Montgomery County Schools
Department Improvement Plan
A Continuous Improvement Strategic Plan

Use the mouse to move from field to field.

Department Name: Finance	School Year: 2012-2013	Quarter: First	Date: 8/17/12
Current NCLB Status: N/A		Current ABC Status: N/A	

Plan	**Overall SMART Goal:** Your overall goal will reflect a two to three year long-range goal
	By 2014, maintain adequate fund balance.
	Target SMART Goal/Measure: (Selection of a district wide goal must be based upon operational need and must be supported by data. State clearly how operational goal will impact strategic performance
	By 2013, the district will maintain a fund balance of 3 million dollars for operations.

Study	**Insert (or attach) data table to support the selection of the above stated the overall SMART Goal and Target SMART Goal**
	Data from the last 4 years indicate that: 2012 – 4.0 million
	2011 – 4.3 million

		Quarter 1	Quarter 2	Quarter 3	Quarter 4	Summer
Study	**Data analysis:** (SWOT) analysis	Quarter 1 1. What does the data tell us? 4 million 2. Not tell us? What we spend fund balance on 3. Celebration(s)? We have a fund balance 4. OFIs? We spent $300,00 last year	Quarter 2 1. What does the data tell us? 2. Not tell us? 3. Celebration(s)? 4. OFIs?	Quarter 3 1. What does the data tell us? 2. Not tell us? 3. Celebration(s)? 4. OFIs?	Quarter 4 1. What does the data tell us? 2. Not tell us? 3. Celebration(s)? 4. OFIs?	Summer 1. What does the data tell us? 2. Not tell us? 3. Celebration(s)? 4. OFIs?

		Quarter 1	Quarter 2	Quarter 3	Quarter 4	Summer
Plan	Identify Key Strategy	Next step? Review monthly reports - DBS/MFR Allotments DP Revisions Bank Recs (State, Federal, C/O & Local) Trail Balance	5. Next step? (revise to address Identified OFIs)	5. Next step? (revise to address Identified OFIs)	5. Next step? (revise to address Identified OFIs)	5. Next step? (revise to address Identified OFIs)
Plan	Person(s) Responsible for ensuring the strategy is deployed	Kathy Johnson				
Plan	Resources Available (include $ encumbered and name of budget)	Quarter 1 Finance Personnel	Quarter 2	Quarter 3	Quarter 4	Summer
Plan	Resources Needed	N/A				
Plan	Professional Development (Indicate title, content and audience)	N/A				
Plan	Parent and Community (Stakeholder) Involvement	N/A				
Do	Create the deployment plan	Use the Quarter 1 deployment plan template below	Use the Quarter 2 deployment plan template below	Use the Quarter 3 deployment plan template below	Use the Quarter 4 deployment plan template below	

	Evaluation: 1. What data will you use to determine if the strategy was deployed? 2. What data will you use to determine if the strategy was deployed with fidelity? 3. What data will you use to determine if the strategy impacted the overall goal or target goal?	Quarter 1 Monthly finance reports Annual audit report Final fund balance	Quarter 2	Quarter 3	Quarter 4	Summer
Study	State the results for the current quarter	Quarter 1 1. What does the data tell us? 2. Not tell us? 3. Celebration(s)?	Quarter 2 1. What does the data tell us? 2. Not tell us? 3. Celebration(s)?	Quarter 3 1. What does the data tell us? 2. Not tell us? 3. Celebration(s)?	Quarter 4 1. What does the data tell us? 2. Not tell us? 3. Celebration(s)?	Summer 1. What does the data tell us? 2. Not tell us? 3. Celebration(s)?
Act/Plan	If target met, adjust target goal. If not, continue to quarter to answer remaining questions.	Quarter 1 To Be Determined	Quarter 2	Quarter 3	Quarter 4	Summer

Steps (Provide detailed steps)	Quarter 1 Deployment Plan	Person(s) Responsible	Measure(s)	Action Step Completion Date
#1	Balance 941 and Payroll Trial Balance	Kathy	Report	Quarterly
#2	Retirement System Data	Finance Personnel	Report	Quarterly
#3	Balance DBS/MFR Report (State/Federal)	Kathy	Report	Quarterly
#4	BUD Transactions	Finance Personnel	Report	Quarterly
#5	ESC Statistical Report	Finance Personnel	Report	Quarterly
#6	Month General Ledger for Directors	Kathy	Report	Quarterly
#7	Bank Reconciliation (State, Federal, C/O, Local)	Finance Personnel	Report	Quarterly
#8	Months/Positions Used Reports	Kathy	Report	Quarterly
#9	DPI Allotment Revisions	Kathy	Report	Quarterly
#10	Annual Financial Report	Kathy	Report	Quarterly

Steps (Provide detailed steps)	Quarter 2 Deployment Plan	Person(s) Responsible	Measure(s)	Action Step Completion Date

Steps (Provide detailed steps)		Person(s) Responsible	Measure(s)	Action Step Completion Date
#1				
#2				
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Steps (Provide detailed steps)	Quarter 3 Deployment Plan	Person(s) Responsible	Measure(s)	Action Step Completion Date
#1				
#2				
#3				
#4				
#5				

Steps (Provide detailed steps)	Quarter 4 Deployment Plan	Person(s) Responsible	Measure(s)	Action Step Completion Date
#1				
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Montgomery County Schools
Curriculum and Instruction Improvement Plan
A Continuous Improvement Strategic Plan

Use the mouse to move from field to field.

