MESSAGE FROM THE SUPERINTENDENT

Please take the time to review the Carroll County Public Schools Annual Report. We hope to highlight the accomplishments of the past year and to provide our citizens with general information about our schools. I have been an employee of our great school system for 34 years, and it is with great pride that I serve as your superintendent of schools. I have always been proud of and impressed by the work of our employees and the many accomplishments of our students.

Our students continue to rank at the top of the state due to the hard work of our dedicated employees, supportive parents, and business community. Despite a declining student population and dwindling resources as a result, we continue to shine as an educational leader in the state.

Please take some time to browse through this report. After even a quick review, I think you will be able to see why we have such an outstanding school system and why we are known for our commitment to quality education.

I would also like to thank you for the support you provide our school system. We are very fortunate here in Carroll County to have a wonderful community that values education and goes above and beyond to support our schools.

If you would like additional information that is not contained in this report, please visit our website at www.carrollk12.org or contact our Office of Community and Media Relations at 410-751-3020 or publicinfo@carrollk12.org.

Stephen H. Guthrie
Superintendent of Schools

2015-2016 GOALS

IMPROVE STUDENT ACHIEVEMENT:
All students will achieve at or above grade level through a rigorous, articulated, and aligned instructional program. All students will be provided with the skills necessary to meet the challenges of the 21st Century global community.

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.

PROVIDE A SAFE AND ORDERLY ENVIRONMENT:
All schools will provide a safe and orderly environment for all students and staff.

STRENGTHEN PRODUCTIVE COMMUNITY PARTNERSHIPS:
Carroll County Public Schools will communicate openly and honestly to foster a trusting and supportive relationship with parents, community members, businesses and public officials. Carroll County Schools will strive to create an atmosphere of mutual appreciation and respect for diversity and encourage unity among all students, staff and community.

ENGAGE IN A PROCESS OF SCHOOL IMPROVEMENT:
Carroll County Public Schools will align all school and system actions with the Board’s core statement, values, beliefs and VISION 2018.
● Jimmy McKenzie, a senior member of the Westminster High School Marching Band, was named to the U.S. Army All-American Bowl Marching Band.

● Jared Wastler, assistant principal at Liberty High School, was selected as the recipient of the 2015 School Administrator Professional Learning Award presented by Learning Forward Maryland.

● Brian Drake, instrumental music teacher at East Middle School, had an original composition for concert band, entitled “The Rescue”, released by Grand Mesa Music Publishers.

● Amy Donna Bittler from South Carroll High School and Benjamin Stinger from Westminster High School were named Finalists in the National Merit Scholarship Program.

● Artwork by Jessica Mosholder, a ninth grade student at Century High School, was featured in the 2015-2016 Economic and Personal Finance Concepts Calendar published by the Maryland Council on Economic Education.

● Cassandra Saunders, a senior at Francis Scott Key High School, received the Award of Excellence through the National Academy of Future Physicians and Medical Scientists.

● Mike Golden, a physical education teacher at Oklahoma Road Middle School, was recognized as the 2015 Middle School Physical Education Teacher of the Year by the Maryland Association of Health, Physical Education, Recreation and Dance.

● The Carroll County Career and Technology Center received national certification for its Project Lead The Way (PLTW) programs in both Engineering and Biomedical Science.

● Brendan Gallagher, a Biomedical Science teacher at the Carroll County Career and Technology Center, was one of eighteen teachers nationwide selected to participate in the National History Day and American Battle Monuments Commission’s Understanding Sacrifice program.

● Lisa Spera, a school counselor at Ebb Valley Elementary School, served as Maryland’s state representative for the 2016 School Counselor of the Year program.

● Virginia Harrison, a member of the Board of Education of Carroll County, received the Good Scout Award from The Maryland 4-H.

● Mechanicville Elementary School was the District Winner of the Maryland Breakfast Challenge. The goal of the Challenge is to increase the number of students who eat breakfast at school.

● Liberty High School received nine awards, including Best Musical for The Addams Family, and South Carroll High School received four awards at the annual CAPPHES Awards Gala.

● Brenda Gallagher, a teacher in the Project Lead the Way Biomedical Science program at the Carroll County Career and Technology Center, was named the Carroll County 2016 Teacher of the Year.

● Christian Roemer, principal of East Middle School, and Jason Arnold, assistant principal at North Carroll High School, were named as the recipients of the Rita Board Dowd Award for Outstanding Carroll County School Administrators.

● Five students from Carroll County Public Schools were winners at the state level in the Maryland History Day competition.

● Mary Pat Dye, Coordinator of the Carroll County Public Schools Post-Secondary Program, received the Arc Maryland’s School Inclusion Award for 2016.

● Susan Routson, a physical education teacher at Runnymede Elementary School, was the 2016 grand prize winner in the Baltimore Ravens ”Touchdown for Teachers” awards program.

● Francis Scott Key High School was recognized by the Maryland State Department of Education and the Maryland Food Bank for its outstanding contribution in collecting food for needy Maryland families through the Kids Helping Kids campaign.

● Daniel Simon, a parent volunteer at Eldersburg Elementary School, was one of twenty-four semifinalists in the annual Parent Involvement Matters Awards program.

● Career and Technology Center student Brittany Whitestone earned the Gold Medal for Graphic Communications, and the team of Amanda Koogle, Dan Oehlsen, and Madison Pool received the Bronze Medal in Promotional Bulletin Board at the 52nd Annual National Leadership and Skills Conference.

FOURTH GRADE SCIENCE STUDENTS AT CRANBERRY STATION ELEMENTARY SCHOOL CONDUCTED AN OYSTER SHELL BAGGING EVENT AS PART OF AN OYSTER RECOVERY PROJECT IN WHICH SEVERAL CARROLL COUNTY SCHOOLS PARTICIPATED.

