

WRITTEN STRATEGIC PLAN SCHOOL YEAR 2017-2018

OBJECTIVES

1. Be developed and implemented
2. Provide consistent improvement to the institution and program offerings
3. Insure all plans include elements addressing Polk County School District Strategic Plan
4. Provide for a cycle of at least three years
5. Provide strategies for achieving the objectives of the institution
6. Provide strategies for an evaluation process that measures the effectiveness of the Strategic Plan

PURPOSE

The written strategic plan is to provide for the most efficient and effective utilization of relevant data to attain the mission and vision of Ridge Technical College (RTC) and in keeping with the mission of Florida Department of Education and the Polk County School System.

INTENT

Ensure, comply and uphold our vision and mission to be Polk County's premier workforce training institution that will assess, prepare and place individuals in successful and rewarding careers in an increasingly competitive and changing employment market. Successfully training and employing our students is the definitive goal of our institution.

RESPONSIBLE PARTIES

1. The Director oversees the operation of RTC as a whole.
2. Assistant Director assists Director in all areas of administration and operations; assumes Director's duties in the absence of the Director; maintains student discipline and interprets policy; supervises clerical personnel and others as assigned; counsels staff members and students on programs or policies; assists in budget preparation; prepares and edits technical and specialty material; supervises student transportation,

- field and work trips; coordinates with government officials, other school personnel, students, teachers, parents and the general public; prepares and maintains reports and records and grant requests; equips and furnishes new facilities.
3. Assistant Director assists Director in all areas of administration and curriculum; assumes Director's duties in the absence of the Director; maintains student discipline and interprets policy; supervises clerical personnel and others as assigned; counsels staff members and students on programs or policies; assists in budget preparation; assists in teacher evaluation at the College; prepares and edits technical and specialty material; supervises student transportation, field and work trips; implements public relations program; coordinates with government officials, other school personnel, students, teachers, parents and the general public; prepares and maintains reports and records.

TIMELINE FOR REVIEW/ACCESSIBILITY

1. Written Strategic Plan for Ridge Technical College is available to employees, students and general public via the RTC school website www.ridge.edu
2. Written Strategic Plan is reviewed, evaluated, and revised annually by all employees through professional development, staff meetings, and email.
3. Written Strategic Plan is reviewed, evaluated, and revised annually with input from the School Advisory Council (SAC).

PLAN

Florida Department of Education

Vision: The Florida Department of Education is committed to changing the culture of our schools from PreK to Postsecondary by raising the ceiling and raising the floor to better enable our students for success in the 21st century.

Mission: Increase the proficiency of all students within one seamless, efficient system, by

providing them with the opportunity to expand their knowledge and skills through learning opportunities and research valued by students, parents, and communities, and to maintain an accountability system that measures student progress toward the goals:

- Highest student achievement
- Seamless articulation and maximum access
- Skilled workforce and economic development
- Quality efficient services

Polk County School System

The Mission of Polk County Public Schools is to provide a high quality education for all students.

In accomplishing this mission, we envision that students in the Polk County Public Schools will effectively:

- read, write, compute, speak, listen, and use complex thinking skills to solve problems;
- be self-directed in creating personal purpose and vision, setting priorities, choosing ethical action, and creating their own knowledge;
- cooperate and collaborate with others in working with and leading groups; interact positively in diverse settings; recognize the value and contributions of all individuals; and make positive contributions to their communities;
- understand and use social, organizational, and technological systems; design, monitor, improve and correct performance within a system; and create viable products.

These desired student outcomes and practices will be fostered and nurtured in schools and classrooms within an environment in which:

- adults assume instructional and ethical leadership to create efficient, effective environments perceived as safe, healthy, and equitable, where students are recognized as unique individuals capable of learning and independent thinking;
- adults use varied and reliable teaching and evaluating procedures through relevant curricula;
- adults enable students, families, and communities to work cooperatively to assume responsibility for the total educational experience;
- adults engage in professional growth and training activities to effect continuous improvement in the system;
- students are guided in their total physical, mental, and emotional development through activities which are student-centered and which focus on positive expectations and encourage intrinsic motivation.

