



Five Year Master Plan

2017-2022
BOE Approved 11/06/2017





ACKNOWLEDGMENTS

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EXECUTIVE SUMMARY

The Millington community voted through a referendum to create a municipal school district in July 2013. Less than one year later, the Tennessee Department of Education approved a local education agency for the Millington Board of Education in May 2014. With State approval, Millington Municipal Schools District (MMSD) was officially formed and assumed responsibility for the management, administration and operation for four of the five schools within its borders, firmly positioning itself as one of six municipal school districts in Shelby County.

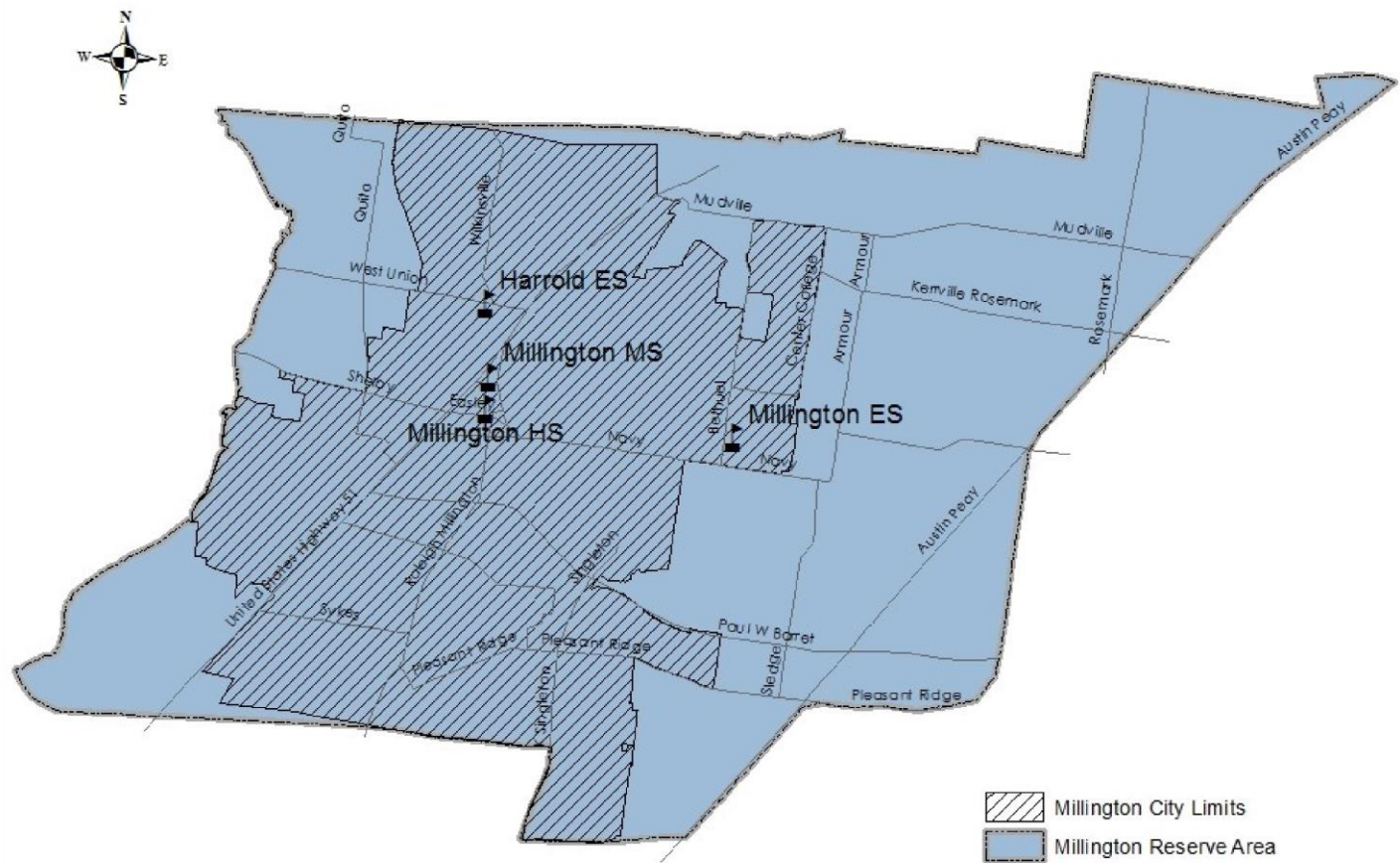
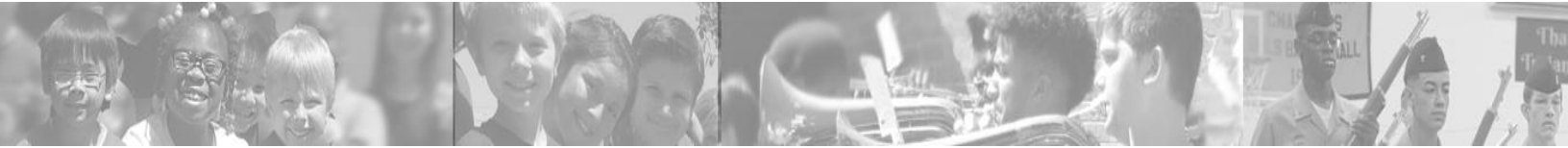


