interventions	4517	Future Initiative	<p>An additional 3.5 FTE of 10 month high school math resource teachers should be added so that each high school has a full-time math resource person. This person will provide direct services to students who are in danger of not graduating due to failing the Alg/DA HSA. This person will also assist other math teachers in preparing and presenting instruction in assessed courses.</p> <p>Likewise, 9.0 FTE of 10 month math resource teachers to provide direct services to students identified as at risk of not graduating and for assisting all middle school math teachers meet the instructional needs of their students.</p>

Strengthen productive community partnerships

CCPS will foster an open, trusting, and supportive relationship with parents, community members, business and public officials to directly support student achievement.

OBJECTIVE VI. Improve on an annual basis CCPS collaboration and communication with parents, businesses, and the community.

Indicator 6.1 Participation in adult volunteer programs will increase on an annual basis in each school.

Measure School Data on Volunteer Participation

Program:	Item #	Status	Business and Community Partnerships
Volunteers	4554	In Progress	CCPS Volunteer Program data is analyzed and reported on an annual basis to demonstrate program effectiveness.
Program:	Item #	Status	Community Learning Centers and Families Learning T
Partnerships	4569	In Progress	Identify new partners and recognize existing partnerships for support to community learning centers and families learning together.
Program:	Item #	Status	Community Outreach
Communication	4457	In Progress	Develop additional methods for effectively communicating with parents, staff, and the community.
Program:	Item #	Status	Department of Minority Achievement and Interventio
Community Outreach	4621	In Progress	Communicate to all employees the available services and support offered by the Office of Community and Media Relations.
Program:	Item #	Status	Education That Is Multicultural
School Support	4691	In Progress	Identify and use strategies that will foster intergroup understanding and positive social relationships among members of a diverse school community.
Program:	Item #	Status	Elementary and Special Education
Compile School Listing of Partnerships	4417	In Progress	Outcome measures and activities will be developed to further enhance partnerships.
Compile School Listing of Partnerships	4552	In Progress	Develop outcome measures and activities to further enhance partnerships.
Compile School Listing of Partnerships	4605	In Progress	Identify current partnerships, identify potential partnerships, and develop a plan to secure such.

Program:	Item #	Status	Families Learning Together and Even Start
Family Literacy	4690	In Progress	Promote the importance of teacher-parent conferences. Provide information through one or more of the following: <ul style="list-style-type: none"> -- parenting classes -- adult education classes -- monthly activity calendars -- phone calls -- home visits -- parent/family activities
Program:	Item #	Status	Finance
Community Outreach	4452	Carry Over	Encourage public input into the budget process by holding a public work session with the Board of Education, providing public access to the proposed budget via the internet, holding public hearings on the Superintendent's proposed budget, presenting information on the proposed budget via CETV Channel 21, and soliciting feedback from the public (including PTAs and PTOs).
Program:	Item #	Status	Minority Achievement and Intervention Programs (K-
Minority Achievement and Intervention Programs	4688	In Progress	Provide information about volunteer opportunities through, one or more of the following: <ul style="list-style-type: none"> -- school newsletters -- program newsletters -- Office of Community and Media Relations -- Carroll County Public Schools web site -- Channel 21
Program:	Item #	Status	Parent/Family/Community Involvement
Parent/Family/Community Involvement	4531	In Progress	Continue to provide leadership and training in the implementation of the Carroll County Public Schools Volunteer Program Guidelines.
Program:	Item #	Status	Prevention Programs
Intervention	4509	In Progress	Inform and educate parents and the community on substance abuse trends and information through newsletters, resource folders, and literature. This type of information will be obtained through the SDFS coordinator membership on a variety of community committees.
Program:	Item #	Status	Reading
Business and Community Partnerships	4611	Future Initiative	Collaborate with Carroll County Public Library on Kindergarten and 6th grade library card campaigns so all students have an opportunity to obtain a public library borrower's card.

