

**Carroll County Public Schools**  
**2011**  
**Comprehensive Master Plan Update**

**Part III**  
**Strategic Action Plan**

**Part III  
Strategic Action Plan**

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# Carroll County Master Plan Update - 2011-2012

*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

<b>Program:</b>	<b>Item #</b>	<b>Status</b>	<b>Academic Intervention</b>
Intervention	5235	In Progress	To increase support for special education students, instructional connections based on students' identified needs will be expanded between reading specialists, special educators, and reading intervention teachers. Professional development will be provided for a collaborative instructional process that includes a co-teaching component, piloted this past year, to improve aligned instruction and interventions.
Turning Around Lowest Achieving Schools	5181	Future Initiative	Support the AYP efforts of Carrolltowne ES, Hampstead ES, Winfield ES, and Elmer Wolfe.
<b>Program:</b>	<b>Item #</b>	<b>Status</b>	<b>Accountability and Assessment</b>
Curriculum and Instruction	5224	In Progress	All K-5 teachers will have access to the newly developed writing rubrics that have been backward mapped from college expectations. English/Language Arts teachers will partner with classroom teachers to develop a county writing curriculum that aligns with the CCPS Writing Rubrics and the Common Core Standards for writing.
Data Analysis	5402	In Progress	Analyze outcome-level data from the MSA and HSA to inform curricular revisions.
Data Analysis	5459	In Progress	Provide disaggregated MSA data to the classroom level.
Data Analysis	5460	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	5461	In Progress	Produce and disseminate a variety of system-wide data and analysis profiles.
Data Analysis	5462	In Progress	Use the Carroll County Public Schools web page to communicate assessment data.

<b>Program:</b>	<b>Item #</b>	<b>Status</b>	<b>Accountability and Assessment</b>
Online Courses	5466	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)
Research	5488	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	5490	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)
<b>Program:</b>	<b>Item #</b>	<b>Status</b>	<b>County-wide Summer Interventions</b>
Summer High School Credit Recovery	5264	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	5422	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.
<b>Program:</b>	<b>Item #</b>	<b>Status</b>	<b>Curriculum</b>
Curriculum	5193	Future Initiative	K – 12 science curricula will be modified to include the MSDE environmental literacy standards. A gap analysis will determine the extent of these modifications followed by curriculum revisions to assure compliance by April 2012.
Curriculum and Instruction	5151	Future Initiative	During the 2011-2012 school year, a newly CCSS aligned kindergarten mathematics curriculum will be implemented. School based and system wide professional development will be provided to support the implementation of this new curriculum.
Curriculum and Instruction	5152	Future Initiative	During the 2011-2012 school year, a newly CCSS aligned first grade mathematics curriculum will be implemented. School based and system wide professional development will be provided to support the implementation of this new curriculum.
Curriculum and Instruction	5153	Future Initiative	During the 2011-2012 school year, school based and system wide professional development will be provided to teachers of mathematics in grade levels K-5 to support the implementation of quality instructional strategies that promote the use of The Standards For Mathematical Practices.
Curriculum and Instruction	5167	Future Initiative	Align P-12 mathematics and English Language Arts curriculum to the Common Core State Standards.

<b>Program:</b>	<b>Item #</b>	<b>Status</b>	<b>Curriculum</b>
Curriculum and Instruction	5168	Future Initiative	Revise curricula in all content areas to increase opportunities for content integration. Resources related to the Mathematics Practices and ELA Capacities from the Common Core State Standards should be included.
Curriculum and Instruction	5241	In Progress	Increase student interest and participation in science, technology, engineering, and mathematics (STEM) through the development of integrated curricula and effective implementation.
Curriculum and Instruction	5243	In Progress	Develop viable curricula that are high-quality, standards-based, and assessment-driven.
Digital Content	5463	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	5464	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)
Professional Development	5242	Future Initiative	Through collaborative professional development, increase content knowledge and understandings among teachers in science, technology, engineering, and mathematics that will advance their expertise in the pedagogy and curriculum related to the integrated STEM curriculum.
Professional Development	5245	Future Initiative	Increase the position of Technology Facilitator to a full (1.0) FTE so that professional development services and curriculum guidance that aligns with the comprehensive technology plan can be effectively provided to teachers, specialists, and administrators.
Staff Development	5231	In Progress	Throughout the upcoming year, the math resource team and selected classroom teachers will begin aligning the CCPS benchmarks with the Common Core Curriculum. We will begin collecting and posting audio and video clips to help support teachers and administrators in this process of change.
<b>Program:</b>	<b>Item #</b>	<b>Status</b>	<b>Department of Minority Achievement and Interventio</b>
School Support	5131	Future Initiative	Provide technical assistance to school staff and parents whose subgroups did not meet AYP.
<b>Program:</b>	<b>Item #</b>	<b>Status</b>	<b>Elementary Education</b>
Curriculum and Instruction	5253	In Progress	Continue to analyze MSA Science Data to guide curriculum revision and professional development.
Data Analysis	5265	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	5312	In Progress	A system-wide and individual school plan will be developed to support the areas of specific need.

<b>Program:</b>	<b>Item #</b>	<b>Status</b>	<b>Elementary Education</b>
Data Analysis	5355	In Progress	Utilizing the data gathered, school teams will examine the information to identify root causes for areas of weakness.
Data Analysis	5378	In Progress	Disaggregate student data at the system and school level to help identify areas of specific student subgroup performance.
Transitions	5182	Future Initiative	Collaborate with middle schools to enhance the elementary to middle school transition. Current transition activities will be revised.
<b>Program:</b>	<b>Item #</b>	<b>Status</b>	<b>English</b>
Curriculum and Instruction	5166	Future Initiative	All middle school students and ELA teachers will deliver targeted writing instruction aligned to the Common Core Standards for Argument Writing. This instruction will be in the form of a mini-unit designed to introduce students to the elements of argument and enable them to produce original argument essays and speeches on issues of social concern.
<b>Program:</b>	<b>Item #</b>	<b>Status</b>	<b>Enrollment and Capacity</b>
Enrollment and Capacity	5423	In Progress	Continue the committee representing the county, municipalities, and school system to monitor growth.
<b>Program:</b>	<b>Item #</b>	<b>Status</b>	<b>Extended Elementary Education Program and Minority</b>
Parent Involvement/Education	5140	Future Initiative	Parent Forums for parents of highly students will be offered two times a year based on parent and student requests for information, resources, and networking opportunities.
Professional Development	5141	Future Initiative	Based upon teacher requests and the need to build staff capacity to work with highly able students, a 3 credit CPD course will be available for teachers Fall 2011, Spring 2012 and Summer 2012.
<b>Program:</b>	<b>Item #</b>	<b>Status</b>	<b>Extended Enrichment</b>
Extended Enrichment	5310	Future Initiative	Implement school presentations by extended enrichment teachers on differentiated instructional activities and identification of gifted learners.
Extended Enrichment	5311	Future Initiative	Propose funding for teacher resource kits for classroom teachers working with gifted students.
Staff Development	5418	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.