Department Name: Curriculum and Instruction	School Year: 2012-2013	Quarter: 1	Date: 09/15/2012

<table>
<tr><td rowspan="5">Plan</td><td colspan="2">Overall SMART Goal: Your overall goal will reflect a two to three year long-range goal</td></tr>
<tr><td colspan="2">The district will Improve reading proficiency of ALL students.</td></tr>
<tr><td colspan="2">Target SMART Goal/Measure: (Selection of a department goal must be based upon academic or operational need and must be supported by data. State clearly how academic goal will provide for accelerated learning for students at risk of not meeting standards or making AMOs.</td></tr>
<tr><td colspan="2">ALL students will increase reading proficiency by 5% growth for the 2012-2013 school year.
All components of the PDSA process will be evident with data to support instruction in every classroom for the 2012-2013 school year.
Reading instruction will be planned and aligned with formal and informal data taking into account AMO renorming but recognizing and focusing on individual student and sub-group growth.
Specific learning targets will be representative of student needs and evidenced by planning and data review during PLCs. Classroom evidences will demonstrate increased instructional findings from CWT, current data postings, and ACT.</td></tr>
</table>

<table>
<tr><td rowspan="4">Study</td><td colspan="2">Insert (or attach) data table to support the selection of the above stated the overall SMART Goal and Target SMART Goal</td></tr>
<tr><td colspan="2">Data from the last 4 years indicate that:</td></tr>
<tr><td>Grades 3-5 Reading Data</td><td>Grades 6-8 Reading Data</td></tr>
<tr>
<td>

- 2007 – 2008 Reading 45.3%
- 2008 – 2009 Reading 60.9%
- 2009 – 2010 Reading 60.2%
- 2010 – 2011 Reading 59.2%
- 2011 - 2012 Reading 59.5 %

</td>
<td>

- 2007 – 2008 Reading 43.5%
- 2008 – 2009 Reading 55.1%
- 2009 – 2010 Reading 56.6%
- 2010 – 2011 Reading 60.7%
- 2011 – 2012 Reading 59.8%

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

		Quarter 1	Quarter 2	Quarter 3	Quarter 4	Summer
Study	**Data analysis:** (SWOT) analysis	1. **What does the data tell us?** Over forty percent of our students are not proficient in Reading No significant and consistent increase is evident district-wide in literacy Students are entering the next grade level without the literacy skills required for success The strategies and practices being used are ineffective for approximately half of the students PA data provides deficits of individual students	1. What does the data tell us?	1. What does the data tell us?	1. What does the data tell us?	1. What does the data tell us?

		Quarter 1	Quarter 2	Quarter 3	Quarter 4	Summer
Study		**2. Not tell us?** State data does not break down objectives beyond goals Individual deficits are not identified on EOGs Field test items Common Core items embedded are unknown AYP comparison breakdown to AMOs Intervention practices by schools and classrooms for individual students and sub-groups The data does not demonstrate best strategies for literacy instruction If PA data is properly analyzed and used effectively to re-teach students	2. Not tell us?	2. Not tell us?	2. Not tell us?	2. Not tell us?

		Quarter 1	Quarter 2	Quarter 3	Quarter 4	Summer
Study		**3. Celebration(s)?** Overall the district demonstrated growth Literacy resources reviewed, lexiled, and in greater circulation Reading 3D data continues to identify struggling students earlier for intervention Literacy Coach working with highest needs schools to review data with teachers EC Teachers implementing new literacy model – Reading Mastery and Corrective Reading	3. Celebration(s)?	3. Celebration(s)?	3. Celebration(s)?	3. Celebration(s)?

		Quarter 1	Quarter 2	Quarter 3	Quarter 4	Summer
Study		**4. OFIs?** Defined and evident literacy targets, practices and strategies in every classroom Consistent literacy expectations from C&I, Principals, IFs, and Literacy Coach, and teachers Alignment of small group instruction to learning targets as bridge to connect concept/skill to small group Identification of flexible and ever changing grouping based on mastery checks, CFAs, and PAs Alignment of data deficits to Principals and IFs Instructional Leadership trainings Promote basic reading skills beyond grades k-2 for identified students Review and utilize 3D data more consistently to drive instruction beyond grades k-3 Co-teaching training to communicate literacy expectations	4. OFIs?	4. OFIs?	4. OFIs?	4. OFIs?

		Quarter 1	Quarter 2	Quarter 3	Quarter 4	Summer
Plan	**Identify Key Strategy**	5. Next step? Review school, teachers, and student data to establish growth, sub-groups, and school OFIs Continue Literacy Walkthroughs and feedback to identify and develop strategies and practices currently implemented and effectiveness of those strategies Train Principals in effective literacy practices Train IFs in most effective literacy practices and expectations for Reading by focusing on individual student data and sub-group data Establish with Principals and IFs the roles of support teachers in co-teaching literacy Implement Reading Mastery for identified students Monitor Reading instruction from district and school level administrators to provide input and feedback Continue to coach IFs on PLC data discussions, expectations, modeling, and providing resources to maximize instruction	5. Next step? (revise to address Identified OFIs)	5. Next step? (revise to address Identified OFIs)	5. Next step? (revise to address Identified OFIs)	5. Next step? (revise to address Identified OFIs)

		Quarter 1	Quarter 2	Quarter 3	Quarter 4	Summer
Plan	**Person(s) Responsible for ensuring the strategy is deployed**	Assistant Superintendent, Curriculum Director/IF Coach, Elementary Director, Secondary Director, EC Director Testing Director				
Plan	**Resources Available (include $ encumbered and name of budget)**	PDSA HYIS mClass data EOG data NCDPI Resources PLCs PA data				
Plan	**Resources Needed**					
Plan	**Professional Development (Indicate title, content and audience)**	Literacy Update of frameworks/models EC Programs overview ESL Model of Services Smarter Balance Common Core Look Fors Training				
Plan	**Parent and Community (Stakeholder) Involvement**	Family engagement activities at the school level to promote literacy Parent/Family/Student communication from the district level Parent involvement in stakeholder committees at the district level				
Do	**Create the deployment plan**	Use the Quarter 1 deployment plan template below	Use the Quarter 2 deployment plan template below	Use the Quarter 3 deployment plan template below	Use the Quarter 4 deployment plan template below	

		Quarter 1	Quarter 2	Quarter 3	Quarter 4	Summer
Study	**Evaluation:** **1. What data will you use to determine if the strategy was deployed?** **2. What data will you use to determine if the strategy was deployed with fidelity?** **3. What data will you use to determine if the strategy impacted the overall goal or target goal?**	1) PDSA, CWTs, PLC minutes, Observations, Increased quality in Reading instruction as evidenced by design of small group activities, use of genres, data results, questioning strategies, and differentiated instruction 2) PA data, CFA data, EOG data, Reading 3D, Pre/Post Assessment, CFAs, 3) PA data, CWT feedback, Principal evaluation, CFA data, Reading 3D data, PDSA, Literacy check list		Quarter 3	Quarter 4	Summer
Study	**State the results for the current quarter**	1. What does the data tell us? 2. Not tell us? 3. Celebration(s)?	1. What does the data tell us? 2. Not tell us? 3. Celebration(s)?	1. What does the data tell us? 2. Not tell us? 3. Celebration(s)?	1. What does the data tell us? 2. Not tell us? 3. Celebration(s)?	1. What does the data tell us? 2. Not tell us? 3. Celebration(s)?
Act/Plan	**If target met, adjust target goal. If not, continue to quarter to answer remaining questions.**					