Laura Heilig, a senior at Winters Mill High School, won first place for her charcoal portrait in the 2016 Regional F. Lewis Museum High School Juried Art Exhibition.

North Carroll High School head football coach Todd Edmondson was named the 2016 National Federation of High Schools (NFHS) Maryland state football coach of the year.

Joe Linthicum, an agricience teacher at Francis Scott Key High School, received the “Friend of the 4-H” Award from the Maryland 4-H.

Ella Breden, a senior at Century High School, earned a gold medal and national recognition in the 2016 Scholastic Art and Writing Awards.

Sofia Corona, an eighth grade student at Oklahoma Road Middle School, was selected by the Maryland Commission for Women as a 2016 Women of Tomorrow Honoree.

Forty-eight students from Carroll County Public Schools were selected as Carson Scholars for 2016.

Alannah Van Horn, a junior at Westminster High School, won first place in the 35th Annual Congressional Art Competition.

The Westminster High School Technology Program received the 2016 Constellation Energy Community Champions Grant in the amount of $500 to support technology and materials for STEM in the classroom.

Liberty High School received the SupportMusic Merit Award from the National Association of Music Merchants Foundation as part of the Best Communities for Music Education program.

Ted McNett, Assistant Supervisor of Career and Technology Education, was a recipient of the Local Supervisors Award presented by the International Technology and Engineering Educators Association’s Council for Supervision and Leadership.

Students from the Carroll County Career and Technology Center earned a total of 33 medals – 7 bronze, 11 silver, and 15 gold – at the Maryland State SkillsUSA Competition.
**REGULAR EDUCATION**

- Total number of schools served: 44
- Total number of buses: 194
- Total number of miles driven daily: 19,735
- Total number of miles driven annually: 3,562,316
- Total number of students transported: 24,295
- Total number of non-transported students: 783
- Total transportation budget: $13,056,305
- Total average daily cost: $72,535
- Total cost per mile: $3.68
- Total cost per pupil: $537

**SPECIAL EDUCATION TRANSPORTATION**

- Total number of schools served: 62
- Total number of buses: 70
- Total number of students transported:
  - In-county: 769
  - Out-of-county: 78
  - Total: 842
- Total miles driven annually: 1,731,108
- Total special education transportation budget: $6,059,808
- Total average daily cost: $30,299
- Total cost per mile: $3.50
- Total cost per pupil: $7,197

**TRANSPORTATION SERVICES**

The Transportation Services Department transported over 25,000 students to and from school during the 2015-2016 school year. The Department provides annual in-service training for all bus drivers and bus assistants covering such topics as: student behavior management, bullying, defensive driving and winter weather driving practices, student evacuations, first aid and CPR certification, special needs, and other relevant topics. A total of 330 school buses, to include buses used for class field trips, athletics, and other school-related activities are thoroughly inspected three (3) times each year. All school bus drivers are subject to pre-employment, random and post-accident drug/alcohol testing, criminal background and personal driving record checks, and all drivers must pass a stringent school bus driver (CDL) physical each year.

**HUMAN RESOURCES**

The Department of Human Resources continued to serve employees of the Board of Education in matters pertaining to their employment. At the end of the fiscal year, the total number of employees in the school system was approximately 3,459. The positions were distributed among employee groups as follows:

**STAFFING 2016**

- Teachers/Nurses/Counselors: 2094
- Administrators and Supervisors: 18
- Directors/Assistant Supervisors: 15
- Other Professional Employees: 97
- Clerical/Supportal Employees: 232
- Instructional Assistants/Paraprofessionals: 369
- LCNs: 6
- Food Service Employees: 522
- Maintenance/Custodial Employees: 38

**DEPARTURE RATE**

- Professional Employees: 9.22%
- Classified Employees: 11.02%

**PERFORMANCE AND ASSESSMENT**

- **SAT – 2016 GRADUATES**
  - Critical Reading: 524
  - Math: 531
  - Writing: 505
  - Total: 1560
  - % of Graduating Seniors Tested: 64%

- **SAT – FIVE YEAR COMPARISON**
  - 2016
    - Critical Reading: 524
    - Math: 531
    - Writing: 505
    - Total: 1560
    - % of Graduating Seniors Tested: 64%
  - 2015
    - Critical Reading: 523
    - Math: 532
    - Writing: 510
    - Total: 1565
    - % of Graduating Seniors Tested: 65%
  - 2014
    - Critical Reading: 523
    - Math: 530
    - Writing: 510
    - Total: 1563
    - % of Graduating Seniors Tested: 68%
  - 2013
    - Critical Reading: 514
    - Math: 526
    - Writing: 505
    - Total: 1545
    - % of Graduating Seniors Tested: 68%
  - 2012
    - Critical Reading: 517
    - Math: 528
    - Writing: 504
    - Total: 1549
    - % of Graduating Seniors Tested: 66%

**MSA READING / PARCC ELA/L**

<table>
<thead>
<tr>
<th>Grade</th>
<th>2012 State Ranking</th>
<th>2013 State Ranking</th>
<th>2014 State Ranking</th>
<th>2015 State Ranking</th>
<th>2016 State Ranking</th>
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<tbody>
<tr>
<td>Grade 3</td>
<td>7th</td>
<td>5th</td>
<td>7th</td>
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<tr>
<td>Grade 4</td>
<td>7th</td>
<td>7th</td>
<td>3rd</td>
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<tr>
<td>Grade 5</td>
<td>1st</td>
<td>5th</td>
<td>5th</td>
<td>4th</td>
<td>3rd</td>
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<tr>
<td>Grade 6</td>
<td>1st</td>
<td>3rd</td>
<td>3rd</td>
<td>6th</td>
<td>6th</td>
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<tr>
<td>Grade 7</td>
<td>1st</td>
<td>3rd</td>
<td>2nd</td>
<td>6th</td>
<td>6th</td>
</tr>
<tr>
<td>Grade 8</td>
<td>2nd</td>
<td>3rd</td>
<td>1st</td>
<td>8th</td>
<td>4th</td>
</tr>
</tbody>
</table>