<b>Program:</b>	<b>Item #</b>	<b>Status</b>	<b>Facilities</b>
Facilities	5254	In Progress	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	5262	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.
<b>Program:</b>	<b>Item #</b>	<b>Status</b>	<b>Flexible Student Support</b>
Alternative Programming	5364	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.
<b>Program:</b>	<b>Item #</b>	<b>Status</b>	<b>High School Dropout Prevention</b>
Intervention	5263	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.
<b>Program:</b>	<b>Item #</b>	<b>Status</b>	<b>Judy Center</b>
Judy Center	5218	In Progress	Offer a variety of activities and programs (Come Learn with Me learning groups, monthly parent involvement programming, ABE/ESOL & PACT, literacy training sessions, Parents As Teachers, 123 Magic, monthly newsletters) to educate about and support parents with the developmental expectations of their children.
Judy Center	5219	In Progress	Outreach to community agencies serving children birth through age three to identify the population. Increase the awareness of the Judy Center Partnership through community playgroups, community activities/events and enhance the parent as the child's first teacher through Parents As Teachers home visitation program. Distribute newsletters to community partners for their families.
Judy Center	5220	In Progress	Fully implement CSEFEL concepts into all pre-kindergarten/four kindergarten classrooms and support the teachers, including PREP classrooms/teachers at RME. Provide training, technical assistance and support to teachers and assistants monthly/and as requested. Refer children for additional behavior support/counseling/services as needed to the Judy Center Mental Health Consultant. A case review team called Early Prevention, Identification, Intervention Team (EPIIT) will provide ongoing case review and service coordination.

<b>Program:</b>	<b>Item #</b>	<b>Status</b>	<b>Judy Center</b>
Judy Center	5221	In Progress	Provide technical assistance, monthly training in two different locations in the county and support as requested to identified partner childcare programs. Provide ongoing training and support to programs implementing CSEFEL into their Centers.
Judy Center	5222	In Progress	Continue to expand the CCPS Judy Center Partnership countywide with five (5) locations in the county. Robert Moton and Taneytown will continue to operate as Judy Center sites. Satellite sites will operate from Ebb Valley Elementary, Northwest Middle and Sykesville Middle schools. All CCPS certified Parent Educators will be identified as Judy Center staff. Judy Center staff will offer multiple weekly Come Learn with Me learning groups to promote school readiness at varied locations and carry a caseload of Parents As Teachers families. All PAT certified Parent Educators will be trained in the CSEFEL family model to increase support for families in their homes.
<b>Program:</b>	<b>Item #</b>	<b>Status</b>	<b>Library Media</b>
Curriculum and Instruction	5155	Future Initiative	Library Media will explore appropriate connections to STEM; Information Literacy Skills and Research Skills. Collaborative efforts and findings will be integrated into Library Media Curriculum.
Instruction	5261	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.
<b>Program:</b>	<b>Item #</b>	<b>Status</b>	<b>Mathematics</b>
Assessment	5304	In Progress	Create appropriate mathematics assessments to make instructional decisions.
Curriculum	5308	In Progress	Revise and refine curriculum guides for grades 6-8.
Curriculum	5375	In Progress	Revise the kindergarten math program based on the pilot results.
Curriculum	5413	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	5305	In Progress	Increase student engagement through cross-curricular connections via the STEM (Science, Technology, Engineering, and Mathematics) Education Initiative.
Instruction	5377	In Progress	Use Best Practice Research to develop instructional strategies to use with highly able students.

<b>Program:</b>	<b>Item #</b>	<b>Status</b>	<b>Mathematics</b>
Instruction	5417	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	5456	In Progress	Develop an intervention program for all students below the proficient level.
Intervention	5403	In Progress	Explore and implement innovative math intervention programs.
Professional Development	5192	Future Initiative	Increase student achievement on the 7th and 8th grade Math MSA through professional development of teachers using Algebraic Thinking, the SOLVE problem based learning strategy, and the Standards for Mathematical Practice.
Professional Development	5343	In Progress	Use Elluminate Software Program to provide focused professional development to classroom teachers.
Staff Development	5348	In Progress	Continue to examine best practices on differentiation of instruction and provide appropriate training.
Staff Development	5349	In Progress	Continue to provide staff development based on needs that are identified from MSA performance and from county assessments.
Staff Development	5376	In Progress	Continue to upgrade the K-12 Carroll County Mathematics Website and provide training on its use.
Staff Development	5414	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	5415	In Progress	Provide training, presentations, and materials for MSA including sample test items, rubrics, best practices, and sample lessons.
Staff Development	5416	In Progress	Provide specific training for K-12 teachers on how to differentiate instruction for highly able students and at-risk students.
Staff Development	5455	In Progress	Provide K-12 Maryland math content and teaching strategies training through school faculty meetings, individual team meetings, and regional math training.
<b>Program:</b>	<b>Item #</b>	<b>Status</b>	<b>Middle Schools</b>
Transitions	5162	Future Initiative	Collaborate with Elementary and High Schools to enhance the Grades 5-6 and 8-9 transitions.
Turning Around Lowest Achieving Schools	5161	Future Initiative	Support School Improvement efforts of schools not meeting AYP.

<b>Program:</b>	<b>Item #</b>	<b>Status</b>	<b>Middle Schools</b>
Turning Around Lowest Achieving Schools	5183	Future Initiative	Support School Improvement efforts of East MS, New Windsor MS, and West MS
<b>Program:</b>	<b>Item #</b>	<b>Status</b>	<b>Minority Achievement and Intervention Programs (K-</b>
Intervention	5353	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.
<b>Program:</b>	<b>Item #</b>	<b>Status</b>	<b>Pre-Kindergarten</b>
Curriculum	5421	In Progress	Implement a developmentally appropriate curriculum for low-income four-year-old children.
Intervention	5354	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	5370	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.
<b>Program:</b>	<b>Item #</b>	<b>Status</b>	<b>Prevention Programs</b>
Intervention	5329	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.