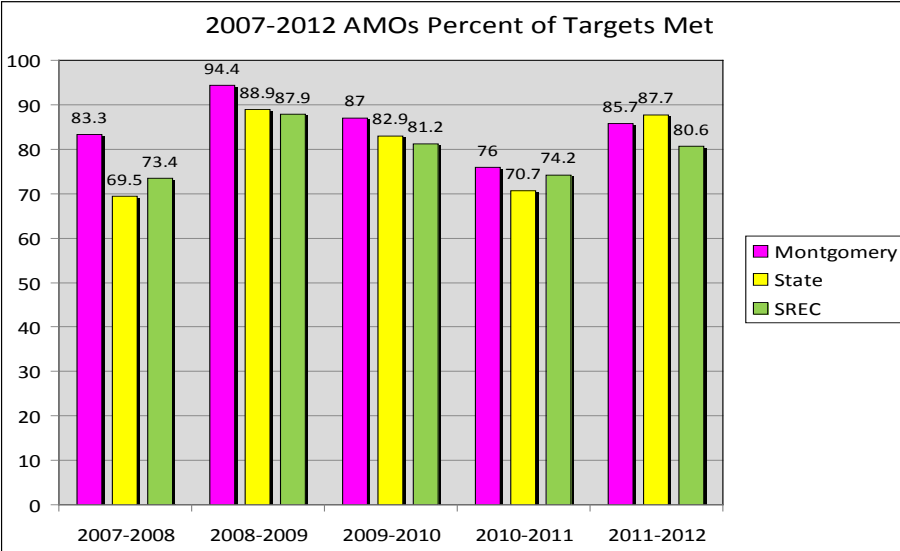| Steps (Provide detailed steps)	Quarter 1 Deployment Plan	Person(s) Responsible	Measure(s)	Action Step Completion Date
#1	Implementation of improved Reading instruction based on prior data, observation, classroom rigor evidenced and PLC discussions.	Elementary Director Secondary Director EC Director ESL Coordinator Literacy Facilitator School Administrators Asst. Superintendent IFs	• PDSA • Walk throughs • IF/Admin. • PLC minutes • CFA Checks with IF Coach and IFs • Principal Review of Data with C&I Team	Ongoing 2012 - 2013
#2	Review Reading 3D data, PA data, and CFA data to drive instruction.	IF Coach Elementary Director Secondary Director Assistant Superintendent Literacy Coach EC Director EC Literacy Coach IFs, and School Administration	• Progress monitoring/ checklist • Data from benchmark assessments • Data from PAs/CFAs • CWT Feedback • Observations	October, 2013
#3	Uphold implementation of Common Core standards for ELA instruction for grades 3-8 and continued execution of Common Core standards for ELA instruction for grades K-2.	C&I Team School Administrator IF All Support Service	• Common Core learning targets displayed , understood and being taught • Literacy Instruction • Data from CWT and Literacy WT	
#4	Train IFs in literacy expectations using the House Model as a catalyst for crucial conversations.	C&I Team ESL / EC/ AIG	• PLC discussions • Evidenced in CWT • PDSA reflects quality Literacy Instruction	

Steps (Provide detailed steps)	Quarter 2 Deployment Plan	Person(s) Responsible	Measure(s)	Action Step Completion Date
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Steps (Provide detailed steps)	Quarter 3 Deployment Plan	Person(s) Responsible	Measure(s)	Action Step Completion Date
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Steps (Provide detailed steps)	Quarter 4 Deployment Plan	Person(s) Responsible	Measure(s)	Action Step Completion Date
#1				
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District Improvement Plan
A Continuous Improvement Strategic Plan

Use the mouse to move from field to field.

Department Name: Curriculum and Instruction	School Year: 2012 – 2013	Quarter: 1	Date: 09/15/2012

Overall SMART Goal: Your overall goal will reflect a two to three year long-range goal

The district will implement PDSA with fidelity leading to improved AMO performance targets.

Target SMART Goal/Measure: (Selection of a district wide goal must be based upon academic or operational need and must be supported by data.   State clearly how academic goal will provide for accelerated learning for students at risk of not meeting standards or making AYP. Any school missing AYP as a result of EC, LEP or ED populations must have a goal representing these groups.)

AMO sub-group performance for all students will increase by 5% growth for the 2012-2013 school year and by 9% for the 2013-2014 school year.
Two AMO sub-groups will meet AMO performance targets under the new accountability model for 2012-2013 with a 50% target increase by 2013-2014.

(Plan — vertical label)

Insert (or attach) data table to support the selection of the above stated the overall SMART Goal and Target SMART Goal

Data from the last 4 years indicate that:

2007-2012 AMOs Percent of Targets Met

(Study — vertical axis label)

Year	Montgomery	State	SREC
2007-2008	83.3	69.5	73.4
2008-2009	94.4	88.9	87.9
2009-2010	87	82.9	81.2
2010-2011	76	70.7	74.2
2011-2012	85.7	87.7	80.6

2012-2013
Montgomery Learning Academy – 2 out of 3 targets (Reading 3-8 – All)
East Middle School – 21 out of 29 targets (Reading – All, Black, Hispanic, White, Economically Disadvantaged, Students with Disabilities) (Math – All)
West Middle School – 21 out of 25 targets (Reading – All, Black, White, Economically Disadvantaged)
East Montgomery High School – 19 out of 20 targets (Math – White)
West Montgomery High School – 15 out of 18 targets (Math – All, White, Economically Disadvantaged)Candor Elementary School – 16 out of 17 targets (Reading - All)
Green Ridge Elementary – 18 out of 21 targets (Reading – All, Hispanic, Economically Disadvantaged)
Page Street / Troy Elementary – 18 out of 21 targets (Reading – All, White, Economically Disadvantaged)
Mount Gilead Elementary – 14 out of 17 targets (Reading – All, Black, White)
Star Elementary – 10 out of 13 targets (Reading – All, White) (Math – White