Millington Municipal Schools is comprised of two elementary schools, one middle school and one high school with programs ranging from special education pre-school to general education college and career and technical education. The district boundary for Millington Municipal Schools encompasses the entire city of Millington and its annexation reserve area (see Map 1). Students residing outside the school district's boundary are considered "out of district" and are enrolled in a Millington school on an approved transfer.

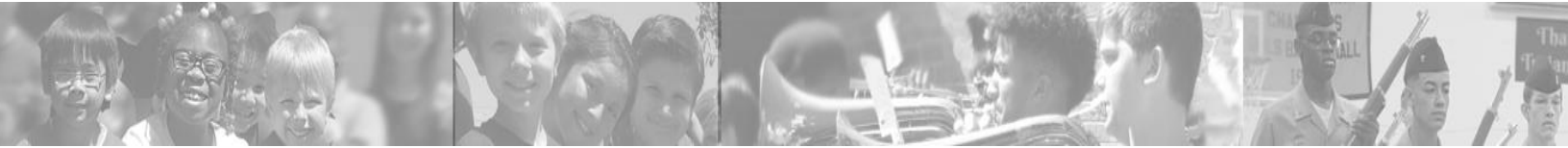
The district began the 2014-2015 school year with an enrollment of 2,683 students— including 407 out of district students. Approximately 2,276 students reside within the district's boundary. However, the district estimates at least 200 to 300 students living in the district are enrolled in a Shelby County School. Should these students enroll in Millington schools over time, enrollment could return to historical levels which averaged 2,570 students between 2009 and 2013.

Projected enrollment is forecasted to decrease 3.1 percent over the next five years. Changes in enrollment patterns are indicative of overall population decline in the City of Millington. A comparison of the 2000 and 2010 census data, shows a decrease of 2.5 percent in total population. The number of school age children (ages 5 to 19) also declined by 21.7 percent, from 2,662 in 2000 to 2,085 in 2010. Millington's population also aged by 5 years, with the median age increasing from 32.1 in 2000 to 37.4 in 2010.

Although patterns suggest a continuous decline in population, the City of Millington has plans to reverse these trends. The City is developing a strategic plan for growth that examines all aspects of city government including, but not limited to community and economic development, housing, parks and recreation, and city services. Improvements at the city level ultimately will help the school district in its efforts to retain and recruit the best students and teachers. Millington Municipal Schools continues to rise to the call of educating the students of Northern Shelby County.



Map 1. MMSD School Zone and Annexation Area



SCHOOL DISTRICT GOALS

Vision and goals are paramount when strategically planning for success. Below are the goals as outlined by the MMSD Board of education.