<b>Program:</b>	<b>Item #</b>	<b>Status</b>	<b>Reading</b>
Academic Rigor	5149	Future Initiative	During the 2011-2012 school year, the Elementary Reading/English Language Arts Supervisor will collaborate with the Director of Elementary Schools, building level principals, and reading specialists at select schools to closely examine third grade MSA data and CCPS local reading assessment data to determine local assessment information that has a high correlation to increased third grade achievement on the Maryland State Assessment. Once the correlations have been determined, we will examine effective third grade practices that have led to increased third grade MSA achievement. This information will be shared with building level administrators as well as building level reading specialists with the expectation that, through increased emphasis on using local third grade assessment data and determining what "successful" schools are doing to promote student achievement in third grade, we will achieve increased third grade achievement in all Carroll County schools as determined by the Maryland School Assessment.
Assessment	5236	In Progress	Implement the use of formative assessments in grades 2 - 9 that explicitly align with the curriculum and are specific to the power standards. Assessment resources will include scaffolds for explicit instruction. This accomplishment supports the achievement of a guaranteed, viable curriculum.
Curriculum	5223	In Progress	The comprehension strand of the K-2 reading curriculum will be revised to include specific scaffolds and resources that will provide teachers with common definitions and lesson seeds for teaching comprehension using literary and informational texts that are backward mapped from the newly revised grades 3-5 comprehension strand. Additional daily formative assessments will be added to the grades 3-5 comprehension strand to guide teachers in making grouping and instructional decisions.
Curriculum	5225	In Progress	All middle school students and RLA teachers will participate in the K-12 Writing Initiative. Students will be assessed three times per year via writing prompts that will be evaluated based on the aligned K-12 Carroll County Writing Rubrics. Teachers will base instruction upon the RLA Writing Resource Guide and the County Writing Rubrics. Assessment data will be collected and utilized to modify writing instruction at the middle school level.
Curriculum	5306	In Progress	Continue to implement Reading Across Content Areas in grades 6-12.
Curriculum and Instruction	5229	Future Initiative	The Transition Meeting process, developed and piloted in two regions during 2009-2010 for middle and high schools, will be expanded, with principal approval, to at least 3 additional regions. The Reading Intervention teacher for each region will facilitate communication with Reading Specialists and Special Educators in each region about transition meetings as a process to monitor student progress and ensure connections between levels, a significant outcome of the Strategic Action Plan for Reading.

<b>Program:</b>	<b>Item #</b>	<b>Status</b>	<b>Reading</b>
Instruction	5226	In Progress	Secondary Reading Specialists will develop lessons and resources that target disciplinary literacy for direct use with students and with other content-area staff members.
Instruction	5374	In Progress	Evaluate / Enhance the Accelerated Reading Language Arts Curricula to support students who are gifted and talented in reading and writing.
Instruction	5411	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	5412	In Progress	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: -- 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.
Staff Development	5307	In Progress	Continue requisite training and experience for Wilson Language Certification for selected reading / language arts teachers.
Staff Development	5347	In Progress	Continue initial and follow up training sessions for all initiatives.
Staff Development	5410	In Progress	Provide professional development activities related to phonemic awareness, phonics, vocabulary, comprehension, and fluency.
<b>Program:</b>	<b>Item #</b>	<b>Status</b>	<b>School Improvement</b>
Great Teachers and Leaders	5178	Future Initiative	Pilot the new teacher and principal frameworks and evaluation instruments.
Instruction	5177	Future Initiative	Analyze student assessment data and develop strategies to improve student performance in Grade 3 Reading.
<b>Program:</b>	<b>Item #</b>	<b>Status</b>	<b>School Support</b>
Staff Development	5176	Future Initiative	Support elementary school-based professional development related to the Educator Effectiveness Academies--MSDE Instructional Improvement System

<b>Program:</b>	<b>Item #</b>	<b>Status</b>	<b>Science</b>
Academic Rigor	5395	Carry Over	Increase student participation in Advanced Placement science courses--biology, chemistry, physics, and environmental science.
Curriculum	5215	Future Initiative	Science teachers at all middle and high schools will be encouraged to participate in professional learning community activities to increase their understandings and use of emerging technologies in the science classroom.
Curriculum	5309	In Progress	Pilot and revise grade 1 elementary science curriculum in all elementary schools.
Curriculum and Instruction	5214	Future Initiative	Revise curriculum guides for science in grades 6-12 to match the new frame work /outcomes that will be proposed by MSDE in collaboration with the National Science Academy.
Curriculum and Instruction	5216	Future Initiative	Develop review strategies and materials for the grade eight MSA
Curriculum and Instruction	5217	Future Initiative	Develop technology applications in the middle school science curriculum to include the new Pearson text and applications for the Lab Quest.
Curriculum and Instruction	5239	Carry Over	During the 2010-11 school year a fifth grade Engineering is Elementary Curricula will be developed which integrates the content, processes, skills, and language of science, technology, engineering, and mathematics through authentic, problem-based curriculum experiences. This will help to insure that all of our students are prepared to pursue STEM-related courses of study and careers in order to be contributing members of the 21st century global community.
Curriculum and Instruction	5240	In Progress	During the 2010-11 school year a third grade Environmental Issue Investigation will be developed which integrates the content, processes, skills, and language of science, technology, engineering, and mathematics through authentic, problem-based curriculum experiences. This will help to insure that all of our students are prepared to pursue STEM-related courses of study and careers in order to be contributing members of the 21st century global community.
Curriculum and Instruction	5371	In Progress	Align current K-5 science curriculum with VSC.
Curriculum and Instruction	5372	In Progress	Design an assessment program in elementary science.
<b>Program:</b>	<b>Item #</b>	<b>Status</b>	<b>Small Learning Communities</b>
Curriculum	5266	In Progress	Establish a culture of high expectations for each and every student.
Instruction	5267	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.

<b>Program:</b>	<b>Item #</b>	<b>Status</b>	<b>Social Studies</b>
Curriculum	5200	Future Initiative	The new, aligned third grade Social Studies curriculum will be implemented in all elementary schools.
Curriculum	5201	Future Initiative	Financial Literacy standards and objectives will be written into existing elementary curriculum, so that by August 2011, all students will begin receiving financial literacy instruction.
Curriculum	5328	In Progress	Review and monitor the effectiveness of the elementary social studies curriculum.
Curriculum and Instruction	5154	Future Initiative	Teachers in grades 3 – 5 will implement the new SS curriculum aligned to the SC.
Curriculum and Instruction	5157	Future Initiative	Teachers in grades 3 – 5 will begin developing the capacities of the literate individual through the integrating of Social Studies and ELA to expand general knowledge and disciplinary expertise.
Curriculum and Instruction	5255	In Progress	Provide professional development to teachers in grades 3-5 in integrating ILA and Social Studies.
Professional Development	5158	Future Initiative	Provide professional development to teachers in grades 3 – 5 on planning and utilizing technology in Social Studies.
<b>Program:</b>	<b>Item #</b>	<b>Status</b>	<b>Special Education</b>
Data Analysis	5457	In Progress	Disaggregate data for students with disabilities to promote student achievement and to select and develop appropriate programming
<b>Program:</b>	<b>Item #</b>	<b>Status</b>	<b>Staff Development</b>
Digital Content	5465	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)
Integrated Technology Activities	5493	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)
Professional Development	5244	In Progress	All teachers will engage in high-quality professional development that is site-based, job—embedded, and results-oriented.
Student Support Teams	5313	In Progress	Continue to provide professional development support to student support teams at the elementary level.