		Quarter 1	Quarter 2	Quarter 3	Quarter 4	Summer
Study	**Data analysis:** (SWOT) analysis	**1. What does the data tell us?** Instruction is not reaching all students Reading is the greatest area of need The "all" sub-group is the largest area of concern in Reading White students are less proficient in Math than other sub-groups with 40 students The "all" sub-group is a combination of each classification The data tells us the number of sub-groups that met AYP/AMO with safe harbor	1. What does the data tell us?	Quarter 3 1. What does the data tell us?	Quarter 4 1. What does the data tell us?	Summer 1. What does the data tell us?

		Quarter 1	Quarter 2	Quarter 3	Quarter 4	Summer
		2. Not tell us? The data does not tell the number of students testing in areas with insufficient data to make up a sub-group compared to other sub-groups The data does not tell us how students scored on specific objectives, only on specific strands The data does not reflect new assessment scoring practices	2. Not tell us?	2. Not tell us?	3. Not tell us?	2. Not tell us?
		3. Celebrations PDSA process initially implemented in classrooms PDSA increasing student engagement in "do" quadrant Pre and post data provide immediate feedback for mastery PDSA forces differentiation for ALL students and targets ALL sub-groups	3.	3.	3.	3.

		Quarter 1	Quarter 2	Quarter 3	Quarter 4	Summer
		4. OFIs?	4. OFIs?	4. OFIs?	4. OFIs?	4. OFIs?
		Train principals and IFs in AMO data to improve instruction for ALL students				
		Provide resources, coaching, and support to principals and IFs in best instructional practices for reaching ALL students				
		Continue to implement HYIS at school level				
		Support teacher expectations for co-teaching and small group instruction				
		Cross curricular expectation for ALL teachers instructing ALL students beyond Reading and Math teachers				
		Highlight and monitor differentiated practices to promote growth of individual students within sub-groups				
		Provide assessment/data/AMO updates				
		Consistently review CFA development and results from CFAs, PAs, Reading 3D				
		Monitor implementation of Common Core/Essential Standards and Eight Mathematical Practices				

		Quarter 1	Quarter 2	Quarter 3	Quarter 4	Summer
Plan	**Identify Key Strategy**	5. Next step? Work with IFs and Principals to continue fidelity to the PDSA process Promote Instructional Leadership by training principals in best practices, HYIS, UDL, etc. to increase inter-rater reliability on the NCEES and CWT Guide IFs to facilitate data guided discussions, strategies, and expectations within the PLCs CWT to monitor PDSA implementation and clearly identified strategies that are understood and communicated by students including data descriptors	5. Next step? (revise to address Identified OFIs)	5. Next step? (revise to address Identified OFIs)	5. Next step? (revise to address Identified OFIs)	5. Next step? (revise to address Identified OFIs)
Plan	**Person(s) Responsible for ensuring the strategy is deployed**	Assistant Superintendent Curriculum Director Elementary/AIG Director Secondary /CTE Director EC Director ESL Coordinator				
Plan	**Resources Needed**					

		Quarter 1	Quarter 2	Quarter 3	Quarter 4	Summer
Plan	**Professional Development (Indicate title, content and audience)**	• Common Core training continuing • PDSA refresher • High Yield Instructional Strategies refresher • Co-teaching training • Smarter Balance overview				
Plan	**Parent and Community (Stakeholder) Involvement**	Your Schools 101 to provide informational / learning sessions for parents				
Do	**Create the deployment plan**	Use the Quarter 1 deployment plan template below	Use the Quarter 2 deployment plan template below	Use the Quarter 3 deployment plan template below	Use the Quarter 4 deployment plan template below	
Study	**Evaluation:** **1. What data will you use to determine if the strategy was deployed?** **2. What data will you use to determine if the strategy was deployed with fidelity?** **3. What data will you use to determine if the strategy impacted the overall goal or target goal?**	Quarter 1 1. CWT, PDSA, PLC minutes, Observations, 2. Data from CFA, PAs, and Reading 3D, evident differentiated instruction and activities reflected in classrooms and posted as a part of PDSA 3. Sub-group data (exits due to proficiency), EOG data, PA data, CWT reflecting implementation, ACT	Quarter 2	Quarter 3	Quarter 4	Summer
Study	**State the results for the current quarter**	Quarter 1 1. What does the data tell us? 2. Not tell us? 3. Celebration(s)?	Quarter 2 1. What does the data tell us? 2. Not tell us? 3. Celebration(s)?	Quarter 3 1. What does the data tell us? 2. Not tell us? 3. Celebration(s)?	Quarter 4 1. What does the data tell us? 2. Not tell us? 3. Celebration(s)?	Summer 1. What does the data tell us? 2. Not tell us? 3. Celebration(s)?

		Quarter 1	Quarter 2	Quarter 3	Quarter 4	Summer
Act/Plan	**If target met, adjust target goal. If not, continue to quarter to answer remaining questions.**	Quarter 1	Quarter 2	Quarter 3	Quarter 4	Summer

Steps (Provide detailed steps)	Quarter 1 Deployment Plan	Person(s) Responsible	Measure(s)	Action Step Completion Date
#1	Implementation of PDSA process with fidelity within all classrooms.	C&I Team, Principals, IFs, Teachers	• PDSA current and posted • Learning targets defined and understood by students • Data from classroom walk through instrument.	November, 2012
#2	AMO sub-groups identified and communicated between district and school levels.	Testing Director, ESL/EC Elementary/AIG Secondary /CTE Curriculum Director Asst. Superintendent, Teachers, Principals, IFs	• Student identification by sub-group and individually with identification lists (AIG, EC, ESL, 504, PEPs)	September, 2012
#3	PDSA will focus on instructional practices that are aligned to meet sub-group and individual student's needs.	C&I Team, IFs, Principals,	• PA data • Formative assessments • Mastery checks • Teacher observations • PEPs , IEPs, DEPs, and PLANS	September, 2012 and on-going

Steps (Provide detailed steps)	Quarter 2 Deployment Plan	Person(s) Responsible	Measure(s)	Action Step Completion Date
#1				
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Steps (Provide detailed steps)	Quarter 3 Deployment Plan	Person(s) Responsible	Measure(s)	Action Step Completion Date
#1				
#2				
#3				
#4				
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Steps (Provide detailed steps)	Quarter 4 Deployment Plan	Person(s) Responsible	Measure(s)	Action Step Completion Date
#1				
#2				
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Montgomery County Schools
Department Improvement Plan
A Continuous Improvement Strategic Plan

Use the mouse to move from field to field.