**MSA MATHEMATICS / PARCC MATH**

<table>
<thead>
<tr>
<th>Grade</th>
<th>2012 State Ranking</th>
<th>2013 State Ranking</th>
<th>2014 State Ranking</th>
<th>2015 State Ranking</th>
<th>2016 State Ranking</th>
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<td>Grade 3</td>
<td>4th</td>
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<tr>
<td>Grade 4</td>
<td>6th</td>
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<td>2nd</td>
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<td>Grade 5</td>
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<td>5th</td>
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<tr>
<td>Grade 6</td>
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<td>3rd</td>
<td>1st</td>
<td>2nd</td>
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<tr>
<td>Grade 7</td>
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<td>5th</td>
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<td>1st/2nd</td>
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<tr>
<td>Grade 8</td>
<td>5th</td>
<td>4th</td>
<td>4th</td>
<td>4th</td>
<td>2nd</td>
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</tbody>
</table>

**SCIENCE**

<table>
<thead>
<tr>
<th>Grade</th>
<th>2012 State Ranking</th>
<th>2013 State Ranking</th>
<th>2014 State Ranking</th>
<th>2015 State Ranking</th>
<th>2016 State Ranking</th>
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<tbody>
<tr>
<td>Grade 5</td>
<td>6th</td>
<td>2nd</td>
<td>2nd</td>
<td>3rd</td>
<td>3rd</td>
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<tr>
<td>Grade 8</td>
<td>4th</td>
<td>3rd</td>
<td>2nd</td>
<td>3rd</td>
<td>3rd</td>
</tr>
</tbody>
</table>

**REGULAR EDUCATION**

- Total number of schools served: 44
- Total number of buses: 194
- Total number of miles driven daily: 14,775
- Total number of miles driven annually: 1,962,118
- Total number of students transported: 24,995
- Total number of non-transported students: 761
- Total transportation budget: $13,056,305
- Total average daily cost: $72,535
- Total cost per mile: $3.68
- Total cost per pupil: $537

**SPECIAL EDUCATION TRANSPORTATION**

- Total number of schools served: 62
- Total number of buses: 70
- Total number of students transported:
  - In-county: 768
  - Out-of-county: 76
  - Total: 842
- Total miles driven annually: 1,730,088
- Total special education transportation budget: $6,059,808
- Total average daily cost: $30,299
- Total cost per mile: $3.50
- Total cost per pupil: $7,197
FOOD SERVICES

All Carroll County Public Schools offer a variety of reasonably priced school breakfasts and lunches that meet federal nutritional guidelines for school age children. Free and reduced price meals are available to those students who qualify under federally established guidelines.

All foods offered in the school meals program are approved by the U.S. Department of Agriculture. Students enjoy items such as whole grain pizza with low-fat cheese, deli sandwiches, and fresh entree salads. School meals are calorically age-appropriate and offer balanced nutrient content within the guidelines of the National Child Nutrition Program.

<table>
<thead>
<tr>
<th>Total Number of Schools with Food Services</th>
<th>41</th>
</tr>
</thead>
<tbody>
<tr>
<td>PRICE PER LUNCH - STUDENT</td>
<td></td>
</tr>
<tr>
<td>Elementary School</td>
<td>$2.50</td>
</tr>
<tr>
<td>Middle School</td>
<td>$2.75</td>
</tr>
<tr>
<td>High School</td>
<td>$3.00</td>
</tr>
<tr>
<td>PRICE PER BREAKFAST - STUDENT</td>
<td></td>
</tr>
<tr>
<td>Elementary School</td>
<td>$1.50</td>
</tr>
<tr>
<td>Secondary School</td>
<td>$1.75</td>
</tr>
<tr>
<td>TOTAL NUMBER OF LUNCHES SERVED</td>
<td></td>
</tr>
<tr>
<td>2014 - 2015</td>
<td>1,266,789</td>
</tr>
<tr>
<td>2015 - 2016</td>
<td>1,263,309</td>
</tr>
<tr>
<td>Increase</td>
<td>3,480</td>
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<tr>
<td>TOTAL CHILDREN’S BREAKFASTS SERVED</td>
<td></td>
</tr>
<tr>
<td>2014 - 2015</td>
<td>391,746</td>
</tr>
<tr>
<td>2015 - 2016</td>
<td>451,502</td>
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<tr>
<td>Increase</td>
<td>60,756</td>
</tr>
<tr>
<td>INCOME</td>
<td></td>
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<tr>
<td>Total Income 2015 - 2016</td>
<td>6,445,815</td>
</tr>
<tr>
<td>Meals and Milk Payments</td>
<td>1,942,649</td>
</tr>
<tr>
<td>Federal Reimbursements</td>
<td>3,136,682</td>
</tr>
<tr>
<td>State Reimbursements</td>
<td>104,600</td>
</tr>
<tr>
<td>Other*</td>
<td>1,258,044</td>
</tr>
<tr>
<td>EXPENSES</td>
<td></td>
</tr>
<tr>
<td>Total Expenses 2015 - 2015</td>
<td>5,980,204</td>
</tr>
<tr>
<td>Food (Used)</td>
<td>2,325,579</td>
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<tr>
<td>Labor and Fringes</td>
<td>3,288,836</td>
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<tr>
<td>Other</td>
<td>294,296</td>
</tr>
<tr>
<td>Equipment (New and Replacement)</td>
<td>70,868</td>
</tr>
<tr>
<td>Net Income / (Loss)</td>
<td>(461,771)</td>
</tr>
<tr>
<td>* Other - Income other than free meal payments</td>
<td></td>
</tr>
</tbody>
</table>

MARYLAND STATE COMPTROLLER PETER FRANCHOT PRESENTED THE SILVER HAMMER AWARD FOR SCHOOL MAINTENANCE TO CRANBERRY STATION ELEMENTARY SCHOOL.