Program:	Item #	Status	Reading
Business and Community Partnerships	4612	Future Initiative	Provide Carroll County Public Library educator loan card for each teacher so that all teachers have easy access to public library resources and services.
Business and Community Partnerships	4613	Future Initiative	Promote Carroll County Public Library Summer Reading Program for all elementary and middle school students.
Program:	Item #	Status	School Support
School Support	4553	In Progress	Continue to compile data and develop reports that will document the number of volunteers who participate in the volunteer program in Carroll County Public Schools.
Program:	Item #	Status	Service Learning
Partnerships	4626	In Progress	Collaborate with local non-profit agencies to develop service learning and leadership opportunities.
Program:	Item #	Status	Social Studies
Business and Community Partnerships	4610	In Progress	Develop partnerships with the professional community to expand enrichment, support, and opportunities to access resources for students in the Social Studies Program.
Program:	Item #	Status	Special Education
Partnership Support	4665	In Progress	Continue the partnership with Carroll Community College to provide post-secondary education for students with disabilities from grade 12 through age 21.
Partnership Support	4666	In Progress	Establish partnerships at school and central office level that provide rewards for student achievement and behavior.
Program:	Item #	Status	Student Services
Attendance	4374	Future Initiative	Work with CCHD to provide free flu vaccine to all eligible students and staff in elementary schools to help prevent flu outbreaks and reduce absenteeism.
Program:	Item #	Status	Teacher Recruitment
Recruiting	4416	Future Initiative	Continue support for teachers new to the area.

Strengthen productive community partnerships

CCPS will foster an open, trusting, and supportive relationship with parents, community members, business and public officials to directly support student achievement.

OBJECTIVE VI. Improve on an annual basis CCPS collaboration and communication with parents, businesses, and the community.

Indicator 6.2 Business and community partners will participate in mentoring and shadowing experiences, and partnerships will increase on an annual basis.

Measure School and System Data on Business and Community

Program:	Item #	Status	Career and Technology
Business and Community Partnerships	4604	In Progress	Continue to collaborate with businesses, industries, agencies, and trade or labor associations to provide classroom speakers, facilitate work based learning experiences, provide mock interviews, and evaluate senior projects and portfolios.
Program:	Item #	Status	Fine Arts
Partnerships	4667	In Progress	Continue to develop partnerships with the professional community to expand enrichment, support and transition opportunities for students in the Fine Arts through guest artists to work with the students.
Program:	Item #	Status	Library Media
Community Outreach	4689	In Progress	Collaborate with the Carroll County Public Library to enhance connections and the sharing of resources.
Program:	Item #	Status	Student Services
Community Outreach	4503	In Progress	Continue to enhance CCPS collaboration with community agencies that provide prevention and intervention services for students and families, such as: <ul style="list-style-type: none">-- Staff development-- Violence assessment-- Truancy prevention-- Substance abuse prevention and treatment-- Multi-disciplinary teaming-- Health education and referrals-- Parent education and counseling-- Services for at-risk students-- Prevention and intervention with delinquent at at-risk students

Engage in a process of school improvement

Carroll County Public Schools will align all school and system actions with the Objectives and Indicators of the CCPS Comprehensive Master Plan, while continuing to measure performance and ensuring all actions and decisions are contributing to the attainment of the Objectives and Indicators.

OBJECTIVE VII. System-wide and school-based improvement initiatives will be aligned and monitored annually.

Indicator 7.1 Each school improvement team will align its school improvement plan with the Carroll County Public Schools Objectives and Indicators and the Comprehensive Master Plan.

Measure Local Data

Program:	Item #	Status	Prevention Programs
Intervention	4510	In Progress	Each prevention program will be evaluated annually through end of year reports submitted by CCPS faculty and staff. A summary of the reports will be available in the Student Services Annual Report.
Program:	Item #	Status	School Improvement
Parent/Family/Community Involvement	4619	Future Initiative	Provide training in the school improvement process to parents and community members who are members of school improvement teams.
Program:	Item #	Status	Staff Development
e-Learning	4713	In Progress	Facilitate the procurement, delivery, and integration, and evaluation of online courses and all other professional development resources for teachers to meet state-established standards for technology-related knowledge and skills.(Technology Plan Corresponding Target: 2.1)
e-Learning	4714	In Progress	Provide training for teaching in an online learning environment for courses and e-Communities. (Technology Plan Corresponding Target: 2.1)
School Improvement	4564	In Progress	Provide schools with direct support of central office staff for the purpose of helping to strengthen their school improvement initiatives.
Staff Development	4715	In Progress	Continue to collaborate and coordinate with local colleges and universities and online content providers to provide a variety of professional development courses. (Technology Plan Corresponding Targets: 2.1, 2.2, 2.3)
Staff Development	4716	In Progress	Provide training, support, and related professional staff development to all appropriate stakeholders on the use and management and instructional uses of digital curricular via our Learning Management System. (Technology Plan Corresponding Targets: 2.1, 2.2, 2.3)