Department Name: Human Resources	School Year: 2012-13	Quarter: First Quarter	Date: October 1st 2013
Current NCLB Status: N/A		Current ABC Status: N/A	

<table>
<tr><td rowspan="4">Plan</td><td colspan="4">Overall SMART Goal: Your overall goal will reflect a two to three year long-range goal</td></tr>
<tr><td colspan="4"><i>By 2014, the percentage of teachers retained will exceed 2% of the overall state average.</i></td></tr>
<tr><td colspan="4">Target SMART Goal/Measure: (Selection of a district wide goal must be based upon operational need and must be supported by data.   State clearly how operational goal will impact strategic performance</td></tr>
<tr><td colspan="4"><i>By 2013, we would like our teacher turnover ratios to be equal with state average.</i></td></tr>
</table>

Study	Insert (or attach) data table to support the selection of the above stated the overall SMART Goal and Target SMART Goal		

Data from the last 4 years indicate that:

 2008-09 State- 12.5% / Montgomery- 14.6%   2011-12 State- TBD / Montgomery- 11%
 2009-10 State- 12% / Montgomery- 12%
 2010-11 State- 11.7% /Montgomery- 13%

	Quarter 1	Quarter 2	Quarter 3	Quarter 4	Summer

		Quarter 1	Quarter 2	Quarter 3	Quarter 4	Summer
Study	Data analysis: (SWOT) analysis	1. What does the data tell us? *Retention was better. 2011-12 data is at state average for final 2010-11 stats.* 2. Not tell us? *Why is it better?* 3. Celebration(s)? *We are doing a better job of maintaining teachers.* 4. OFIs? *Full-time BT support, Celebrations, Funding of full-time mentors, partnership with NCCAT*	1. What does the data tell us? 2. Not tell us? 3. Celebration(s)? 4. OFIs?	1. What does the data tell us? 2. Not tell us? 3. Celebration(s)? 4. OFIs?	1. What does the data tell us? 2. Not tell us? 3. Celebration(s)? 4. OFIs?	1. What does the data tell us? 2. Not tell us? 3. Celebration(s)? 4. OFIs?
Plan	Identify Key Strategy	**Quarter 1** 5. Next step? *Lead Mentors, Deidra Steed/part-time support, BT specialist/part-time with lateral entry teachers/Instructional coaches supporting at elementary schools*	**Quarter 2** 5. Next step? (revise to address Identified OFIs)	**Quarter 3** 5. Next step? (revise to address Identified OFIs)	**Quarter 4** 5. Next step? (revise to address Identified OFIs)	**Summer** 5. Next step? (revise to address Identified OFIs)

		Quarter 1	Quarter 2	Quarter 3	Quarter 4	Summer
Plan	Person(s) Responsible for ensuring the strategy is deployed	*Kevin Lancaster*				
Plan	Resources Available (include $ encumbered and name of budget)	N/A				
Plan	*Resources Needed*	*N/a/limited funds*				
Plan	Professional Development (Indicate title, content and audience)	*Monthly meetings with lead mentors and IF's.*				
Plan	Parent and Community (Stakeholder) Involvement	*N/A*				
Do	Create the deployment plan	Use the Quarter 1 deployment plan template below	Use the Quarter 2 deployment plan template below	Use the Quarter 3 deployment plan template below	Use the Quarter 4 deployment plan template below	
Study	Evaluation: 1. What data will you use to determine if the strategy was deployed? 2. What data will you use to determine if the strategy was deployed with fidelity? 3. What data will you use to determine if the strategy impacted the overall goal or target goal?	*Mentor logs. Retention rates broken down to determine true stats based on reasons the teachers left. Final personnel rosters.*				

		Quarter 1 1. What does the data tell us? 2. Not tell us? 3. Celebration(s)? N/A	Quarter 2 1. What does the data tell us? 2. Not tell us? 3. Celebration(s)?	Quarter 3 1. What does the data tell us? 2. Not tell us? 3. Celebration(s)?	Quarter 4 1. What does the data tell us? 2. Not tell us? 3. Celebration(s)?	Summer 1. What does the data tell us? 2. Not tell us? 3. Celebration(s)?
Study	State the results for the current quarter					
Act/Plan	If target met, adjust target goal. If not, continue to quarter to answer remaining questions.	Quarter 1 *Will adjust goal based on final state teacher turnover rates for 2011-12 school year*	Quarter 2	Quarter 3	Quarter 4	Summer

Steps (Provide detailed steps)	Quarter 1 Deployment Plan	Person(s) Responsible	Measure(s)	Action Step Completion Date
#1	*Identify all BT 1, 2, 3's*	*Lancaster*	*Meeting minutes/Classroom observations/Teacher turnover*	*ongoing*
#2	*Provide orientation at the beginning of the year at CO and school level*	*Lancaster*	*Same*	*ongoing*
#3	*Schedule meetings with Lead Mentors and IF's*	*Lancaster*	*Same*	*ongoing*
#4	*Put plan in place to support all lateral entry teachers/use Title II funds as needed to support new teachers who are struggling*	*Lancaster*	*Same*	*ongoing*
#5	*Identify positive strategies to support new teachers/find incentives to support non-paid mentors*	*Lancaster*	*Same*	*ongoing*

Steps (Provide detailed steps)	Quarter 2 Deployment Plan	Person(s) Responsible	Measure(s)	Action Step Completion Date
#1				
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Steps (Provide detailed steps)	Quarter 3 Deployment Plan	Person(s) Responsible	Measure(s)	Action Step Completion Date
#1				
#2				

Steps (Provide detailed steps)				
#3				
#4				
#5				

Steps (Provide detailed steps)	Quarter 4 Deployment Plan	Person(s) Responsible	Measure(s)	Action Step Completion Date
#1				
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Department Improvement Plan
A Continuous Improvement Strategic Plan

Use the mouse to move from field to field.