Polk County Public Schools (PCPS) Strategic Plan focuses the district's efforts on one goal: ***Increase achievement for all students***. Directing all resources toward a common purpose will better position us to prepare our students for college, career and life in a globally competitive environment and marketplace. The Strategic Plan will serve as a living document that will daily guide our course of action and institutionalize our mission, vision and core values for the district. It will provide the focus for decision-making, planning and resource allocation over the next five years.

Strategic Planning and the District's Comprehensive Aligned Instructional System must be closely coupled to accelerate student achievement for all students. These tools allow for common expectations and common measurements and makes consistent district support in that aligned system possible. All stakeholders within the district and community should have an active role in the development and ongoing implementation to ensure there is mutual accountability to achieve specified targets for student performance gains with the goal of eliminating the achievement gap. A pivotal component in leading to a high achieving school district and continued academic growth is to commit to a shared vision and comprehensive strategic planning process to sustain continuous improvement thereby:

- 1) Ensuring PCPS short-term decisions are based on long-term implications and requirements;

- 2) Allowing leadership to anticipate and prepare for change in a proactive approach;
- 3) Aligning day-to-day decision making, problem solving and financial commitments to PCPS short-term and long-term goals;
- 4) Assigning responsibility for all within the district to measurable outcomes;
- 5) Providing transparency and building trust; and
- 6) Providing the opportunities to use a systemic approach to analyzing the system thereby improving the efficiency of cross-functional operations and reducing a silo approach of support.

The development of the PCPS Strategic Plan has been a comprehensive process that engaged all stakeholders within the community. The planning process afforded opportunities for all involved to provide meaningful input toward a collaborative effort to support our students. Over the next five years, the Strategic Plan and its measurable outcomes will be annually reviewed and addressed for continuous system improvement.

Ridge Technical College

Vision: Ridge Technical College will be Polk County's premier workforce training institution.

Mission: Ridge Technical College will assess, prepare, and place individuals in successful and rewarding careers in an increasingly competitive and changing employment market.

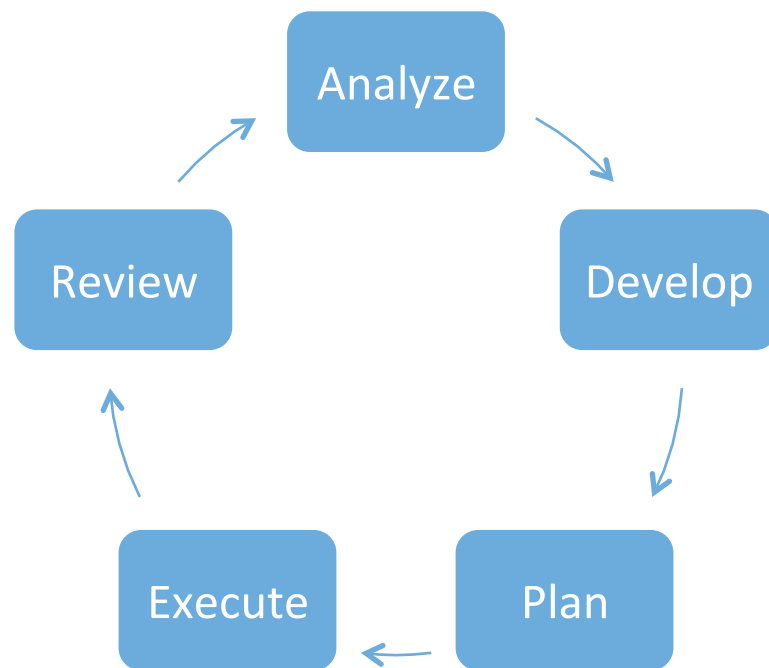
The strategic planning identifies needs and opportunities for establishing and achieving the goals of the institution. This planning encompasses area population, occupation availability, needs of business and industry, outside agencies' goals and operations, etc. Program offerings are implemented as a result of needs assessment and facility and instructor availability. Any plan to build takes into consideration capital outlay monies and RTC's budget. Planning is conducted in an attempt to provide career training for the population of Polk County that will prepare citizens to enter the workforce or upgrade skills in the occupation that a person is already working. This planning process is continuous and is implemented to improve RTC and the population it serves.