**FOCUS AREA ONE: PREPARE STUDENTS TO BE COMPETITIVE IN A GLOBAL ECONOMY**

1. Arranged for middle school students to visit to historically black colleges and universities, as well as other colleges in the surrounding areas.
2. Presented students in the Teacher Academy of Maryland with information about diversity and multicultural education.
3. Updated guidelines and conducted information sessions with parents and community members about dual enrollment and trained staff on the new procedures to promote participation.
4. Developed transition courses for Algebra and English in collaboration with Carroll Community College.
5. Developed and implemented common assessments for approximately 60% of our PreK-12 core content areas.
6. Began building content in OneNote, part of the SharePoint environment, which will allow us to gradually move our content from the intranet to the internet.
7. Continued to integrate Universal Design for Learning (UDL) principles into the curriculum for all content areas. It is an ongoing process.
8. Implemented Bring Your Own Device (BYOD) in grades 3-12.
9. Used Ready Step and PSAT scores to provide nationally normed data to students and staff in grades 9-11.
10. Administered PARCC testing in grades 3-11 and used the results to modify instruction in the core academic disciplines.
11. Implemented the College and Career Readiness Standards (CCR) in all curricular areas for elementary, middle and high schools.
12. Implemented additional upgrades to the WiFi system and improved the overall Internet Bandwidth capability. This enabled the implementation of BYOD. Microsoft Office 365 (cloud-based services) was released for use by students and staff.
F O C U S  A R E A  T W O:
MEET EACH STUDENT’S INSTRUCTIONAL NEEDS

1) Added business complete program at Gateway.
2) Trained all members of the Student Services Department staff to facilitate Poverty Simulations.
3) Developed counseling plans to address achievement gaps and individual student deficiencies.
4) Expanded and standardized data collection and analysis for PRIDE students.
5) Increased student internships at Gateway by utilizing internal opportunities.
6) Conducted intensive training for school-based Student Services Teams (SST) to align intervention strategies.
7) Surveyed SST’s on current level of functioning to meet individual student needs.
8) Provided ongoing professional development on data-driven decision making to elementary resource teachers who, in turn, work closely with classroom teachers helping them to use data effectively to monitor progress and provide appropriate interventions.
9) Developed new data reporting tools in conjunction with the Department of Research and Accountability to help administrators focus on high priority data three times a year.
10) Provided ongoing professional development to elementary administrators on successful execution of SST goals and strategies.
11) Added “Reading Plus” to the middle school ELA curriculum to provide teachers with additional alternatives for student intervention and enrichment.
12) Implemented the CogAT (Cognitive Abilities Test) to all 2nd grade students, increasing the accuracy of and objectivity to the screening and identification process for the Gifted and Talented Program.
13) Designed and implemented units of study in the middle school STEM and Humanities areas for Gifted and Talented (GT) students. GT students also developed research projects in either the STEM or Humanities area that were showcased for professional feedback at the end of the school year.
14) Collaborated with McDaniel College to offer a GT Teacher certification program for CCPS teachers.
15) Coordinated meetings of the GT Parent and Community Steering Team to look at the resources and programs in place at the high school level. They have also discussed transitioning the student from 8th to 9th grade to ensure that schedules and 4 year plans are designed to meet the student’s needs.
16) Trained key instructional staff in the design and use of Microsoft 365 to determine its potential for teacher and student use. The 365 environment will also be explored as an option for web-based curriculum storage and access.
17) Planned for the opening of a new high school autism program at North Carroll High School.
18) Utilized math and reading intervention monies in grades 6-8 to provide increased individualized instruction and resources for non-traditional students.
19) Modified the middle school Autism Program to better meet the needs of the students.
20) Utilized the middle school Southern Regional Education Board (SREB) study to make recommendations for consistent delivery of school services to non-traditional students.
21) Implemented new features to the online teacher and principal evaluation system.
22) Increased flex time at the middle school level to provide increased instructional interventions and extensions for all students.
23) Provided targeted intervention funding and professional development to address identified achievement gaps at each middle school.
24) Worked with the construction and special education departments to relocate the middle school autism program to Shiloh Middle School.
25) Worked with the construction and special education departments to relocate the high school autism program to Winters Mill High School.
26) Implemented strategies from The Four Disciplines of Execution in order to carry out SIT strategies.
27) Modified and personalized the middle school G&T program.
28) Reorganized the Pre-K/Prep program into a more fluid and inclusive environment.
29) Consolidated and expanded autism classrooms in our comprehensive schools by adding trained staff.
30) Provided data analysis protocol and professional development for individual departments and teachers to analyze student achievement data and to plan intervention for remediation.
31) Expanded the Career Research and Development completer to the comprehensive high schools.
32) Added Honors Theatre Production and Analysis to the High School Program of Studies.
33) Designed a GT Visual Arts Saturday Program for students at the middle school level.
34) Provided a new data reporting tool in collaboration with the Department of Research and Accountability for common assessments used by elementary visual arts teachers.
35) Provided professional development sessions to address Autism Spectrum Disorder instructional strategies in Fine Arts classrooms.
36) Collaborated with elementary principals to analyze and use the universal CogAT screening results for student placement, grouping and to meet students’ individualized instructional needs.