Program:	Item #	Status	Staff Development
Staff Development	4717	In Progress	Research, design, integrate, and evaluate administrative applications and provide elated professional development to increase administrative functionality to meet state-establish standards for technology-related knowledge and skills. (Technology Plan Corresponding Target: 2.2)
Staff Development	4719	In Progress	Create, manage, and implement a professional development plan for all appropriate stakeholders as new technologies are introduced. (Technology Plan Corresponding Target: 2.3)
Staff Development	4721	In Progress	Continue to provide professional staff development, technical support, and leadership in support of the technologies that provide administrative and operational purposes.(Technology Plan Corresponding Target: 3.2)
Program:	Item #	Status	Student Services
School Support	4707	Future Initiative	Provide training for school-based staff in the proper completion of student records to ensure accurate data and to meet MSDE standards for audits.
Student Support	4418	Future Initiative	Add a .5 Guidance Counselor to Winfield Elementary School to provide servcies to the growing population and the bring the student counselor ratio inline with other elementary schools. THIS will also address the needs of this school that serves as a regional special education placement.
Program:	Item #	Status	Technology Services
Tech Support	4718	In Progress	Provide technical support for online courses on our learning management system to all appropriate stakeholders. (Technology Plan Corresponding Target: 2.3)

Optimize Resources

Carroll County Public Schools will make maximum, effective, and efficient use of fiscal, human, and facility resources, which align with and support student achievement.

OBJECTIVE VIII. Maintain and improve the efficiency and effectiveness of system-wide and school-based operations and delivery of services.

Indicator 8.1 Address issues identified through external and internal audits.

Measure Local Data

Program:	Item #	Status	Accountability and Assessment
Data Analysis	4725	In Progress	Continue to collaborate with required stakeholders to retrieve, analyze, and disseminate student, school, and county-wide data to a variety of audiences. (Technology Plan Corresponding Target: 3.6)
Technology Advisory Council	4737	In Progress	Collaborate with appropriate stakeholders to evaluate the effectiveness of the components of the Technology Implementation Plan. (Technology Plan Corresponding Target: 5.4)
Program:	Item #	Status	Business and Community Partnerships
Policy	4442	In Progress	The Board will enhance its oversight of CCPS operations by establishing an Audit Oversight Committee and by becoming more involved in the external audit process.
Program:	Item #	Status	Educational Technology
Research	4728	In Progress	Collaborative with other stakeholders throughout the system to research, pilot, evaluate, and provide students and staff access a variety of technology devices such as digital slates/tablets, response system, and PDAs. (Technology Plan Corresponding Target: 4.1.4)
Research	4729	In Progress	Continue to explore optional configurations and solutions to allow projection devices/display units to be used instructionally. (Technology Plan Corresponding Target: 4.1.5)
Program:	Item #	Status	Elementary Education
Intervention	4530	Future Initiative	Add five support room assistants at five elementary schools
Program:	Item #	Status	Facilities
Facilities	4426	In Progress	Add Coordinator of Use of Facilities. Due to the number and complexity of the requests for use and the increasing size of the system, this position is necessary to improve the effectiveness and consistency of the process. It is assumed that the position will allow the responsibilities of the Athletic Directors to be reduced.