Department Name:	School Year:	Quarter:	Date:

Current NCLB Status: N/A	Current ABC Status: N/A

Overall SMART Goal: **Your overall goal will reflect a two to three year long-range goal**

Plan

Target SMART Goal/Measure: (Selection of a district wide goal must be based upon operational need and must be supported by data. State clearly how operational goal will impact strategic performance

Study

Insert (or attach) data table to support the selection of the above stated the overall SMART Goal and Target SMART Goal

Data from the last 4 years indicate that:

	Quarter 1	Quarter 2	Quarter 3	Quarter 4	Summer

		Quarter 1	Quarter 2	Quarter 3	Quarter 4	Summer
Study	Data analysis: (SWOT) analysis	5. What does the data tell us? 6. Not tell us? 7. Celebration(s)? 8. OFIs?	5. What does the data tell us? 6. Not tell us? 7. Celebration(s)? 8. OFIs?	5. What does the data tell us? 6. Not tell us? 7. Celebration(s)? 8. OFIs?	6. What does the data tell us? 7. Not tell us? 8. Celebration(s)? 9. OFIs?	6. What does the data tell us? 7. Not tell us? 8. Celebration(s)? 9. OFIs?
Plan	Identify Key Strategy	Quarter 1 10. Next step?	Quarter 2 10. Next step? (revise to address Identified OFIs)	Quarter 3 6. Next step? (revise to address Identified OFIs)	Quarter 4 5. Next step? (revise to address Identified OFIs)	Summer 5. Next step? (revise to address Identified OFIs)
Plan	Person(s) Responsible for ensuring the strategy is deployed					
Plan	Resources Available (include $ encumbered and name of budget)	Quarter 1	Quarter 2	Quarter 3	Quarter 4	Summer
Plan	Resources Needed					
Plan	Professional Development (Indicate title, content and audience)					

Plan	Parent and Community (Stakeholder) Involvement					
Do	Create the deployment plan	Use the Quarter 1 deployment plan template below	Use the Quarter 2 deployment plan template below	Use the Quarter 3 deployment plan template below	Use the Quarter 4 deployment plan template below	
Study	Evaluation: 1. What data will you use to determine if the strategy was deployed? 2. What data will you use to determine if the strategy was deployed with fidelity? 3. What data will you use to determine if the strategy impacted the overall goal or target goal?	Quarter 1	Quarter 2	Quarter 3	Quarter 4	Summer
Study	State the results for the current quarter	Quarter 1 4. What does the data tell us? 5. Not tell us? 6. Celebration(s)?	Quarter 2 4. What does the data tell us? 5. Not tell us? 6. Celebration(s)?	Quarter 3 4. What does the data tell us? 5. Not tell us? 6. Celebration(s)?	Quarter 4 4. What does the data tell us? 5. Not tell us? 6. Celebration(s)?	Summer 4. What does the data tell us? 5. Not tell us? 6. Celebration(s)?
Act/Plan	If target met, adjust target goal. If not, continue to quarter to answer remaining questions.	Quarter 1	Quarter 2	Quarter 3	Quarter 4	Summer

Steps (Provide detailed steps)	Quarter 1 Deployment Plan	Person(s) Responsible	Measure(s)	Action Step Completion Date
#1				
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Steps (Provide detailed steps)	Quarter 2 Deployment Plan	Person(s) Responsible	Measure(s)	Action Step Completion Date
#1				
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Steps (Provide detailed steps)	Quarter 3 Deployment Plan	Person(s) Responsible	Measure(s)	Action Step Completion Date
#1				
#2				
#3				
#4				
#5				

Steps (Provide detailed steps)	Quarter 4 Deployment Plan	Person(s) Responsible	Measure(s)	Action Step Completion Date
#1				
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Montgomery County Schools
Department Improvement Plan
A Continuous Improvement Strategic Plan

Use the mouse to move from field to field.

Department Name: *Aux./Support Services*	School Year: *2012-13*	Quarter: *First Quarter*	Date: *October 1ˢᵗ 2012*
Current NCLB Status: **N/A**		Current ABC Status: **N/A**	

Plan	**Overall SMART Goal:** Your overall goal will reflect a two to three year long-range goal
	By 2014 the out of school suspension rate will be reduced by 10% (days lost)
	Target SMART Goal/Measure: (Selection of a district wide goal must be based upon operational need and must be supported by data. State clearly how operational goal will impact strategic performance
	By 2013 the out of school suspension data will be reduced by 5% (days lost)

Study	**Insert (or attach) data table to support the selection of the above stated the overall SMART Goal and Target SMART Goal**
	Data from the last 4 years indicate that:
	2010-11 Number of Suspensions for county- 667/ Days lost- 1933
	2011-12 Number of suspensions for county- 1087/ Days lost- 1284 (ASP 383 days saved from OSS)

		Quarter 1	Quarter 2	Quarter 3	Quarter 4	Summer

		Quarter 1	Quarter 2	Quarter 3	Quarter 4	Summer
Study	**Data analysis:** (SWOT) analysis	Quarter 1 1. What does the data tell us? *Days lost were down but number of suspensions were up.* 2. Not tell us? *Why was it down?* 3. Celebration(s)? *Days lost was significantly better* 4. OFIs? *Reduce overall suspensions*	Quarter 2 1. What does the data tell us? 2. Not tell us? 3. Celebration(s)? 4. OFIs?	Quarter 3 1. What does the data tell us? 2. Not tell us? 3. Celebration(s)? 4. OFIs?	Quarter 4 1. What does the data tell us? 2. Not tell us? 3. Celebration(s)? 4. OFIs?	Summer 1. What does the data tell us? 2. Not tell us? 3. Celebration(s)? 4. OFIs?
Plan	**Identify Key Strategy**	Quarter 1 5. Next step? *Expanding ASP program, RTI process, Student Assistance Teams Drop-out committees*	Quarter 2 5. Next step? (revise to address Identified OFIs)	Quarter 3 5. Next step? (revise to address Identified OFIs)	Quarter 4 5. Next step? (revise to address Identified OFIs)	Summer 5. Next step? (revise to address Identified OFIs)
Plan	**Person(s) Responsible for ensuring the strategy is deployed**	Kevin Lancaster				
Plan	**Resources Available (include $ encumbered and name of budget)**	Quarter 1 *Funds to add trailer to MLA*	Quarter 2	Quarter 3	Quarter 4	Summer