<b>Program:</b>	<b>Item #</b>	<b>Status</b>	<b>Staff Development</b>
Student Support Teams	5419	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.
Technology	5303	In Progress	Conduct weekly meetings with the Mathematics Resource Team using Elluminate to discuss instructional strategies and to relay consistent information to schools.
<b>Program:</b>	<b>Item #</b>	<b>Status</b>	<b>STEM</b>
Curriculum and Instruction	5142	Future Initiative	A sampling of K-5 teachers will use the STEM Integration Document to enhance existing lessons to become transdisciplinary and where teachers focus on content relevance and problem-solving applications during each unit of study.
Curriculum and Instruction	5144	Future Initiative	Science/STEM teachers will demonstrate an integrated teaching model which focuses on teaching and learning that is authentic and student centered.
Curriculum and Instruction	5145	Future Initiative	Through professional development, build the capacity of our EEA STEM leaders to support school-based needs to ensure that teachers focus on content relevance, problem solving and teaching and learning that is authentic and student centered.
Professional Development	5132	Future Initiative	All K-12 STEM teachers stress content relevance and problem-solving applications during each unit of study
Professional Development	5134	Future Initiative	Grades 1-4 teachers implement the new elementary Engineering units
Professional Development	5135	Future Initiative	Each middle school grade level team develops and implements at least 1 integrated STEM project (quality control provided by the curriculum supervisors)
Professional Development	5136	Future Initiative	Each high school develops and implements at least 1 integrated STEM project (quality control provided by the curriculum supervisors)
Professional Development	5143	Future Initiative	Grades 1-4 science/STEM teachers will receive professional development on the new Engineering is Elementary units where teachers focus on content relevance and problem-solving applications during each unit of study.
<b>Program:</b>	<b>Item #</b>	<b>Status</b>	<b>Student Services</b>
Staff Development	5204	In Progress	All counselors and administrators will be trained and provided information and resources to meet the needs of the students of military families.
Technology	5213	In Progress	Introduce students to the use of technology in the classroom in the elementary, alternative PRIDE program.

<b>Program:</b>	<b>Item #</b>	<b>Status</b>	<b>Technology Services</b>
Finance	5489	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)
<b>Program:</b>	<b>Item #</b>	<b>Status</b>	<b>Title I</b>
Parent Involvement/Education	5351	In Progress	Continue to involve parents of Title I identified students in activities designed to increase student achievement.
School Support	5352	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	5420	In Progress	Provide support and technical assistance to Title I schools in designing, implementing, and evaluating their Title I Programs.
Title I	5137	Future Initiative	Due to a significant increase in Title I funding this year, we will add additional Title I resource teachers to assist Title I schools with meeting AYP in reading and mathematics achievement in SY 2011-2012.
Title I	5368	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	5369	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.

<b>Program:</b>	<b>Item #</b>	<b>Status</b>	<b>Transportation Services</b>
Transportation Services	5350	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"> <li>-- schools will identify the students who choose to attend an alternative school by name, grade and address</li> <li>-- schools will pin identified students at their addresses on school attendance maps</li> <li>-- parents of each non-performing school will be given two alternative performing schools to choose from</li> <li>-- routing maps will be reproduced for all non-performing schools</li> <li>-- routes will be created to transport every student to their choice of one of two selected schools</li> <li>-- school start and end times will be evaluated for possible change</li> <li>-- a bus contract will be awarded for each 20 students identified</li> <li>-- existing routes will be evaluated for possible use</li> </ul>

***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

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<b>Program:</b>	<b>Item #</b>	<b>Status</b>	<b>Student Services</b>
Student Attendance	5268	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

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<b>Program:</b>	<b>Item #</b>	<b>Status</b>	<b>ESOL</b>
ESOL	5246	In Progress	ESOL Resource Teachers and ESOL Tutors will provide specific language instruction and content support to identified ELLs in grades PreK-12. Services include, but are not limited to: pull-out, content area plug-in, mainstream teacher support, HSA/Bridge support and designated ESOL I-IV mods.
ESOL	5247	In Progress	Supplemental instructional materials will be purchased for use with ELLs. Materials include, but are not limited to: content area texts, consumables, language support books/materials, manipulatives, bilingual dictionaries and technology/web-based applications.
ESOL	5248	In Progress	ESOL staff will continue to work collaboratively with special education staff to identify ELLs who may have suspected learning disabilities. Support includes, but is not limited to: gathering student background information, documenting interventions, IEP/team meeting support, conducting observations, dominant language testing and individualized training for special education and school staff.
ESOL	5249	In Progress	ESOL staff will provide specialized professional development to school faculty, staff and related stakeholder groups. Topic areas include, but are not limited to: second language acquisition, core content area support, cross cultural communication, language difference v. learning disability, working with interpreters/translators and bridging the home/school connection with ELL families.
ESOL	5250	In Progress	ESOL Resource Teachers and ESOL Tutors will receive teacher-driven, specialized ELL professional development throughout the school year. Topics include, but are not limited to: content/linguistic support, educational technology and collaborative planning ideas.
ESOL	5300	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.

<b>Program:</b>	<b>Item #</b>	<b>Status</b>	<b>ESOL</b>
ESOL	5301	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.
School Support	5379	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: <ul style="list-style-type: none"> <li>-- evaluate transcripts</li> <li>-- assist with student scheduling</li> <li>-- recruit/hire/support teachers and tutors</li> <li>-- provide resource information and/or training on second language learning to appropriate staff</li> <li>-- provide assistance with testing/classroom accommodations</li> </ul>
<b>Program:</b>	<b>Item #</b>	<b>Status</b>	<b>Special Education and LEP</b>
Data Analysis	5269	In Progress	Continued review of data and identification of system-wide needs for staff development and instructional practices will be completed.
Data Analysis	5380	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

<b>Program:</b>	<b>Item #</b>	<b>Status</b>	<b>Education That Is Multicultural</b>
Professional Development	5341	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.
<b>Program:</b>	<b>Item #</b>	<b>Status</b>	<b>Elementary and Special Education</b>
Recruiting and Staff Development	5270	In Progress	Continue to identify any teacher who does not meet the highly qualified standard and follow the appropriate procedures.
Recruiting and Staff Development	5271	In Progress	Support school system recruiting efforts and staff development.
<b>Program:</b>	<b>Item #</b>	<b>Status</b>	<b>Fine Arts</b>
Professional Development	5396	In Progress	Provide equipment and training to expand the capacity to increase student performance in the arts on professional level equipment and technology.
<b>Program:</b>	<b>Item #</b>	<b>Status</b>	<b>Highly Qualified Paraprofessionals</b>
Certification	5319	In Progress	Continue to provide certification programs for paraprofessionals in partnership with Carroll Community College.
Certification	5387	Carry Over	Continue to provide certification programs for paraprofessionals in partnership with Carroll Community College.
Staff Development	5388	Carry Over	Continue to provide professional development for paraprofessionals that supports their roles as instructional assistants.