Procedures for Developing or Modifying RTC's Strategic Plan

RTC's Director is ultimately responsible for the development or modification of the Written

Strategic Plan.

1. The primary sources of input into the plan are RTC's School Advisory Council, faculty and staff and Occupational Advisory Committees.
2. RTC's School Advisory Council which consists of business and industry members, community members, administrators, faculty and students provides information and suggestions concerning short and long range goals as well as visionary planning.
3. The Director's administrative staff and faculty are charged with the development, implementation and updating of the Written Strategic Plan.



Strategic Goal: Increase student achievement to 95% (based on previous CPL averages) in career training completion, placement, and licensure and improve industry certification attainment.

Objectives and Strategies:

1. **Category:** Student Achievement

Objective: Prepare 100% of students, annually, to meet or exceed appropriate grade level proficiency offering them a reasonable expectation for successful completion of career programs under the State Department of Education Career and Technical Education Frameworks and Student Performance Standards.

Strategy: continue providing, over a three year period, instruction in Adult Basic Education (ABE) and Applied Academics for Adult Education (AAAE) with fulltime instructor and fulltime paraeducator, day and evening

Objective: All students will be prepared with employability skills during their school day activities necessary to enter the workforce upon program completion

Strategy: instructors will be responsible for increasing opportunity for work habits and attitudes training through student workshops, guest speakers from the local business community, introduce ‘Dress for Success’ program and resume workshops (Ongoing)

Strategy: All faculty and staff will support and encourage participation of 100% of the student body in career student organizations (CSOs) such as SkillsUSA, FBLA, HOSA and FFEA to develop leadership skills. (Ongoing) Through RTC and program orientation, all students are encouraged to participate; in addition, each CSO Advisor holds an informational meeting about their organization at the beginning of the year in which all students attend, thereby increasing annually the membership in each CSO. (Ongoing)

2. **Category:** Stakeholder Partnerships

Objective: Administration, faculty, Student Services personnel will provide continuous and effective communications with all internal and external stakeholders

Strategy: increase number of annual webpage views on the RTC website by 20% annually (ongoing) to be overseen by the RTC Marketing Committee

Objective: Career instructors, with the assistance of academic teachers to increase family involvement opportunities

Strategy: increase family engagement activities, such as Fire Family Day for at least two program areas per year over a three year period, i.e. health science, industrial and business -

Objective: Administration will enhance and strengthen school and district level partnerships.

Strategy: increase the total number of school-based partners engaging individuals, organizations and businesses in Polk County in increments of 5 to 10 per year for the next three years

3. **Category:** Safe and Secure Environment

Objective: Administration, in conjunction with the RTC Safety Committee, will provide best practices that encourage positive behavior; develop respect toward others and ensure safe environments throughout the school.

Strategy: decrease office referrals by 10% annually

Strategy: increase the percent of respondents to relevant sections of parent, student and teacher climate survey results by 5% annually

Strategy: anti-bullying documentation such as sign-in sheets, pledges, and acknowledgements in each program area

4. **Category:** Staff Learning and Growth

Objective: The Polk County School District assists RTC Administration in the retention of qualified and valuable instructional personnel through support and quality professional learning.