Plan	Resources Needed	*Funds to add trailer to MLA*				
Plan	Professional Development (Indicate title, content and audience)	*RTI training, Classroom management training for new teachers*				
Plan	Parent and Community (Stakeholder) Involvement	*N/A*				
Do	Create the deployment plan	Use the Quarter 1 deployment plan template below	Use the Quarter 2 deployment plan template below	Use the Quarter 3 deployment plan template below	Use the Quarter 4 deployment plan template below	
Study	Evaluation: 1. What data will you use to determine if the strategy was deployed? 2. What data will you use to determine if the strategy was deployed with fidelity? 3. What data will you use to determine if the strategy impacted the overall goal or target goal?	Quarter 1 *Suspension rates Days lost report ASP data from MLA*	Quarter 2	Quarter 3	Quarter 4	Summer
Study	State the results for the current quarter	Quarter 1 1. What does the data tell us? 2. Not tell us? 3. Celebration(s)?	Quarter 2 1. What does the data tell us? 2. Not tell us? 3. Celebration(s)?	Quarter 3 1. What does the data tell us? 2. Not tell us? 3. Celebration(s)?	Quarter 4 1. What does the data tell us? 2. Not tell us? 3. Celebration(s)?	Summer 1. What does the data tell us? 2. Not tell us? 3. Celebration(s)?
Act/Plan	If target met, adjust target goal. If not, continue to quarter to answer remaining questions.	Quarter 1	Quarter 2	Quarter 3	Quarter 4	Summer

Steps (Provide detailed steps)	Quarter 1 Deployment Plan	Person(s) Responsible	Measure(s)	Action Step Completion Date
#1	*Make sure that Drop-out and SIT teams are meeting regularly at each school.*	*Kevin Lancaster*	*Suspension data*	*On-going*
#2	*Use social worker where the needs are the highest*	*Kevin Lancaster*	*Suspension data*	*On-going*
#3	*Complete trailer installation at MLA/expanding of AIS program*	*Kevin Lancaster*	*Suspension data*	*On-going*
#4	*Work with Mr. Greene to expand volunteers in our schools to support struggling students*	*Kevin Lancaster*	*Suspension data*	*On-going*
#5	*Use Title II funds to support teachers struggling with classroom management*	*Kevin Lancaster*	*Suspension data*	*On-going*

Steps (Provide detailed steps)	Quarter 2 Deployment Plan	Person(s) Responsible	Measure(s)	Action Step Completion Date
#1				
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Steps (Provide detailed steps)	Quarter 3 Deployment Plan	Person(s) Responsible	Measure(s)	Action Step Completion Date
#1				
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Steps (Provide detailed steps)	Quarter 4 Deployment Plan	Person(s) Responsible	Measure(s)	Action Step Completion Date
#1				
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Montgomery County Schools
Department Improvement Plan
A Continuous Improvement Strategic Plan

Use the mouse to move from field to field.

Department Name:		School Year:	Quarter:	Date:
Current NCLB Status: N/A			Current ABC Status: N/A	

Plan	**Overall SMART Goal:** Your overall goal will reflect a two to three year long-range goal
	Target SMART Goal/Measure: (Selection of a district wide goal must be based upon operational need and must be supported by data. State clearly how operational goal will impact strategic performance
Study	**Insert (or attach) data table to support the selection of the above stated the overall SMART Goal and Target SMART Goal**
	Data from the last 4 years indicate that:

		Quarter 1	Quarter 2	Quarter 3	Quarter 4	Summer
Study	Data analysis: (SWOT) analysis	Quarter 1 1. What does the data tell us? 2. Not tell us? 3. Celebration(s)? 4. OFIs?	Quarter 2 5. What does the data tell us? 6. Not tell us? 7. Celebration(s)? 8. OFIs?	Quarter 3 5. What does the data tell us? 6. Not tell us? 7. Celebration(s)? 8. OFIs?	Quarter 4 6. What does the data tell us? 7. Not tell us? 8. Celebration(s)? 9. OFIs?	Summer 5. What does the data tell us? 6. Not tell us? 7. Celebration(s)? 8. OFIs?

		Quarter 1	Quarter 2	Quarter 3	Quarter 4	Summer
Plan	Identify Key Strategy	9. Next step?	10. Next step? (revise to address Identified OFIs)	6. Next step? (revise to address Identified OFIs)	5. Next step? (revise to address Identified OFIs)	5. Next step? (revise to address Identified OFIs)
Plan	Person(s) Responsible for ensuring the strategy is deployed					
Plan	Resources Available (include $ encumbered and name of budget)	Quarter 1	Quarter 2	Quarter 3	Quarter 4	Summer
Plan	Resources Needed					
Plan	Professional Development (Indicate title, content and audience)					
Plan	Parent and Community (Stakeholder) Involvement					
Do	Create the deployment plan	Use the Quarter 1 deployment plan template below	Use the Quarter 2 deployment plan template below	Use the Quarter 3 deployment plan template below	Use the Quarter 4 deployment plan template below	

Study	Evaluation: 1. What data will you use to determine if the strategy was deployed? 2. What data will you use to determine if the strategy was deployed with fidelity? 3. What data will you use to determine if the strategy impacted the overall goal or target goal?	Quarter 1	Quarter 2	Quarter 3	Quarter 4	Summer
Study	State the results for the current quarter	Quarter 1 4. What does the data tell us? 5. Not tell us? 6. Celebration(s)?	Quarter 2 4. What does the data tell us? 5. Not tell us? 6. Celebration(s)?	Quarter 3 4. What does the data tell us? 5. Not tell us? 6. Celebration(s)?	Quarter 4 4. What does the data tell us? 5. Not tell us? 6. Celebration(s)?	Summer 4. What does the data tell us? 5. Not tell us? 6. Celebration(s)?
Act/Plan	If target met, adjust target goal. If not, continue to quarter to answer remaining questions.	Quarter 1	Quarter 2	Quarter 3	Quarter 4	Summer