<b>Program:</b>	<b>Item #</b>	<b>Status</b>	<b>Leadership Development</b>
Professional Development	5404	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	5384	Carry Over	Provide system-level training for new school improvement chairpersons.
School Improvement	5385	Carry Over	Continue to provide professional development to school improvement team members based on their school level needs.
School Improvement	5386	Carry Over	Continue to assess the professional development needs of each school and provide support as needed.
Staff Development	5383	Carry Over	Continue to build the Aspiring Leaders Cohort and the Leadership Induction Program.
Staff Development	5429	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	5430	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	5431	Carry Over	Provide seminars and related activities that offer aspiring administrators the opportunity to gain hands-on administrative experience.
Staff Development	5432	Carry Over	Provide staff development to administrators that strengthen their role as instructional and transformational leaders.
Staff Development	5433	In Progress	Select and develop technology courses and workshops based upon data from the County Teacher Technology Survey.
<b>Program:</b>	<b>Item #</b>	<b>Status</b>	<b>Library Media</b>
Highly Qualified Teachers	5428	In Progress	Collaborate with higher educational institutions in the preparation and placement of media specialist candidates.
<b>Program:</b>	<b>Item #</b>	<b>Status</b>	<b>School Improvement</b>
Staff Development	5437	Carry Over	Provide staff development to ensure that school improvement plans will: <ul style="list-style-type: none"> <li>-- follow a standard format</li> <li>-- link to the CCPS Master Plan</li> <li>-- include professional development plans to support improvement efforts</li> </ul>

<b>Program:</b>	<b>Item #</b>	<b>Status</b>	<b>School Improvement</b>
Staff Development	5438	Carry Over	Provide assistance in planning and implementation of school-based professional development plans through the Department of Staff Development.
Staff Development	5439	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.
<b>Program:</b>	<b>Item #</b>	<b>Status</b>	<b>Social Studies</b>
Staff Development	5398	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.
<b>Program:</b>	<b>Item #</b>	<b>Status</b>	<b>Special Education</b>
Instruction	5344	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	5356	In Progress	Provide staff development specific to the needs of paraprofessionals as identified and determined to support their qualification status.
<b>Program:</b>	<b>Item #</b>	<b>Status</b>	<b>Staff Development</b>
Communication and Alignment	5434	Carry Over	Establish a communication process (i.e., on-line or print) that will provide on-going school improvement updates and information.
Highly Qualified Teachers	5315	In Progress	Continue to provide a full menu of MSDE course offerings for all professional staff .
School Improvement	5318	In Progress	Continue to provide professional development to school improvement team members based on their school level needs.
Teacher Induction	5365	Future Initiative	Increase the teacher mentor staff by .5 position.

<b>Program:</b>	<b>Item #</b>	<b>Status</b>	<b>Student Services</b>
Professional Development	5252	In Progress	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.
<b>Program:</b>	<b>Item #</b>	<b>Status</b>	<b>Teacher Induction</b>
Provisional Teacher Support	5427	In Progress	Provide support for provisional teachers that includes but is not limited to: <ul style="list-style-type: none"> <li>-- reimbursement for course work</li> <li>-- reimbursement for Praxis expenses</li> <li>-- mentoring and coaching</li> <li>-- Praxis preparation course</li> </ul>
Teacher Mentoring	5316	In Progress	Continue to “fast track” provisional teachers so that they quickly meet certification requirements.
Teacher Mentoring	5317	Future Initiative	Continue to coordinate efforts with local colleges to provide the necessary course work in core subject areas for teacher certification.
Teacher Mentoring	5381	In Progress	Continue all components of the Teacher Induction Program.
Teacher Mentoring	5382	In Progress	Continue to provide support for provisional teachers so that they become certified as quickly as possible.
<b>Program:</b>	<b>Item #</b>	<b>Status</b>	<b>Teacher Recruitment</b>
Recruiting and Certification	5314	In Progress	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	5424	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	5425	In Progress	Increase the number of trained recruiters and monitor the increase in qualified applicants.
Recruiting and Certification	5426	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

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<b>Program:</b>	<b>Item #</b>	<b>Status</b>	<b>Fine Arts</b>
Professional Development	5332	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.
<b>Program:</b>	<b>Item #</b>	<b>Status</b>	<b>Library Media</b>
Staff Development	5440	In Progress	Provide support and opportunities for media specialists to complete individual professional development plans and certification requirements.
<b>Program:</b>	<b>Item #</b>	<b>Status</b>	<b>Student Services</b>
Staff Development	5338	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

<b>Program:</b>	<b>Item #</b>	<b>Status</b>	<b>Education That Is Multicultural</b>
Safe Schools	5342	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.
<b>Program:</b>	<b>Item #</b>	<b>Status</b>	<b>Elementary Education</b>
Data Analysis	5323	In Progress	Analyze student suspension data in an effort to identify specific problem areas and put in place activities that will support improved behavior.
<b>Program:</b>	<b>Item #</b>	<b>Status</b>	<b>Middle School Interventions</b>
Character Education	5160	Future Initiative	Implement proactive bullying and harassment prevention measures.
<b>Program:</b>	<b>Item #</b>	<b>Status</b>	<b>Prevention Programs</b>
Curriculum and Instruction	5251	In Progress	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	5330	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	5331	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.

<b>Program:</b>	<b>Item #</b>	<b>Status</b>	<b>Prevention Programs</b>
Prevent Persistently Dangerous Schools	5442	Carry Over	Review, as needed, changes in the educational placement of each student who commits a Reportable Offense.
Prevent Persistently Dangerous Schools	5443	Carry Over	Support crisis response teams at each school to help prevent and manage violent incidents.
Prevent Persistently Dangerous Schools	5444	Carry Over	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	5441	Carry Over	Conduct random K-9 drug scans at area middle & high schools.
<b>Program:</b>	<b>Item #</b>	<b>Status</b>	<b>School Security</b>
School Security	5202	Future Initiative	Assist with coordination in the the installation of state of the art video surveillance systems at all CCPS facilities. This coordination will be between this office, Facilities, Information Technology and Earth Security (the installers). Also coordinate the upgrade of two way radios at all schools and the upgrade/installation of other forms of physical security such as card reader locking mechanisms, visitor management systems, etc...
<b>Program:</b>	<b>Item #</b>	<b>Status</b>	<b>Service Learning</b>
Partnerships	5406	In Progress	Engage students in service learning activities to develop the connection between school and community.
Safe Schools	5407	In Progress	Support service learning activities that promote a positive school climate.
<b>Program:</b>	<b>Item #</b>	<b>Status</b>	<b>Staff Development</b>
Staff Development	5373	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).
<b>Program:</b>	<b>Item #</b>	<b>Status</b>	<b>Student Services</b>
Character Education	5272	In Progress	Continue to develop student leadership in promoting and enhancing programs in our schools.
Character Education	5320	In Progress	Continue to network with community agencies to promote a county-wide/community-wide Character Education Program.
Character Education	5321	In Progress	Continue to develop student leadership in promoting and enhancing programs in our schools.
Prevent Persistently Dangerous Schools	5273	In Progress	Increase collaboration and programming with county agencies.
Prevent Persistently Dangerous Schools	5322	In Progress	Provide additional suspension alternatives for dangerous students.