Strategy: Polk County School District Professional Development Department prepares teachers and administrators to be highly effective through quality professional development, i.e. Professional Development courses sampling of:

- Assessment and Data Analysis For School Improvement

- Brain Compatible Teaching-Learning
- Career and Technical Education (CTE) Business Internships for Educators
- Career and Technical Education (CTE) Industry Visitation
- Career Educator
- Classroom Walk Through
- Data Analysis For Instructional Staff
- Designing and Implementing Meaningful Staff Development
- Developing Quality School Improvement Plan
- Ethical Leadership

5. **Category:** Support and Resources

Objective: To ensure clean, well maintained, functional facilities

Strategy: accountability of custodial staff through weekly Administrative walk through

Objective: To provide safe, efficient and quality transportation services to all eligible students.

Strategy: Student Services personnel will assist local Stakeholders in petitioning the City of Winter Haven to provide public transportation by the beginning of the 2017-2018 school year

Objective: To provide a safe and secure environment for students and staff

Strategy: reduce incidence of risk by maintaining facility through proactive Safety Committee monthly walk through of campus.

Objective: Deploy Information Technology that supports the academic and business needs of students, teachers, and staff

Strategy: increase the utilization of technology devices in the classroom to be completed by the end of school year 2017-2018 by the MIS Systems Analyst with the assistance of Information Technology personnel in the Polk County School District

Strategy: increase the bandwidth of Internet access to be completed by the end of school year 2017-2018 by the MIS Systems Analyst with the assistance of Information Technology personnel in the Polk County School District

Objective: To ensure the highest level of fiscal responsibility and integrity

Strategy: financial support of stakeholders (career education programs), maintaining truthful advertising through RTC Marketing Committee, ensuring sound business and financial practice in RTC Business Office, and career instructors training our students with the skills necessary for gainful employment in their chosen career field (Ongoing)

Evaluation Methods

1. The Director performs an on-going self-evaluation of the College's Long-Range Plan. This review process involves a periodic review of each strategy with the SAC, business and industry, local Chambers of Commerce and local economic development agencies to determine which strategies have been met and which require further attention. Action is taken on those strategies that have not been met, and completed strategies are occasionally evaluated to determine if they should be revisited.
2. Continuous program review process - Existing programs are continuously monitored and modified to accommodate new and emerging changes in business and industry within our community. The need for new programs is initiated from a partnership between faculty, administration, Occupational Advisory Committees, SAC and local businesses and industries.
3. Community involvement - Ridge Technical College works closely with students, faculty, staff, Occupational Advisory Committees, SAC, and civic organizations to assure RTC is continuously improving and increasing student achievement.
4. Annual School Survey of Attitudes - conducted by the PCSB each spring, teachers, students and parents are randomly selected to respond to a survey indicating their perceptions about RTC. Results received from the survey are used to help improve student achievement and to aide in determining any student, teacher, or program needs.

Following is a list of agencies, organizations, committees, etc. that are instrumental in providing information, data, statistics, trends, etc. for RTC's strategic planning process:



Chambers of Commerce
Occupational Advisory Committees

Civic Organizations

Department of Labor

Department of Health and Rehabilitative Services

Job Service of Florida

Veterans Administration

City and County Governmental Entities

Vocational Rehabilitation

School Advisory Council

Economic Development Council

Florida Research and Economic Database (FRED)

Central Florida Development Council (CFDC)

Labor Market Statistics, Occupational Employment Projections Unit

Polk County Statistical Data Source: Central Florida Development Council

State of Florida Agency for Workforce Innovations

OES - Occupational Employment Statistics and Wages

CareerSource Polk

Polk Vision



Representatives from these entities meet frequently with instructors, counselors, supervisors, and administrators to discuss changing community characteristics and potential enrollment of various populations.