25) Developed approximately 200 business partnerships through our Career Connections Program and our Local Advisory Council.
26) Provided All County music students with the ability to work under conductors from University of Delaware, James Madison University, and University of Maryland.
27) Integrated into CCPS curricula the new Maryland Fine Arts Standards that align with the new National Core Arts Standards.
28) Provided ongoing professional development in collaboration with McDaniel College to middle and high school math teachers on inquiry-based instruction.
29) Implemented a Discovery Education Math Techbook tablet pilot program in a middle school to provide rich multimedia curricula and deepen students’ conceptual understanding of mathematics.
30) Provided ongoing professional development to secondary math teachers using the Discovery Education Math Techbook.
31) Developed and implemented Integrated Performance Assessments for World Language students so they can use language in real situations.
32) Developed online Comprehension Benchmark Assessment in grades two through five to ensure students have the opportunity to experience assessments using an “online” format to prepare them for PARCC and close the “feedback loop” to immediately drive instructional decisions.
33) Began implementation of Curriculum 2020 that will provide a web-based curriculum grounded in Universal Design for Learning principles in all curricular areas.
34) Continued to align grades 6-8 and high school conceptual chemistry, physics, and biology to Next Generation Science Standards (NGSS), now adopted as Maryland State Science Standards.
35) Collaborated with University of Maryland Sea Grant, Department of Natural Resources, TCE, Maryland Forest Service, and University of Maryland Institute of Marine and Environmental Technology (IMET) to support students in science research courses.
36) Conducted CTE feasibility study to explore options for expanding CTE program access to students.
37) Relocated GIS Homeland Security Completer program to Westminster High School to facilitate access to students from around the county.
38) Implemented new SharePoint Content Management System and public website.
39) Set up and piloted online gradebook for grades 3-5 at five public website.
40) Implemented new SharePoint Content Management System and University of Maryland.
41) Conducted intensive training for school-based Student Services Teams (SST) to align intervention strategies.
42) Surveyed SST’s on current level of functioning to meet individual student needs.
43) Provided ongoing professional development on data-driven decision making to elementary resource teachers who, in turn, work closely with classroom teachers helping them to use data effectively to monitor progress and provide appropriate interventions.
44) Developed new data reporting tools in conjunction with the Department of Research and Accountability to help administrators focus on high priority data three times a year.
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63) Reorganized the Pre-K/Prep program into a more fluid and inclusive environment.
64) Consolidated and expanded autism classrooms in our comprehensive schools by adding trained staff.
65) Provided data analysis protocol and professional development for individual departments and teachers to analyze student achievement data and to plan intervention for remediation.
66) Expanded the Career Research and Development completer to the comprehensive high schools.
67) Added Honors Theatre Production and Analysis to the High School Program of Studies.
68) Designed a GT Visual Arts Saturday Program for students at the middle school level.
69) Provided a new data reporting tool in collaboration with the Department of Research and Accountability for common assessments used by elementary visual arts teachers.
70) Provided professional development sessions to address Autism Spectrum Disorder instructional strategies in Fine Arts classrooms.
71) Collaborated with elementary principals to analyze and use the universal CogAT screening results for student placement, grouping and to meet students’ individualized instructional needs.
CCPS VISION 2018
Activities & Accomplishments

A MAASAI DELEGATION FROM NAIROBI, KENYA, VISITED SEVERAL SCHOOLS TO SHARE THEIR PASTORAL AND SUSTENANCE WAY OF LIFE AND LEARN WAYS TO RAISE THE EDUCATION AND HEALTH STANDARDS FOR THEIR OWN COMMUNITY IN MAASAILAND.

1. Engaged the special education instructional consultant teachers to help tackle the achievement gap.
2. Engaged each principal on his/her SLO devoted to closing the achievement gap.
3. Offered "Preparing for a Lifetime of Academic Success" for African American students in collaboration with CCPL and the Carroll County Branch of NAACP.
4. Developed and presented a mini-series to prepare minority students for and inform parents of high school pathways that will prepare students for college.
5. Implemented PARCC reports in the Testing & Assessment Center and provided teachers with their student achievement data both summarized and disaggregated in a variety of ways. This helps identify trends where student achievement can be improved.
6. Developed new reports in the School Counselor Web Center to track and report on PARCC scores and College and Career Readiness Status.
7. Developed and presented a mini-series to prepare minority students for and inform parents of high school pathways that will prepare students for college.
8. Increased direct counseling and psychological services to students in the PRIDE Program.
9. Developed and presented a mini-series to prepare minority students for and inform parents of high school pathways that will prepare students for college.
10. Initiated Superintendent Transfer procedures to reduce the number of extended suspensions.
11. Engaged the special education instructional consultant teachers to help tackle the achievement gap.
12. Engaged each principal on his/her SLO devoted to closing the achievement gap.
13. Offered "Preparing for a Lifetime of Academic Success" for African American students in collaboration with CCPL and the Carroll County Branch of NAACP.
14. Developed and presented a mini-series to prepare minority students for and inform parents of high school pathways that will prepare students for college.
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16. Developed new reports in the School Counselor Web Center to track and report on PARCC scores and College and Career Readiness Status.
17. Developed and presented a mini-series to prepare minority students for and inform parents of high school pathways that will prepare students for college.
18. Increased direct counseling and psychological services to students in the PRIDE Program.
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FOCUS AREA THREE:
DEVELOP AND MAINTAIN AN EFFECTIVE WORKFORCE