<b>Program:</b>	<b>Item #</b>	<b>Status</b>	<b>Student Services</b>
Safe Schools	5259	In Progress	In collaboration with AED coordinator, provide trainings to meet the job description requirements for nurses, PE teachers, and coaches.
Safe Schools	5260	Future Initiative	Develop a procedure to track data regarding the spread of communicable diseases in conjunction with the CCHD
Safe Schools	5494	In Progress	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	5495	In Progress	Continue to monitor student health needs and provide the appropriate staff to meet those needs
Student Support	5277	In Progress	Continue to research and obtain information regarding control of communicable diseases and share with schools.
Student Support	5340	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	5274	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.
<b>Program:</b>	<b>Item #</b>	<b>Status</b>	<b>Technology Services</b>
Infrastructure	5484	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	5485	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

<b>Program:</b>	<b>Item #</b>	<b>Status</b>	<b>Advanced Placement</b>
Academic Rigor	5401	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.
<b>Program:</b>	<b>Item #</b>	<b>Status</b>	<b>Career and Technology</b>
Business Partnerships	5391	Carry Over	Facilitate developmentally appropriate work-based learning experiences in partnership with local businesses, industries, agencies, and trade or labor associations.
Curriculum	5390	Carry Over	Maintain articulated programs between Carroll County Public Schools and postsecondary institutions.
Curriculum	5397	Carry Over	Provide curriculum, materials, equipment and other resources to support career and technology education programs and initiatives for all students.
Curriculum	5445	Carry Over	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.
Curriculum and Instruction	5188	Future Initiative	Update curriculum in financial literacy in order to implement quality instruction that meets the Maryland state standards for financial literacy, including the Financial Literacy course required for high school graduation.
High School Interventions	5389	Carry Over	Provide additional resources to special population students and career and technology students needing academic support.
Professional Development	5189	Future Initiative	Provide professional development for teachers who are assigned to teach financial literacy in order to ensure quality instruction for students in courses that meet the Maryland standards for financial literacy, including the Financial Literacy course required for high school graduation.

<b>Program:</b>	<b>Item #</b>	<b>Status</b>	<b>Curriculum</b>
Curriculum	5125	Future Initiative	Improve participation in world languages for economically disadvantaged students through curriculum revisions of Level 1 language courses. This will increase rigor and strengthen the scope and sequence of skills between Level 1 and Level 2 courses.
Curriculum	5138	Future Initiative	The high school English course sequence will be revised to align and to support the Common Core State Standards for English Language Arts.
Curriculum	5139	Future Initiative	High school English courses, fulfilling the English graduation requirement, will be rewritten to align to the Common Core Standards for English Language Arts and the Maryland Curriculum Frameworks for Reading, Writing, Listening and Speaking, and Language.
Curriculum and Instruction	5126	Future Initiative	Improve the participation of economically disadvantaged students by utilizing world language course revisions to raise academic standards using the curriculum writing model from Understanding by Design and alignment to the VSC and National Standards.
Curriculum and Instruction	5127	Future Initiative	Integrate the principles of second language acquisition into classroom instruction to increase students' abilities to communicate in their studied language.
Curriculum and Instruction	5150	Future Initiative	Social studies teachers will increase their awareness of the common core literacy standards for history/social sciences. They will evaluate how well the current curricula align with the new standards and discuss best practices for instruction that addresses these literacy skills. (Review of assessment strategies will begin as sample items are released.)
<b>Program:</b>	<b>Item #</b>	<b>Status</b>	<b>Fine Arts</b>
Assessment	5446	In Progress	Review and revise current assessment within the context of the Maryland Learner Outcomes (MLO) that were released in January of 2003.
<b>Program:</b>	<b>Item #</b>	<b>Status</b>	<b>Health and Physical Education</b>
Curriculum	5449	Carry Over	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.
Curriculum and Instruction	5130	Future Initiative	Health and physical education curriculum and instruction will be aligned to state and national standards. They will support the education of the whole child in the cognitive, psychomotor and affective learning domains.
Staff Development	5325	In Progress	Provide staff development which focuses teachers on Best Practices in the areas of health and physical education, differentiated supervision, and current pedagogical research.
<b>Program:</b>	<b>Item #</b>	<b>Status</b>	<b>High Schools</b>
Academic Rigor	5171	Future Initiative	Encourage student participation in Advanced Placement and transcripted-credit courses and exams.

<b>Program:</b>	<b>Item #</b>	<b>Status</b>	<b>High Schools</b>
Transitions	5172	Future Initiative	Collaborate with middle schools to enhance the grade 8 to 9 transition for students.
<b>Program:</b>	<b>Item #</b>	<b>Status</b>	<b>Library Media</b>
Curriculum and Instruction	5333	In Progress	Promote reading through the media program and school-wide initiatives.
Curriculum and Instruction	5334	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	5450	In Progress	Collaborate in supporting the total instructional program, and integrate information literacy skills throughout the K-12 curriculum.
Data Analysis	5326	In Progress	Continue providing electronic databases to schools and expanding remote access.
<b>Program:</b>	<b>Item #</b>	<b>Status</b>	<b>Minority Achievement and Intervention Programs (K-</b>
Dropout Prevention	5367	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.
<b>Program:</b>	<b>Item #</b>	<b>Status</b>	<b>Modern and Classical Languages</b>
Curriculum	5212	In Progress	Integrate the principles of second language acquisition into classroom instruction to increase students' abilities to communicate in their studied language.
<b>Program:</b>	<b>Item #</b>	<b>Status</b>	<b>Science</b>
Curriculum	5275	In Progress	Revise curriculums and create remediation projects using data from the MSDE Biology test.
Curriculum	5324	In Progress	Revise the accelerated curriculum for grades 7 and 8.
Curriculum	5357	In Progress	Revise the digitized curriculum for grade 6.
Curriculum	5358	In Progress	Revise the accelerated curriculum for grade 6.
Curriculum	5359	In Progress	Revise the digitized Biology and Chemistry curriculums.
Curriculum	5392	In Progress	Create a digitized curriculum for grades 6-8.
Curriculum	5393	Carry Over	Create a digitized Biology and Chemistry curricula.
Instruction	5447	In Progress	Utilize a hands-on instruction or model the daily lesson format that is planned in the 5 E formats.

<b>Program:</b>	<b>Item #</b>	<b>Status</b>	<b>Science</b>
Instruction	5448	In Progress	Use digitized curriculums in meeting the learner needs of all students.
<b>Program:</b>	<b>Item #</b>	<b>Status</b>	<b>Service Learning</b>
Staff Development	5408	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.
<b>Program:</b>	<b>Item #</b>	<b>Status</b>	<b>Social Studies</b>
Curriculum and Instruction	5227	In Progress	Appropriate service learning lessons will be embedded in the social studies curriculum for Government, US History, and Issues. Staff development will be provided to inform, prepare, and communicate instructional strategies so that teachers can deliver high quality service learning experiences for students in these courses.
<b>Program:</b>	<b>Item #</b>	<b>Status</b>	<b>Special Education</b>
Data Analysis	5360	In Progress	Established outcome measure will be analyzed to determine what needs to be done to support the effort for students with disabilities.
Dropout Prevention	5458	In Progress	Provide individual school support and training in best practices to decrease the dropout rate of students with disabilities.
<b>Program:</b>	<b>Item #</b>	<b>Status</b>	<b>Student Services</b>
School Improvement	5337	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	5278	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