Steps (Provide detailed steps)	Quarter 1 Deployment Plan	Person(s) Responsible	Measure(s)	Action Step Completion Date
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Steps (Provide detailed steps)	Quarter 2 Deployment Plan	Person(s) Responsible	Measure(s)	Action Step Completion Date
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Steps (Provide detailed steps)	Quarter 3 Deployment Plan	Person(s) Responsible	Measure(s)	Action Step Completion Date
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#3				
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Steps (Provide detailed steps)	Quarter 4 Deployment Plan	Person(s) Responsible	Measure(s)	Action Step Completion Date
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Use the mouse to move from field to field.

Department Name: Communications/Family Engagement	School Year: 2012-2013	Quarter: 1	Date: 8/17/2012
Current NCLB Status: N/A		Current ABC Status: N/A	

Plan

Overall SMART Goal: Your overall goal will reflect a two to three year long-range goal

By 2014, each school in MCS will document at least two positive, formal contacts per semester with a parent/guardian for every child enrolled in the school.

Target SMART Goal/Measure: (Selection of a district wide goal must be based upon operational need and must be supported by data. State clearly how operational goal will impact strategic performance)

By 2013, a formal system will be in place to define and track progress toward goal.

Study

Insert (or attach) data table to support the selection of the above stated the overall SMART Goal and Target SMART Goal

Data from the last 4 years indicate that:

		Quarter 1	Quarter 2	Quarter 3	Quarter 4	Summer
Study	**Data analysis:** (SWOT) analysis	Quarter 1 1. What does the data tell us? Met previous goal 2. Not tell us? Reason(s) for contacts 3. Celebration(s)? Met goal ahead of schedule 4. OFIs? Need more positive communication with parents to impact parent engagement.	Quarter 2 1. What does the data tell us? 2. Not tell us? 3. Celebration(s)? 4. OFIs?	Quarter 3 1. What does the data tell us? 2. Not tell us? 3. Celebration(s)? 4. OFIs?	Quarter 4 1. What does the data tell us? 2. Not tell us? 3. Celebration(s)? 4. OFIs?	Summer 1. What does the data tell us? 2. Not tell us? 3. Celebration(s)? 4. OFIs?

		Quarter 1 5. Next step?	Quarter 2 5. Next step? (revise to address Identified OFIs)	Quarter 3 5. Next step? (revise to address Identified OFIs)	Quarter 4 5. Next step? (revise to address Identified OFIs)	Summer 5. Next step? (revise to address Identified OFIs)
Plan	Identify Key Strategy	Parent Leadership Institute, Develop consistent parent contact log for all schools to use, quarterly audit process with each school, parent satisfaction survey.				
Plan	Person(s) Responsible for ensuring the strategy is deployed	Lindsay Whitley				
Plan	Resources Available (include $ encumbered and name of budget)	Quarter 1 Title 1 funding and Your Schools 101 monies fundraised.	Quarter 2	Quarter 3	Quarter 4	Summer
Plan	Resources Needed	Food for parent trainings/meetings, chart paper, pens, markers, etc.				
Plan	Professional Development (Indicate title, content and audience)	Provided at principals' meeting and flows to faculty – flows down to faculty. Within first semester, customer service training will be provided at each school.				
Plan	Parent and Community (Stakeholder) Involvement	Parents involved in the Parent Leadership Institute will continue to provide input/feedback and track success.				
Do	Create the deployment plan	Use the Quarter 1 deployment plan template below	Use the Quarter 2 deployment plan template below	Use the Quarter 3 deployment plan template below	Use the Quarter 4 deployment plan template below	

	Evaluation: 1. What data will you use to determine if the strategy was deployed? 2. What data will you use to determine if the strategy was deployed with fidelity? 3. What data will you use to determine if the strategy impacted the overall goal or target goal?	Quarter 1 Parent contact logs, parent satisfaction surveys The audit process Final contact data for End-of-Year review	Quarter 2	Quarter 3	Quarter 4	Summer
Study	State the results for the current quarter	Quarter 1 1. What does the data tell us? 2. Not tell us? 3. Celebration(s)?	Quarter 2 1. What does the data tell us? 2. Not tell us? 3. Celebration(s)?	Quarter 3 1. What does the data tell us? 2. Not tell us? 3. Celebration(s)?	Quarter 4 1. What does the data tell us? 2. Not tell us? 3. Celebration(s)?	Summer 1. What does the data tell us? 2. Not tell us? 3. Celebration(s)?
Act/Plan	If target met, adjust target goal. If not, continue to quarter to answer remaining questions.	Quarter 1	Quarter 2	Quarter 3	Quarter 4	Summer

Steps (Provide detailed steps)	Quarter 1 Deployment Plan	Person(s) Responsible	Measure(s)	Action Step Completion Date
#1	Provided training to principals	Lindsay	Principal Agenda	August
#2	Parent Leadership Institute Initial Meeting	Lindsay	Meeting Minutes/Agenda	July
#3	Developed new parent contact log	Lindsay	Log Completion	August
#4	Schedule audit visits	Lindsay	Schedule/ Audit Report	Quarterly
#5	Conduct review for process improvements	Lindsay	PDSA	Quarterly
#6	Parent Satisfaction Survey	Lindsay	Survey Results	Quarterly

Steps (Provide detailed steps)	Quarter 2 Deployment Plan	Person(s) Responsible	Measure(s)	Action Step Completion Date
#1				
#2				
#3				

Steps (Provide detailed steps)		Person(s) Responsible	Measure(s)	Action Step Completion Date
#4				
#5				

Steps (Provide detailed steps)	Quarter 3 Deployment Plan	Person(s) Responsible	Measure(s)	Action Step Completion Date
#1				
#2				
#3				
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Steps (Provide detailed steps)	Quarter 4 Deployment Plan	Person(s) Responsible	Measure(s)	Action Step Completion Date
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