WRITTEN PLAN FOR FACILITY AND CAMPUS IMPROVEMENT

SCHOOL YEAR 2017-2018

OBJECTIVES

1. Be developed and implemented
2. Provide constant and consistent improvement of the facility and campus
3. Insure all facility improvements include elements addressing personnel, equipment, supplies and relevant laws
4. Assure all facility and campus improvements follow applicable procedures

PURPOSE

1. Protect the financial investment of the site, buildings and equipment
2. Assure a safe, sanitary and attractive environment for Ridge Technical College's educational activities
3. Function as a tool to recognize, address and accomplish/complete major maintenance items, new facilities and planned obsolescence of large items

INTENT

Ensure, comply and uphold our vision and mission to be Polk County's premier workforce training institution that will assess, prepare and place individuals in successful and rewarding careers in an increasingly competitive and changing employment market. Successfully training and employing our students is the definitive goal of our institution.

RESPONSIBLE PARTIES

1. The College's Director supervises the operation of the facility and campus as a whole.
2. Assistant Director oversees the daily activities for items such as facility repairs, work orders, custodial services, and emergency procedures.
3. Hamilton Security Company monitors security from electronic systems in various buildings on campus.

4. Winter Haven Police Department is the local law enforcement agency that is responsible for patrolling and safeguarding the facility/campus against break-ins, theft and property damage.
5. ‘Critical Incident Response Radio System’ (CIRRS) allows for direct access from Ridge Technical College (RTC) to Polk County’s Sheriff’s Department offering an immediate response in emergency situations.

TIMELINE FOR REVIEW/ACCESSIBILITY

1. Written plan for facility, maintenance, operations and campus improvement are available to employees, students and general public via the RTC school website www.ridge.edu
2. Written plan for facility, maintenance, operations and campus improvement is reviewed, evaluated and revised annually by all employees through professional development, staff meetings and email.

PLAN

A plan for facility, maintenance, operations and campus improvement has been developed and is maintained. This plan covers planned maintenance and improvements to the physical facility. The campus is fifty-two acres housing seventeen permanent structures and twenty-six portables. The College’s administrative staff, along with district personnel, is responsible for implementing long-range planning and meeting priorities as outlined in the Polk County School Board District Plan.

Operation, Maintenance and Improvement of Facility

RTC has developed and implemented appropriate plans for the operation, maintenance, and improvement of the facility, which includes elements addressing personnel, equipment, supplies, relevant laws, and applicable procedures.

RTC’s maintenance plans are in compliance with Florida Department of Education, State Board Rule Chapter 6A-2, in all maintenance and improvement of the physical facility. The general operation and maintenance of the facilities is carried out in the following ways: through service contracts, by maintenance department technicians who visit the campus on a routine basis, by a

full-time, on-campus maintenance employee and by RTC's custodial staff. RTC's maintenance employee stocks a variety of spare parts to insure continuous operation of the physical facility. RTC's maintenance employee is responsible for the care and updating of blueprints for any on-campus work that is conducted. Major renovation and project prints are supplied through the PCSB Facilities and Operations Department. RTC is committed to the care and maintenance of its physical plant; therefore, all maintenance and improvement programs are regularly evaluated for their effectiveness by the staff, to ensure RTC is meeting the needs of its students. Maintenance plans are available for review by staff and students at any time via the school website and/or a request to the Assistant Director.

Facility Repairs

A maintenance plan is designed to protect the financial investment of the site, buildings, and equipment and assuring a safe, sanitary and attractive environment for RTC's educational activities. Repairs to buildings are requested through the work order process by staff members. Staff members submit work order requests by email. This also includes repair requests for audiovisual equipment, business equipment and/or facility repairs (a different form is completed for custodial services). Instructors and students, based on their program area, and in cooperation with the maintenance employee, may handle minor repairs. In addition, two-way radios are used on a daily basis by administration, maintenance and custodial personnel to address immediate concerns. Major maintenance projects that campus personnel are unable to perform are forwarded to the Assistant Director of Administration and entered in SAP, the PCSB's integrated business management system. This, in turn, is automatically routed to the office of the PCSB Facilities and Operations Department for completion. Emergency items are called in to the office of PCSB Facilities and Operations Department for immediate response.