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<b>Program:</b>	<b>Item #</b>	<b>Status</b>	<b>County-wide Summer Interventions</b>
Summer High School Credit Recovery	5451	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.
<b>Program:</b>	<b>Item #</b>	<b>Status</b>	<b>Elementary Education</b>
Reporting to Middle Schools	5276	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

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<b>Program:</b>	<b>Item #</b>	<b>Status</b>	<b>Math and Reading Intervention</b>
Middle and High School Interventions	5336	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

<b>Program:</b>	<b>Item #</b>	<b>Status</b>	<b>Business and Community Partnerships</b>
Business Partnerships	5228	In Progress	Evaluate county-wide partnerships on a yearly basis, identify potential partnerships, and develop a plan to secure each.
Volunteers	5363	In Progress	CCPS Volunteer Program data is analyzed and reported on an annual basis to demonstrate program effectiveness.
<b>Program:</b>	<b>Item #</b>	<b>Status</b>	<b>Education That Is Multicultural</b>
School Support	5454	In Progress	Identify and use strategies that will foster intergroup understanding and positive social relationships among members of a diverse school community.
<b>Program:</b>	<b>Item #</b>	<b>Status</b>	<b>Elementary and Special Education</b>
Compile School Listing of Partnerships	5361	In Progress	Develop outcome measures and activities to further enhance partnerships.
<b>Program:</b>	<b>Item #</b>	<b>Status</b>	<b>Finance</b>
Community Outreach	5302	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).
<b>Program:</b>	<b>Item #</b>	<b>Status</b>	<b>Minority Achievement and Intervention Programs (K-</b>
Minority Achievement and Intervention Programs	5452	In Progress	Provide information about volunteer opportunities through, one or more of the following: -- school newsletters -- program newsletters -- Office of Community and Media Relations -- Carroll County Public Schools web site -- Channel 21

<b>Program:</b>	<b>Item #</b>	<b>Status</b>	<b>Parent/Family/Community Involvement</b>
Parent/Family/Community Involvement	5346	In Progress	Continue to provide leadership and training in the implementation of the Carroll County Public Schools Volunteer Program Guidelines.
<b>Program:</b>	<b>Item #</b>	<b>Status</b>	<b>Reading</b>
Business and Community Partnerships	5399	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.
Business and Community Partnerships	5400	In Progress	Promote Carroll County Public Library Summer Reading Program for all elementary and middle school students.
<b>Program:</b>	<b>Item #</b>	<b>Status</b>	<b>School Support</b>
School Support	5362	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.
<b>Program:</b>	<b>Item #</b>	<b>Status</b>	<b>Service Learning</b>
Partnerships	5409	In Progress	Collaborate with local non-profit agencies to develop service learning and leadership opportunities.
<b>Program:</b>	<b>Item #</b>	<b>Status</b>	<b>Special Education</b>
Partnership Support	5435	In Progress	Establish partnerships at school and central office level that provide rewards for student achievement and behavior.
<b>Program:</b>	<b>Item #</b>	<b>Status</b>	<b>Student Services</b>
Attendance	5256	In Progress	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.

***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

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<b>Program:</b>	<b>Item #</b>	<b>Status</b>	<b>Career and Technology</b>
Business and Community Partnerships	5394	Carry Over	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.
<b>Program:</b>	<b>Item #</b>	<b>Status</b>	<b>Fine Arts</b>
Partnerships	5436	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.
<b>Program:</b>	<b>Item #</b>	<b>Status</b>	<b>Library Media</b>
Community Outreach	5453	In Progress	Collaborate with the Carroll County Public Library to enhance connections and the sharing of resources.
<b>Program:</b>	<b>Item #</b>	<b>Status</b>	<b>Student Services</b>
Community Outreach	5327	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"><li>-- Staff development</li><li>-- Violence assessment</li><li>-- Truancy prevention</li><li>-- Substance abuse prevention and treatment</li><li>-- Multi-disciplinary teaming</li><li>-- Health education and referrals</li><li>-- Parent education and counseling</li><li>-- Services for at-risk students</li><li>-- Prevention and intervention with delinquent at at-risk students</li></ul>

*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.

<b>Measure</b>			
Local Data			
<b>Program:</b>	<b>Item #</b>	<b>Status</b>	<b>Community Outreach</b>
Technology	5205	In Progress	All school counselors will create and maintain an up to date website link from each school website. The "School Counselor" link will provide information for students and parents.
<b>Program:</b>	<b>Item #</b>	<b>Status</b>	<b>Curriculum</b>
Curriculum and Instruction	5206	Future Initiative	An online "curriculum" will be established and maintained, that can be accessed by school counselors, throughout the county.
<b>Program:</b>	<b>Item #</b>	<b>Status</b>	<b>High Schools</b>
Highly Qualified Administrators	5175	Future Initiative	Pilot the new principal evaluation system.
Highly Qualified Teachers	5174	Future Initiative	Pilot the new teacher evaluation system.
<b>Program:</b>	<b>Item #</b>	<b>Status</b>	<b>Middle Schools</b>
Great Teachers and Leaders	5164	Future Initiative	Pilot the new teacher and principal evaluation systems.
<b>Program:</b>	<b>Item #</b>	<b>Status</b>	<b>School Improvement</b>
Parent/Family/Community Involvement	5405	In Progress	Provide training in the school improvement process to parents and community members who are members of school improvement teams.
Professional Development	5163	Future Initiative	Support school-based professional development related to the Educator Effectiveness Academies - MSDE Instructional Improvement System.
Professional Development	5173	Future Initiative	Support school-based professional development at the high school level related to the Educator Effectiveness Academies- MSDE Instructional Improvement System

<b>Program:</b>	<b>Item #</b>	<b>Status</b>	<b>Special Education</b>
Intervention	5237	In Progress	Work collaboratively with the Departments of Student Services and Elementary, Middle and High Schools to analyze disaggregated suspension and In School Intervention data. Provide resources, interventions and staff development to targeted schools and/or administrators with high levels of suspensions or removals of students with disabilities beyond 10 days in a school year.
Least Restrictive Environment (LRE)	5238	In Progress	Reduce the number of regional and Non Public LRE determinations by increasing services to schools and students in order to meet identified student needs. Utilize Emotional Disturbance, LRE, Supplemental Aids & Services, and Disproportionality potential grant funding to support this initiative.
<b>Program:</b>	<b>Item #</b>	<b>Status</b>	<b>Staff Development</b>
e-Learning	5467	In Progress	Facilitate the procurement, delivery, and integration, and evaluation of online courses and all other professional development resources for teachers to meet state-establish standards for technology-related knowledge and skills.(Technology Plan Corresponding Target: 2.1)
e-Learning	5468	In Progress	Provide training for teaching in an online learning environment for courses and e-Communities. (Technology Plan Corresponding Target: 2.1)
School Improvement	5366	Carry Over	Provide schools with direct support of central office staff for the purpose of helping to strengthen their school improvement initiatives.
Staff Development	5469	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	5470	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)
Staff Development	5471	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	5473	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)