- 1. Maintain stability in local funding.
- 2. Provide multiple quality educational paths for students with emphasis on Fine Arts and Career/Technical Education.
- 3. Recruit and retain knowledgeable, qualified and caring staff.
- 4. Demonstrate fiscal responsibility and accountability.
- 5. Engage parents and community to actively support students and programs
- 6. Provide a state of the art learning environment.

FOUR DISTRICT DEPARTMENTS

To establish and carryout departmental visions and goals, MMSD has organized the work of advancing our school district into four district departments. These district departments encompass MMSD’s day to day operations as well as strategic planning that will drive future endeavors. These departments include Instruction, Student Services, Operations and Personnel.



Instruction



Student Services



Personnel



Operations



INSTRUCTION

Departmental Statement

The mission of the Millington Municipal Schools Instructional Department is to ensure every student is prepared to face challenges with confidence and demonstrate the ability to succeed in either college or career upon exiting Millington Municipal Schools. To complete the mission of preparing students for college and career, the Instructional Department has established departmental goals that will foster student growth and development.



Departmental Goals

- Provide a safe, respectful learning environment that allows teachers to maximize the educational experience for all students.
- Improve the number of students who are on track or have reached mastery on all standardized tests administered throughout the school year.
- Expand post-secondary opportunities for all graduates.
- Improve ACT scores to meet the district wide goal of an ACT composite score of 21.
- Supply teachers with the tools and support necessary to develop students' responsible and active use of technology for communication, presentation, and creativity.
- Expand Millington Central High School's Career and Technical offerings.
- Expand Millington Central High School's dual enrollment opportunities.
- Special Education students will exit school with skills needed to gain employment after graduating with an Occupational Diploma.
- Special education students will have the opportunity to visit post-secondary institutions that can help meet their post-secondary goals.
- By the 2020-21 school year, all students in grades 5-12 will be included in a 1:1 technology initiative as funds will allow; wherein, students will be assigned either a computer or an iPad to utilize in their studies throughout the school day.
- By the end of the 2021-22 school year, interactive instructional technology will be available for all content area classrooms.
- Provide instructional support and professional development for teachers to create effective and engaging technology-enabled learning experiences.



Established / Current (FY 2018) Initiatives

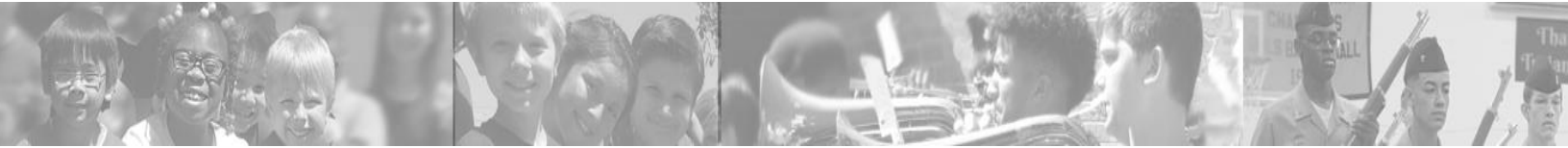
The penultimate goal of the Instructional Department is to help establish and lead students to meet their post-secondary goals. Millington Municipal Schools partners with community organizations and state agencies to help students make the connections necessary to realize their goals.

Millington Municipal Schools Currently Offers the Following Academic Programs:

- Middle and Secondary STEM courses including Robotics
- Health Science including Exercise Science and Clinical Internship
- MEP-Mechanical/Electrical/Plumbing level 1-3
- New courses in Work-Based Learning and Career Exploration
- ACT Preparation Classes
- Dual Enrollment Math and Language Arts Classes
- Various Advanced Placement courses
- Various Fine Arts Courses including choir, theatre, band, piano and art
- Expanding 1:1 Apple iPad environment for 6th grade and selected 5th grade classes
- Expanding 1:1 Apple iPad environment for dual enrollment students
- Access to Microsoft development and productivity applications
- 21st Century Classroom technology in every classroom

MMSD has earned International Accreditation with AdvancED and has developed a Choir program that earns superior ratings and has performed in New York City at Carnegie Hall. The Marching Band has expanded its competitive opportunities to include competitions that earned them a first-place rating at the Smoky Mountain Music Festival.