Written procedures are utilized by the maintenance employee for operation of the mechanical and electrical systems of the facility. These procedures include the daily operation, scheduled periodic preventative maintenance and repair of these systems. A record is kept by the Assistant Director, which includes written procedures for the maintenance of all electrical and mechanical equipment.

Personnel, Supplies, Equipment

RTC follows the School Board of Polk County Staffing Plan. According to the Staffing Plan, RTC is assigned one maintenance employee and seven custodial personnel. Custodial personnel are assigned based on cleanable building and facility square footage. A budget for supplies is set yearly and evaluated bi-annually. General supplies are ordered through the County Storeroom and additional supplies are ordered locally based on need. The Assistant Director, responsible for custodial and maintenance services, receives competitive bids from suppliers and selects the highest quality product at the most economical price. The maintenance and custodial staff requests supplies and equipment through the Assistant Director who reviews and approves their request.

Relevant Building Codes

RTC conforms to all relevant building codes and is inspected annually by the local fire marshal to insure compliance. All Fire Marshal inspections are kept on file in the Director's Office and electronic files are maintained by the Assistant Director. Any deficiencies that are noted by the Fire Marshal are immediately corrected by our maintenance employee or if necessary, Polk County School Board Maintenance Specialists. General inspections for building code compliance are conducted by the administrative staff during classroom inspections and custodial daily inspections.

Custodial Services

RTC provides adequate, safe, and clean facilities, with appropriate supporting utilities for classrooms, laboratories/shops, offices, restrooms, lounges, meeting rooms, etc. Each member of the custodial staff utilizes written procedures and checklists for daily, weekly and periodic time periods to ensure cleanliness of the facility. Periodic reviews are made by RTC's administration to ensure that the buildings, grounds, and equipment are being properly maintained and that plans are updated on an as-needed basis. The maintenance employee is under the supervision of the Director of the College, and the custodians are under the immediate supervision of the Assistant Director and the Dean of the Evening Program.

Health and Safety

RTC has developed and implemented appropriate plans for assuring the health and safety of the College's employees, students and visitors. This plan includes a system for reporting and investigating accidents. This plan is in use, is distributed to employees and students and is regularly evaluated and/or revised with appropriate input from employees and students.

Safety and sanitation inspectors of the PCSB and the City of Winter Haven inspect the College periodically. In addition, the State of Florida Department of Health and the County Health Department conduct regular inspections in RTC's food service area. The following codes and ordinances are provisionally complied with by the College:

- planning and zoning
- building and structural disposal
- plumbing and sanitation
- heating and ventilation
- electricity and gas
- environmental impact considerations
- sewage and waste
- food preparation and service
- fire alarms and safety
- Occupational Safety and Health Act (OSHA)
- elevators

Facility Insurance

RTC is insured through the PCSB Business Services Division. The College carries workers' compensation, comprehensive general liability, automobile liability/physical damage and property insurance.

Maintenance of Hazardous Materials

The institution was designed in such a manner that interference between programs from noise, fumes and traffic is minimized. The space provided for classrooms and shop areas is adequate in all program areas. Each building has space provided for maintenance and electrical facilities which are accessible from the corridors. Each program area, classroom and office has a

temperature control device to maintain a comfortable temperature. Adequate non-instructional areas are provided, such as storage and maintenance areas, restrooms, offices, clinical and emergency areas, the student service center and the faculty and staff lounge.

Oxygen and acetylene used in the welding program are stored in a fireproof building separate from the welding area. The two gases are separated in that building by a concrete wall that meets industrial safety standards.

Highly flammable materials are stored in National Fire Prevention Association (NFPA) approved storage cabinets, which are located in well-ventilated areas away from combustible materials, flames or sparks. Other flammable and combustible materials necessary for use in shops and laboratories are stored in NFPA approved containers and are limited to quantities needed for immediate use.