Program:	Item #	Status	Facilities
Facilities	4427	In Progress	Add a clerical position for construction to keep up with the filing, typing and other duties as necessary.
Facilities	4428	In Progress	Add one Construction Project Manager to reduce the number of projects per PM and the increasing complexity of the projects.
Facilities	4432	In Progress	Add one (1) additional Systems Controls Technician position. The Maintenance Department currently has one (1) Systems Technician who is required to handle fire and security alarm issues system-wide. It has become increasingly more difficult to respond to repairs and/or replacement issues timely, as newer more complex equipment has been installed. Additionally, there have been several new schools constructed over the last several years, which has also increased the number of service calls, making it very difficult to respond as quickly as has been the case in the past. The Systems Controls Technician is also responsible for overseeing the successful move and fire and security systems reconnections for all of the portable classrooms over the summer.
Facilities	4433	In Progress	Create a Project Manager position assigned to Plant Maintenance. Responsibilities for this position will include overseeing the day-to-day projects above and beyond general maintenance repairs, i.e., minor school renovation projects, school construction, summer projects, etc. This position will require the ability to develop and manage assigned projects to include periodic inspections to ensure compliance with plans, specs and codes, and coordinating ongoing and final inspections by various governmental agencies.
Facilities	4436	In Progress	Add two IPM positions to accomplish the IPM workload responsibilities in an acceptable and timely manner. With the comprehensive inspection and remediation requirements Carroll County has implemented for storm water containment ponds over the past year (CCPS has 35+ ponds), along with the other IPM duties such as over seeding and fertilization of athletic fields, bank mowing, tot lot/playground mulch replacement, spraying for noxious weed and insect control, tree trimming and stump removal, among other duties.
Facilities	4437	In Progress	Provide additional clerical assistance in Operations to keep up with maintaining, copying, and filing the continuing increase in records, reports, inspection/test results, and State and Federal guidelines, preparing materials for training classes, copying, and answering the phone. The workload has increased significantly with the additional positions assigned to Plant Operations over the last several years and the amount of office work is overwhelming for one secretary to handle.

Program:	Item #	Status	Facilities
Facilities	4438	In Progress	Add one Warehouse Manager (Category IV - Custodial). With the improved security measures that are being implemented to limit access to the warehouse and the increasing amount of time the present shipping/receiving clerk is spending on the road making deliveries of material to schools, along with improvements to inventory documentation needed to better track and control the CCPS warehouse inventory and material distribution, the addition of a warehouse manager is needed to allow for having the warehouse manned fulltime by one person responsible for all material received into and shipped out of the warehouse.
Program:	Item #	Status	Finance
Finance	4443	Carry Over	Establish and enforce, through periodic monitoring and reporting, comprehensive procedures that provide adequate internal control over the receipt, custody, and disbursement of school activity funds and ensure the funds are used appropriately.
Finance	4444	Carry Over	Review travel reimbursement procedures based on reasonable costs incurred by employees
Finance	4445	Carry Over	Review procedures to ensure purchasing and finance departments maintain accountability and effective control over equipment. Revise as needed.
Finance	4706	In Progress	New positions requested for the FY09 operating budget to increase school-based finance accountability. The request is to hire 22.5 school-based staff accountant positions. Seven (7) full-time positions would be placed in the high schools and a .500 position would be placed at each elementary and middle school.
Policy	4448	Carry Over	Ensure that related administrative procedures are developed by management, as appropriate and provided to the Board of Education.
Program:	Item #	Status	Human Resources
Software Selection	4439	In Progress	Ensure that adequate internal controls are in place over the human resource and payroll system.
Program:	Item #	Status	Library Media
Technology	4455	In Progress	Establish timeline, identify resources, and pilot an upgraded library automation system (Destiny). When fully implemented, Destiny will enable centralized technology support and full county-wide access to collections.
Program:	Item #	Status	Mathematics
Academic Rigor	4515	In Progress	CCPS and Carroll Community College will partner to reduce the number of CCPS students who are required to take remedial mathematics classes at CCC.
Academic Rigor	4516	In Progress	CCPS and Carroll Community College will partner to encourage students to take rigorous mathematics courses during the senior year.