<b>Program:</b>	<b>Item #</b>	<b>Status</b>	<b>Staff Development</b>
Staff Development	5475	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)
<b>Program:</b>	<b>Item #</b>	<b>Status</b>	<b>Student Services</b>
School Improvement	5203	In Progress	All school counselors will develop and implement a data driven counseling plan at each school that is aligned with the school's SIT plan and meets the standards of the national model ( ASCA).
<b>Program:</b>	<b>Item #</b>	<b>Status</b>	<b>Technology Services</b>
Tech Support	5472	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

<b>Program:</b>	<b>Item #</b>	<b>Status</b>	<b>Accountability and Assessment</b>
Data Analysis	5479	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	5491	In Progress	Collaborate with appropriate stakeholders to evaluate the effectiveness of the components of the Technology Implementation Plan. (Technology Plan Corresponding Target: 5.4)
<b>Program:</b>	<b>Item #</b>	<b>Status</b>	<b>Educational Technology</b>
Research	5482	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	5483	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)
<b>Program:</b>	<b>Item #</b>	<b>Status</b>	<b>Elementary Education</b>
Intervention	5345	Future Initiative	Add five support room assistants at five elementary schools
<b>Program:</b>	<b>Item #</b>	<b>Status</b>	<b>Facilities</b>
Facilities	5280	Carry Over	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.
Facilities	5281	Carry Over	Add a clerical position for construction to keep up with the filing, typing and other duties as necessary.
Facilities	5282	Carry Over	Add one Construction Project Manager to reduce the number of projects per PM and the increasing complexity of the projects.

<b>Program:</b>	<b>Item #</b>	<b>Status</b>	<b>Facilities</b>
Facilities	5286	Carry Over	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	5287	Carry Over	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	5290	Carry Over	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	5291	Carry Over	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.
Facilities	5292	Carry Over	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.

<b>Program:</b>	<b>Item #</b>	<b>Status</b>	<b>Finance</b>
Finance	5232	In Progress	Transition employee reimbursement payments, such as: tuition reimbursement, direct dental, mileage, etc from accounts payable to payroll to improve efficiency and reduce overhead.
Finance	5233	In Progress	Increase procurement card rebate by transitioning account payable vendors to receive payment for invoices via ESP Payables (ACH) through our current procurement vendor, Suntrust Bank.
Finance	5234	In Progress	Establish a system wide Athletic Uniform bid which will ensure competitive pricing, acceptable quality standards and maximize resources.
Finance	5295	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	5296	Carry Over	Review procedures to ensure purchasing and finance departments maintain accountability and effective control over equipment. Revise as needed.
Policy	5299	Carry Over	Ensure that related administrative procedures are developed by management, as appropriate and provided to the Board of Education.
<b>Program:</b>	<b>Item #</b>	<b>Status</b>	<b>Human Resources</b>
Data Analysis	5211	In Progress	The Department of Human Resources will evaluate effectiveness of employee benefit programs for redundancy and efficiency. Recommendations will be made to the Superintendent for possible implementation.
Highly Qualified Teachers	5207	Future Initiative	The Department of Human Resources will implement new teacher tenure regulations, specifically those procedures dictated by the Maryland Education Reform Act of 2010.
Infrastructure	5210	In Progress	Carroll County Public Schools employee benefit plans will comply with new federal, state, and local requirement, for example the Health Care Reform Act.
Recruiting	5209	In Progress	The Department of Human Resources will review current staffing trends in order to optimize staffing decisions in compliance with budgetary parameters. Targeted recruitment for staffing needs will coincide with current regional and state wide efforts to bring qualified diverse teacher candidates to the area.
School Support	5208	In Progress	The Department of Human Resources will work with school administrators to implement new procedures for hiring hourly/temporary employees.
<b>Program:</b>	<b>Item #</b>	<b>Status</b>	<b>Mathematics</b>
Academic Rigor	5335	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.

<b>Program:</b>	<b>Item #</b>	<b>Status</b>	<b>Middle Schools</b>
Middle Schools	5165	Future Initiative	Study and make recommendations for a middle school schedule aligned to the instructional needs of the Common Core Standards.
<b>Program:</b>	<b>Item #</b>	<b>Status</b>	<b>School Improvement</b>
Student Support	5339	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.
<b>Program:</b>	<b>Item #</b>	<b>Status</b>	<b>Special Education</b>
Communication	5191	In Progress	Collaborate with Student Services to study and make recommendations for the improvement of the BEST Program
Finance	5297	In Progress	Ensure that all eligible costs for Medicaid-subsidized services are billed and fully recovered.
Professional Development	5184	Future Initiative	Provide professional development to promote consistency among special education staff related to the co-teaching model and IEP Team processes.
Professional Development	5190	In Progress	Provide professional development to promote consistency among special education staff related to the co-teaching model and IEP Team processes
School Improvement	5185	Future Initiative	Collaborate with Student Services to study and make recommendations for the improvement of the BEST program.
School Improvement	5186	Future Initiative	Develop a long-range plan for a county Autism program.
School Improvement	5187	Future Initiative	Collaborate with Student Services to explore ways to improve the Collaborative IEP Process.
Staff Development	5230	In Progress	In accordance with the amended Education Article §8-405, Annotated Code of Maryland, provide staff development and school support in order to ensure that all IEP documents are provided to parents at least five business days prior to a scheduled IEP meeting and completed documents are provided to parents not more than five business days following the meeting. (Reference HB269/SB540).
<b>Program:</b>	<b>Item #</b>	<b>Status</b>	<b>Student Services</b>
Assessment	5257	In Progress	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.
School Support	5279	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	5258	In Progress	Work with Technology Services to help ensure that the electronic data system will support the data collection required by local, state, and federal regulations.

<b>Program:</b>	<b>Item #</b>	<b>Status</b>	<b>Technology Services</b>
Finance	5492	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	5476	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	5477	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)
Software Selection	5474	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	5486	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	5487	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	5478	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	5480	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	5481	In Progress	Continue to improve to student to computer ratios at the elementary schools. (Technology Plan Corresponding Target: 4.1.3)
<b>Program:</b>	<b>Item #</b>	<b>Status</b>	<b>Transportation Services</b>
Transportation Services	5120	Future Initiative	Finalize SY 2012-2013 school starting and ending times re. Transportation Efficiency Study.
Transportation Services	5283	Future Initiative	Add Global Positioning System (GPS) to each bus in the fleet.
Transportation Services	5284	Carry Over	Install digital cameras/ recording devices on all buses in the fleet
Transportation Services	5293	Carry Over	Ensure that PVA payments to bus contractors comply with formal Board policy.

<b>Program:</b>	<b>Item #</b>	<b>Status</b>	<b>Transportation Services</b>
Transportation Services	5294	In Progress	Implement new mapping software to increase communication to parents regarding bus stops and to ensure compatibility with County Government.
Transportation Services	5298	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

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<b>Program:</b>	<b>Item #</b>	<b>Status</b>	<b>Human Resources</b>
Recruiting	5289	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	5288	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.

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<b>Program:</b>	<b>Item #</b>	<b>Status</b>	<b>Special Education</b>
Transportation Services	5285	Carry Over	Create Area Supervisor position in the area of Special Education Transportation

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