1. Established mentor/mentee relationships among minority teachers and new hires.
2. Planned and hosted a luncheon for new minority teacher hires in August 2014.
3. Invited Historically Black College and University (HBCU) teacher candidates to schedule screening interviews.
4. Collaborated with the Department of Human Resources to offer open contracts to minority teaching candidates.
5. Utilized non-tenured, minority teachers as recruiters at their alma mater.
6. Invited members of the Diversity Leadership Committee to actively participate in the recruiting efforts at HBCU as well as at the National Association of Black School Educators (NABSE) job fair.
7. Established draft by-laws for NABSE.
8. Enhanced and modified the electronic teacher observation and evaluation system to allow for additional reports and data collection tools. Student Learning Objectives (SLOs) are now stored in the system and ratings are automatically transferred to the teacher’s evaluation. In addition, the application has been expanded to include evaluation completion and storage for curriculum supervisors.
9. Worked with MSDE data to provide schools with professional development opportunities to target increased rigor in SLOs.
10. Completed a comprehensive job classification and salary review for Technology Services and utilized it as a framework for the creation of a new Salary Scale for ATSP.
11. Completed full integration of Microsoft Direct Access VPN technology that allows all staff with CCPS laptops to securely access CCPS network resources via a remote internet connection.
12. Completed the process of converting all CCPS-owned bus routes to contractor-operated bus routes for SY 2015-2016 by providing a retirement incentive to CCPS bus driver employees.
13. Established a Transportation Resource Center worksite to house all significant transportation operational data: driver files, bus inventory, bus inspections, bus referrals, contractor information, etc.
14. Continued the process of matching (geocoding) student addresses to the Transfinder routing base map with 99.5% accuracy.
15. Completed the process of converting outdated boundary maps to new “parcel-based” maps to be used for future school boundary adjustments.
16. Completed the transition from manual and partial computer routing to full computerized routing using Transfinder RouteFinder Pro for all 104 regular education bus routes.
17. Provided Transfinder-generated bus routes with detailed driving directions and student information to schools and bus contractors. Routing map improvements were made to road center lines, school bus loops/driveways and bus contractor locations to improve routing accuracy.
18. Provided training to schools with InTransFinder LE, a Transfinder routing module, allowing schools and offices to easily identify school bus assignments and bus stops by entering a student’s address.
19. Reorganized the Transportation Services Department by creating two transportation planner/analyst positions, thus enabling the TSB to intensify and speed up process improvements involving Transfinder, GIS mapping, the Transportation Resource Center, SharePoint, and project management.
20. Developed procedures and technology to comply with the Affordable Care Act provisions, which included changes to staffing of contingent employees. Communicated changes to all affected employees.
21. Developed and implemented an incentive plan for teachers who met criteria for retirement benefits. The success of this program has allowed staffing reductions without a significant number of layoffs of current teachers for next school year.
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42. Developed and implemented an incentive plan for teachers who met criteria for retirement benefits. The success of this program has allowed staffing reductions without a significant number of layoffs of current teachers for next school year.
22) Conducted a competitive bid process to analyze benefits for employees resulting in more cost effective and improved customer service. Implemented prescription drug benefits through a new provider.
23) Explored opportunities to establish and improve employee wellness programs.
24) Maintained effective employee relations to assure compliance with bargaining agreements, implementation of bargained salary adjustments and bonus payments.
25) Continued to implement Poverty Promotions to simulate a culture of diversity.
26) Utilized principals meetings to improve professional development on "You can’t lead where you won’t go" to promote a culture of diversity.
27) Hosted a social event as a forum for minority teachers to network with each other.
28) Established and implemented a comprehensive leadership development program.
29) Provided a summer SLO Bootcamp for school leadership teams to further their knowledge of the components of high quality Student Learning Objectives.
30) Enhanced the new teacher induction program by including training for mentor teachers.
31) Realigned staff to enrollment while maintaining a quality instructional program.
32) Redesigned and implemented a new Online Helpdesk system.
33) Upgraded edSchool Plus and Teacher Access Center to v3.1. The new version provides an easier way for teachers to view additional information about students (test scores, parent contact information, grades, etc.).
34) Analyzed teacher recruitment venues to determine recruiting events that produce the most effective, diverse candidates.
35) Developed and implemented retirement incentives for the employees in bargaining groups in anticipation of closing three schools. The success of the program has resulted in very few employee layoffs. The Human Resources Department staff has worked with administrators and supervisors to transfer employees from the closing schools to other positions in the system.
36) Procured consulting services for a classification and compensation study which is intended to establish more competitive wages and to improve internal equity among positions.
37) Implemented an electronic reporting system for tracking attendance and assigning substitute teachers.
38) Restructured employee dental coverage to simplify and enhance the benefits without significant increase to costs.
39) Developed and improved the process of data sharing with schools by implementing web-based solutions that provide schools with needed transportation data.
40) Completed three (3) thorough bus inspections (summer, fall & spring) for all 350 school buses serving CCPS.
41) Provided pre-service and in-service classroom and behind-the-wheel training for over 450 school bus drivers and assistants involving over 3,000 training hours.
42) Completed over 200 school bus driver observations in accordance with MSDE driver observation requirements.
43) Implemented the keyless entry technology for all facilities via the proximity badge system.
44) Developed electronic record storage for all CCPS employee files.
45) Increased training and application of security procedures for all schools.
46) Implemented the BYOD program and Student Data Privacy Policy in all schools.
47) Implemented a system in which all staff members, including all coaches, have badges.
48) Standardized access to buildings through the county security committee.
49) The CCCTC Safety Committee has a school wide initiative to verify that the CCCTC is in compliance with the CCPS Security Advisory Committee’s non-negotiables.
50) Developed design and construction standards for stages to assure student and staff safety during productions.
51) Continue to work with the Special Education Department to provide effective/safe learning environments for the Regional Autism Program.
52) Replaced fire alarms and upgraded electrical systems at identified schools.
53) Implemented new employee badging procedures, including providing identification badges for all coaches.
54) Established a Transportation Resource Center worksite designed to house all significant transportation operational data: driver files, bus inventory, bus inspections, bus referrals, contractor information, etc. To date, bus inspection and referral information has been entered into the Resource Center.
55) Completed the process of matching (geocoding) 2015-16 student addresses to the Transfinder routing base map with 99.5 % accuracy. This process will be continued for the 2016-17 school year.
56) Completed the process of converting outdated boundary maps to new "parcel-based" maps to be used for future school boundary adjustments.
57) Completed the transition from manual and partial computer routing to full computerized routing using Transfinder RouteFinder Pro for all 194 regular education bus routes.

The Vision 2018 plan will be monitored annually by the Superintendent of Schools and will be a focal point of discussions throughout each fiscal year with the Board and system leaders.