Program:	Item #	Status	School Improvement
Student Support	4520	In Progress	Work with Facilities to improve the physical facilities in older schools. Work to meet the state guidelines for minimum standards for health suites.
Program:	Item #	Status	Special Education
Finance	4446	In Progress	Ensure that all eligible costs for Medicaid-subsidized services are billed and fully recovered.
Program:	Item #	Status	Student Services
Assessment	4375	Future Initiative	Monitor the services required by our students through review of data compiled by the school nurses to meet state requirements for health statistics. Review the services provided, and assess the ability to meet the needs based upon Federal and State regulations.
Professional Development	4425	In Progress	Provide inservice opportunities for nursing staff.
School Support	4419	Future Initiative	Add a 1.0 Resource Counselor to assist the Supervisor of Guidance with organizing meetings, staff development, character ed programs and most importantly to provide consultation to over 100 school counselors, who need daily assistance with crisis management, suicide interventions and support for highly intensive cases. This position parallels Resource Teachers assigned to assist Supervisors in the Department of Curriculum and based on similar needs and will serve similar purposes.
School Support	4424	In Progress	Provide adequate clerical support for data entry of health information to free nurses to care for and educate students and staff.
Technology and Equipment	4380	Future Initiative	Work with Technology Services to help ensure that the electronic data system will support the data collection required by local, state, and federal regulations.
Program:	Item #	Status	Technology Services
Finance	4738	In Progress	Continue to create, manage, and implement an annual technology budget that funds: necessary equipment, software, online resources, on-going maintenance, supplies, replacement of outdated equipment and resources and professional staff development. (Technology Plan Corresponding Targets: 5.5, 5.6, 5.7)
Policy	4722	In Progress	Continue to provide leadership, technical recommendations, and input regarding policies and procedures for the access of digital resources, data, and information after school hours. (Technology Plan Corresponding Targets: 3.3, 4.3)
Policy	4723	In Progress	Continue to provide leadership, technical recommendations, and input regarding policies and procedures for the electronic communication with educators, students, parents, and members of the community. (Technology Plan Corresponding Target: 3.4)

Program:	Item #	Status	Technology Services
Software Selection	4720	In Progress	Continue to create, maintain, and support software applications, for collaboration and communication among all stakeholders and to increase managerial and administrative efficiency. (Technology Plan Corresponding Target: 3.1)
Tech Support	4732	In Progress	Continue to provide high quality technical assistance for all end users through the use of the Technology Services Service Center (Help Desk).(Technology Plan Corresponding Target: 4.3)
Tech Support	4733	In Progress	Continue to provide high quality system wide technical support for all end-user technology devices as well as core technology infrastructure including the Data Center, LAN, WAN, and data and application systems.(Technology Plan Corresponding Target: 4.4.2, 4.4.3, 4.4.4)
Technology and Equipment	4724	In Progress	Continue to design, create, and support our data management systems, integration student information system, and learning managements system so they are secure, and available to all needed stakeholders. (Technology Plan Corresponding Target: 3.5)
Technology and Equipment	4726	In Progress	Continue to improve to student to computer ratios at the secondary level. (Technology Plan Corresponding Targets: 4.1.1, 4.1.2)
Technology and Equipment	4727	In Progress	Continue to improve to student to computer ratios at the elementary schools. (Technology Plan Corresponding Target: 4.1.3)
Program:	Item #	Status	Transportation Services
Transportation Services	4429	Future Initiative	Add Global Positioning System (GPS) to each bus in the fleet.
Transportation Services	4430	Future Initiative	Install digital cameras/ recording devices on all buses in the fleet
Transportation Services	4440	Carry Over	Ensure that PVA payments to bus contractors comply with formal Board policy.
Transportation Services	4441	In Progress	Implement new mapping software to increase communication to parents regarding bus stops and to ensure compatibility with County Government.
Transportation Services	4447	Carry Over	Conduct a multi-year analysis of ridership, enrollment projections, travel distances, and other relevant factors to determine the ideal mix of bus sizes to efficiently accommodate student transportation needs.

Optimize Resources

Carroll County Public Schools will make maximum, effective, and efficient use of fiscal, human, and facility resources, which align with and support student achievement.

OBJECTIVE VIII. Maintain and improve the efficiency and effectiveness of system-wide and school-based operations and delivery of services.

Indicator 8.2 Comply with all Federal and State reporting requirements.

Measure Local Data

Program:	Item #	Status	Human Resources
Recruiting	4435	In Progress	Due to an increase of over 300 employees in the past two years and a continuation of growth, additional office support is necessary to maintain employment records from hire date to retirement. All prospective and current employees require accurate documentation compliant with all employee benefit laws, policies, and procedures.
Recruiting and Certification	4434	Future Initiative	To meet the needs of an increase of over 300 new employees over the past two years and the continuation of growth in new employees, additional Human Resources staff is necessary. A new Human Resources Specialist will assist with implementing all Human Resources related policies and procedures for both administrative and employee needs.
Program:	Item #	Status	Special Education
Transportation Services	4431	Carry Over	Create Area Supervisor position in the area of Special Education Transportation