Emergency Procedures

RTC has designated handicapped parking and wheelchair access to all buildings. There are handicapped restrooms and water coolers available throughout the College. Emergency procedures in case of natural or other disasters are followed according to written guidelines set by the PCSB and by RTC's Teachers' Handbook of Policies. Procedures followed depend on the type of disaster occurring: i.e. hurricane, tornado, bomb threat, or other. RTC conducts emergency evacuation drills regularly, as directed by the District Office. All buildings are connected by an intercom system for additional safety and notification, and those buildings without two-way communication have telephones available. Emergency fire drills are held on a monthly basis, and rotation drills through severe weather, bomb threat and lock down, so that students, faculty and staff are well versed in the necessary procedures for any type of emergency. Each building has evacuation plans appropriate to its location. Plans are posted in each lab and classroom. Emergency drills are also conducted, on a more limited basis, during the evening hours. Report results are communicated, via intranet, to the PCSB District Office. At the beginning of each school year, each instructor, administrator and support staff member is issued an up-to-date copy of the emergency procedures. These procedures outline duties to be performed by various faculty and staff members in case of an emergency due to natural or other types of disasters. The PCSB Disaster Preparedness Plan and the PCSB Threat

Assessment/Intervention Procedures and Guidelines are updated as needed by the PCSB's District Office. RTC's administrative team updates on-campus procedures as needed to prepare for any changes for the new school year.

Health and Safety Committee

RTC has a safety committee comprised of administration, faculty, and staff which reviews safety issues and makes recommendations to implement changes in an effort to protect the safety and welfare of students, faculty, and staff. A comprehensive safety inspection is performed annually to evaluate the safety and security plan. All staff members are required to participate in professional development training annually to ensure safety in the workplace. In-services include Active Shooter Training (3 sessions), Blood-borne Pathogens and proper disposal of materials in compliance with state and federal laws. RTC's health and safety plans are available to students and employees in the RTC Student Handbook and the RTC Teacher Handbook of Policies, respectively, and both are regularly evaluated and/or revised by all employees on an annual basis through staff meetings, professional development, and email.

RTC's Teacher Handbook of Policies includes procedures for reporting employee on-the-job accidents. If determined necessary by administration, accidents will be investigated to decide whether corrective actions need to be taken to prevent similar accidents from occurring.

Safety rules and regulations are provided during student orientation, as well as in the RTC Student Handbook, and provide a basis for preparing students for on-the-job safety. Students receive program-specific training on safety and compliance with codes and regulations in their programs. This is reflected in the curriculum content of the program.

Existing sidewalk ramps meet American Disabilities Act (ADA) requirements. Covered walkways are provided in some areas to facilitate access between buildings in inclement weather. Paved parking lots provide lighting for day and evening students, faculty and staff parking. Parking areas are well-defined by utilizing parking stripes, parking curbs and signs designating visitors, handicapped, staff and faculty. The following precautions have been taken to insure against potential traffic hazards: 1) signs have been posted mandating a speed limit of thirty miles-per-hour at the drive entrance and a speed limit of twenty miles-per-hour at the parking lot entrance; 2) traffic control is also facilitated by posting yield and stop signs and having staff

members direct traffic in the parking lots; 3) students are required to have parking permits displayed in their vehicles; 4) during morning arrival times and release times, the parking lot is monitored by instructors and administrators stationed at the school bus loading area, various parking lots, hallways, and patio area. Personnel also monitor the campus in golf carts.

Responsible Parties

RTC's Director supervises the operation of the facility and campus as a whole. The Assistant Director oversees the daily activities for items such as facility repairs, work orders, custodial services, emergency procedures, and the Written Plan for Health and Safety and the Health and Safety Committee. Hamilton Security Company monitors security from electronic systems in various buildings on campus. The Winter Haven Police Department is the local law enforcement agency that is responsible for patrolling and safeguarding the facility/campus against break-ins, theft and property damage.