Progress toward implementation, as well as communication, of the plan will be continuously evaluated and adjusted.

BRENDAN GALLAGHER, PROJECT LEAD THE WAY BIOMEDICAL SCIENCES TEACHER AT THE CARROLL COUNTY CAREER AND TECHNOLOGY CENTER, WAS NAMED CARROLL COUNTY TEACHER OF THE YEAR.
## CARROLL COUNTY PUBLIC SCHOOLS
### DIRECTORY OF SCHOOLS

#### ELEMENTARY

<table>
<thead>
<tr>
<th>School Name</th>
<th>Address</th>
<th>City</th>
<th>Phone Number</th>
<th>Principal/Teacher</th>
</tr>
</thead>
<tbody>
<tr>
<td>Carrolltowne Elementary School</td>
<td>6542 Ridge Road</td>
<td>Sykesville</td>
<td>410-751-3030</td>
<td>Rebecca DuPree</td>
</tr>
<tr>
<td>Cranberry Station Elementary School</td>
<td>505 North Center Street</td>
<td>Westminster</td>
<td>410-751-4440</td>
<td>Pamela Meyers</td>
</tr>
<tr>
<td>Ebb Valley Elementary School</td>
<td>300 Swiper Road</td>
<td>Manchester</td>
<td>410-751-1500</td>
<td>Justin Watts</td>
</tr>
<tr>
<td>Eldersburg Elementary School</td>
<td>1021 Johnsville Road</td>
<td>Sykesville</td>
<td>410-751-9220</td>
<td>Cynthia Bell</td>
</tr>
<tr>
<td>Elmira Wolfe Elementary School</td>
<td>19 North Main Street</td>
<td>Union Bridge</td>
<td>410-751-3307</td>
<td>Tracy Belski</td>
</tr>
<tr>
<td>Freedom Elementary School</td>
<td>5626 Sykesville Road</td>
<td>Sykesville</td>
<td>410-751-3255</td>
<td>Allison Smith</td>
</tr>
<tr>
<td>Friendship Valley Elementary School</td>
<td>1100 Gist Road</td>
<td>Westminster</td>
<td>410-751-3650</td>
<td>David Bortz</td>
</tr>
<tr>
<td>Hampstead Elementary School</td>
<td>3727 Shiloh Road</td>
<td>Hampstead</td>
<td>410-751-3420</td>
<td>Arlene Moore</td>
</tr>
<tr>
<td>Linton Springs Elementary School</td>
<td>375 Ronsdale Road</td>
<td>Sykesville</td>
<td>410-751-3080</td>
<td>Patricia Reed</td>
</tr>
<tr>
<td>Manchester Elementary School</td>
<td>3224 York Street</td>
<td>Manchester</td>
<td>410-751-3140</td>
<td>Martin Tierney</td>
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<tr>
<td>Mechanicsville Elementary School</td>
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<td>Sykesville</td>
<td>410-751-3100</td>
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<tr>
<td>Mt. Airy Elementary School</td>
<td>405 North Main Street</td>
<td>Mt. Airy</td>
<td>410-751-3540</td>
<td>Deborah Wisnom</td>
</tr>
<tr>
<td>Parr's Ridge Elementary School</td>
<td>202 Watersville Road</td>
<td>Mt. Airy</td>
<td>410-751-3659</td>
<td>Craig Hastings</td>
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<tr>
<td>Piney Ridge Elementary School</td>
<td>6315 Freedom Avenue</td>
<td>Sykesville</td>
<td>410-751-3635</td>
<td>Craig Dunkleberger</td>
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<tr>
<td>Robert Moton Elementary School</td>
<td>1401 Washington Road</td>
<td>Westminster</td>
<td>410-751-3610</td>
<td>Darryl Robbins</td>
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<tr>
<td>Runnymede Elementary School</td>
<td>300 Langdon Drive</td>
<td>Westminster</td>
<td>410-751-3023</td>
<td>Debra Benner</td>
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<tr>
<td>Sandy Mount Elementary School</td>
<td>2222 Old Westminster Pike</td>
<td>Finksburg</td>
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<td>Shaila Murphy</td>
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<td>Spring Garden Elementary School</td>
<td>700 Boxwood Drive</td>
<td>Hampstead</td>
<td>410-751-3433</td>
<td>Wendy Leishear</td>
</tr>
<tr>
<td>Taneytown Elementary School</td>
<td>160 Kings Drive</td>
<td>Taneytown</td>
<td>410-751-3260</td>
<td>Christy Farver</td>
</tr>
<tr>
<td>Westminster Elementary School</td>
<td>601 Uniontown Road</td>
<td>Westminster</td>
<td>410-751-3222</td>
<td>Whitney Warner</td>
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<tr>
<td>William Winchester Elementary School</td>
<td>70 Monroe Road</td>
<td>Westminster</td>
<td>410-751-3230</td>
<td>Joseph Dorsey</td>
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<tr>
<td>Winfield Elementary School</td>
<td>4401 Salem Bottom Road</td>
<td>Westminster</td>
<td>410-751-3242</td>
<td>Erin Sikorski</td>
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<tr>
<td></td>
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<td>(Acting Principal)</td>
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#### MIDDLE