Strategic Action Plan 2009-2010

INDEX

- Accountability and Assessment**, 1, 2, 40
- Adult Volunteers**, 2
- Alternative Programming**, 5
- Assessment**, 5, 7, 9, 29, 33, 43
- Attendance**, 8, 12, 14, 36
- Business and Community Partnerships**, 34, 40
- Business Partnerships**, 28
- Career and Technology**, 21, 28, 37
- Certification**, 9, 17, 21, 22, 45
- Character Education**, 26
- Communication**, 20, 26, 34
- Community Learning Centers**, 34
- Community Outreach**, 34, 35, 37
- County-wide Summer Interventions**, 2, 32
- Curriculum**, 2, 3, 5, 7, 8, 10, 11, 15, 20, 24, 28, 29, 30, 31, 43
- Curriculum and Instruction**, 2, 3, 5, 7, 10, 11, 15, 24, 29
- Data Analysis**, 1, 3, 8, 10, 11, 14, 16, 24, 29, 31, 40
- Dropout Prevention**, 30, 31
- Education That Is Multicultural**, 2, 3, 17, 24, 34
- Elementary and Special Education**, 17, 34
- Elementary Education**, 3, 14, 24, 32, 40
- English**, 3, 4, 15, 29
- Enrollment and Capacity**, 4
- ESOL**, 15, 16
- Extended Enrichment**, 4, 5
- Facilities**, 5, 26, 27, 40, 41, 42, 43
- Families Learning Together and Even Start**, 5, 35
- Family Literacy**, 5, 35
- Fine Arts**, 17, 23, 29, 37
- Health and Physical Education**, 29
- High School**, 22, 29
 - Dropout Prevention**, 5
 - Interventions**, 5, 28
- Highly Qualified**
 - Paraprofessionals**, 17, 18
 - Teachers**, 19, 20
- Human Resources**, 22, 42, 45
- Infrastructure**, 27
- Instruction**, 6, 7, 8, 9, 10, 20, 22, 30
- Intervention**, 1, 3, 5, 6, 7, 8, 11, 16, 17, 24, 25, 35, 38, 40
- Judy Center**, 6
- Leadership Development**, 18, 19, 20, 23, 26
- Leadership Induction**, 18
- Library Media**, 6, 19, 23, 29, 37, 42
- Math and Reading Intervention**, 33
- Mathematics**, 7, 12, 33, 42
- Mentoring**, 20
- Middle School**, 8, 24, 27
 - Interventions**, 8
- Minority Achievement and Intervention Programs**, 8, 30, 35
- Modern and Classical Languages**, 30
- Parent/Family/Community Involvement**, 35
- Partnership Support**, 36
- Partnerships**, 26, 34, 35, 36, 37
- Policy**, 27, 40, 42, 43
- Pre-Kindergarten**, 8
- Prevention Programs**, 8, 24, 25, 35, 38
- Professional Development**, 3, 6, 7, 8, 9, 13, 15, 17, 18, 21, 22, 23, 43
- Professional Development Schools**, 22
- Reading**, 1, 3, 4, 8, 9, 11, 16, 35, 36
- Recruiting**, 17, 21, 22, 36, 45
- Research**, 2, 7, 39, 40
- Safe Schools**, 24, 26, 27
- School Improvement**, 18, 19, 20, 31, 38, 43
- School Support**, 3, 13, 16, 34, 36, 39, 43
- Science**, 3, 7, 10, 11, 30, 31
- Small Learning Communities**, 10, 23
- Social Studies**, 10, 11, 19, 31, 36
- Special Education**, 11, 16, 20, 31, 36, 43, 45
- Special Education and LEP**, 16
- Staff Development**, 4, 5, 7, 9, 11, 12, 17, 18, 19, 20, 21, 22, 23, 26, 29, 30, 38, 39
- Student Attendance**, 14
- Student Services**, 12, 14, 21, 23, 24, 26, 27, 31, 36, 37, 38, 39, 43
- Student Support Teams**, 12
- Teacher Induction**, 20, 21
- Teacher Mentoring**, 21
- Teacher Recruitment**, 21, 22, 36
- Technology**, 1, 2, 7, 11, 12, 18, 19, 27, 38, 39, 40, 42, 43, 44
- Technology Services**, 12, 27, 39, 43, 44
- Title I**, 12, 13, 20
- Transportation Services**, 13, 44, 45
- Volunteers**, 34