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<tr>
<td>Mt. Airy Middle School</td>
<td>102 Watersville Road</td>
<td>Mt. Airy</td>
<td>410-751-3564</td>
<td>Karl Straker</td>
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<tr>
<td>North Carroll Middle School</td>
<td>2401 Hanover Pike</td>
<td>Hampstead</td>
<td>410-751-3440</td>
<td>Ralph Billings</td>
</tr>
<tr>
<td>Northwest Middle School</td>
<td>99 Kings Drive</td>
<td>Taneytown</td>
<td>410-751-3270</td>
<td>David Watkins</td>
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<tr>
<td>Oklahoma Road Middle School</td>
<td>6300 Oklahoma Road</td>
<td>Sykesville</td>
<td>410-751-3600</td>
<td>Erin Brilhart</td>
</tr>
<tr>
<td>Shiloh Middle School</td>
<td>3675 Willow Street</td>
<td>Hampstead</td>
<td>410-384-4570</td>
<td>Scott Lavender</td>
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<tr>
<td>Sykesville Middle School</td>
<td>7301 Springfield Avenue</td>
<td>Sykesville</td>
<td>410-751-3454</td>
<td>Christian Roemer</td>
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<tr>
<td>Westminster East Middle School</td>
<td>121 Langwell Avenue</td>
<td>Westminster</td>
<td>410-751-3656</td>
<td>James Carver</td>
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<tr>
<td>Westminster West Middle School</td>
<td>60 Monroe Street</td>
<td>Westminster</td>
<td>410-751-3661</td>
<td>Amy Gramada</td>
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## HIGH

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<tr>
<td>Century High School</td>
<td>355 Ronsdale Road</td>
<td>Sykesville</td>
<td>410-386-4400</td>
<td>Troy Barnes</td>
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<tr>
<td>Francis Scott Key High School</td>
<td>3825 Bark Hill Road</td>
<td>Union Bridge</td>
<td>410-751-3320</td>
<td>John Baughner</td>
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<tr>
<td>Liberty High School</td>
<td>5405 Barlow Road</td>
<td>Eldersburg</td>
<td>410-751-3560</td>
<td>Kenneth Gencz</td>
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<tr>
<td>Manchester Valley High School</td>
<td>3300 Maple Grove Road</td>
<td>Manchester</td>
<td>410-386-3673</td>
<td>Thomas Clowes</td>
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<tr>
<td>South Carroll High School</td>
<td>1300 West Old Liberty Road</td>
<td>Sykesville</td>
<td>410-751-3575</td>
<td>Diane Cooper</td>
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<tr>
<td>Westminster High School</td>
<td>1225 Washington Road</td>
<td>Westminster</td>
<td>410-751-3630</td>
<td>Jeffrey Hopkins</td>
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<tr>
<td>Winters Mill High School</td>
<td>560 Gursch Road</td>
<td>Westminster</td>
<td>410-386-5600</td>
<td>Eric King</td>
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## OTHER

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<tr>
<td>Carroll County Career and Technology Center</td>
<td>1229 Washington Road</td>
<td>Westminster</td>
<td>410-751-3669</td>
<td>William Eckles</td>
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<tr>
<td>Carroll County Outdoor School Hashawha Environmental Center</td>
<td>300 John Owinges Road</td>
<td>Westminster</td>
<td>410-751-3301</td>
<td>Gina Felter</td>
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<tr>
<td>Central Office</td>
<td>410-751-3167</td>
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<tr>
<td>Nurse Office</td>
<td>410-857-7932</td>
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<tr>
<td>Carroll Springs School</td>
<td>495 South Center Street</td>
<td>Westminster</td>
<td>410-751-3620</td>
<td>Gretchen Rockfeldow</td>
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<tr>
<td>Crossroads Middle School</td>
<td>45 Kate Wagner Road</td>
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<td>410-751-3691</td>
<td>Bryan Wetzler</td>
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<td>Gateway School</td>
<td>45 Kate Wagner Road</td>
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<td>410-751-3691</td>
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<td>Flexible Student Support PRIDE Program</td>
<td>45 Kate Wagner Road</td>
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<td>410-751-3691</td>
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<td></td>
<td>100 Gist Road</td>
<td>Westminster</td>
<td>410-751-3653</td>
<td>Michael Scalzi</td>
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### STUDENTS AT ROBERT MOTON ELEMENTARY SCHOOL LEARN ABOUT FRESH PRODUCE DURING A FARM TO SCHOOL CELEBRATION.
NOTICE OF NON-DISCRIMINATION

The Carroll County Public Schools (CCPS) is firmly committed to creating equal employment and educational opportunities for all persons with regard to its employment practices and in the provision of services, programs, and activities. The CCPS does not discriminate on the basis of age, color, genetic information, marital status, mental or physical disability, ancestry or national origin, race, religion, sex, or sexual orientation. The CCPS provides non-discriminatory access to school facilities in accordance with its policies and regulations regarding the community use of schools (including, but not limited to, the Boy Scouts). The following person has been designated to handle inquiries regarding the non-discrimination policies: Gregory J. Bricca, Director of Research and Accountability, 125 North Court Street, Westminster, Maryland 21157, (410) 751-3068.

ADA ACCESSIBILITY STATEMENT

The Carroll County Public Schools (CCPS) does not discriminate on the basis of disability in employment or the provision of services, programs or activities. Persons needing auxiliary aids and services for communication should contact the Office of Community and Media Relations at 410-751-3020 or publicinfo@carrollk12.org, or write to Carroll County Public Schools, 125 North Court Street, Westminster, Maryland 21157. Persons who are deaf, hard of hearing, or have a speech disability, may use Relay or 7-1-1. Please contact the school system at least one (1) week in advance of the date the special accommodation is needed. Information concerning the Americans with Disabilities Act is available from the Director of Facilities or the Supervisor of Community and Media Relations: Raymond Prokop, Director of Facilities Management, 125 North Court Street, Westminster, Maryland 21157, (410) 751-3177, or Carey Gaddis, Supervisor of Community and Media Relations, 125 North Court Street, Westminster, Maryland 21157, (410) 751-3020.

To find out more about Carroll County Public Schools:

CALL: 410-751-3000
TTY users call via MD Relay 7-1-1
WRITE: Carroll County Public Schools
125 North Court Street
Westminster, Maryland 21157
E-MAIL: publicinfo@carrollk12.org
VISIT: www.carrollk12.org
WATCH: CETV - Channel 21
VISIT: A school near you!
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