FY 2019 and Beyond Planned Initiatives

While MMSD has established robust and extensive academic opportunities for all students, it constantly strives to expand the offerings for its students and stakeholders. Below are the programs that MMSD has recently implemented or is working to implement.

- Students in grades 6-12 will have Microsoft 365 accounts that will allow the use of Microsoft productivity software and parent approved email.
- The entire 6th grade class and selected 5th grade classes of the 2017-18 school year will have a 1:1 iPad initiative in which the devices will remain on campus.
- The projected 1:1 implementation for 2018-19 school year will be to extend the device deployments to also include the entire 7th grade and the remaining 5th grade classes. 9th grade will be added as funds will allow.
- The projected implementation for 2019-20 will be to extend the 1:1 device deployments to also include 8th grade, 10th grade, and 11th grade as funds will allow.
- The projected implementation for 2020-21 will be to extend the 1:1 device deployment so that all students in grades 5-12 will be included as funds will allow.
- Continued installation of interactive projectors for classrooms in need to enhance instruction and the learning environment.
- An expansion to three pathways toward graduation for students with disabilities. The graduating class of 2018 will be the first class to be able to access the three different diploma options with the addition of the Occupational Diploma.
- Each special education student will have the opportunity to visit local post-secondary institutions specific to their post-secondary goals.
- Staff Development will expand to include within and beyond the local school setting in regard to the integration of technology into instruction.





STUDENT SERVICES

Departmental Statement

It is the charge of Millington Municipal Schools to assure all students are presented the same educational opportunities regardless of race, color, creed, religion, ethnic origin, sex or disabilities; protecting and observing the legal rights of students; educating students with respect and encouragement; providing an environment where students can learn personal and civic responsibility for their actions through meaningful experiences; disciplining students in a fair and constructive manner; providing for the safety, health and welfare of students; and promoting faithful attendance and diligent effort.

Departmental Goals

- Increase graduation rate and reduce the dropout rate of students who are one or more years behind grade level.
- Produce students who are ready to enter the world of work or post-secondary school.
- Create partnerships with parents to help decrease out of school time due to behavior or attendance.
- Provide family support by means of a dedicated social worker.
- Increase the enrollment of at risk students, promote a data driven environment to increase student achievement and create an enhanced technology environment to support Pre-K.



Established / Current (FY 2018) Initiatives

The district currently offers a full continuum of special education services needed to meet the individual needs of our students who receive special education services. Those options include APEX (Intellectually Gifted), Special Education Preschool, Resource, Functional Skills, Co-Teaching, and Learning Lab. Related Services provided include vision/hearing services, transportation, occupational, physical, and speech therapy. Students with disabilities in high school are encouraged and afforded the opportunity to participate in Work Based Learning and earn an Occupational Diploma if a Regular Education Diploma option is not their goal.

The following services are currently available to families and students:

Coordinated School Health - Coordinated School Health supports the school district in the following areas: Health Education, Health Services, Nutrition, Physical Education, Healthy School Environment, School Counseling/Psychological/Social Services, Student/Family/Community Involvement, and Staff Wellness.

Family Resource Center - The Family Resource Center is a place but also a service. Located on the campus of EA Harrold, the Family Resource Center is a place where families can go to gain information about services in the community, receive support in accessing services, and access technology to make community connections. The



Family Resource Center is also the hub for the Backpack for Kids program which provides weekend meals for our students who may face food insecurities.

District Social Worker - The district social worker communicates with the school staff. This collaborative team ensures that families' and students' individual needs are met. Informational meetings with staff, home visits, and outreach resources as needed are provided.

School Counselors - Each Counselor provides monthly student guidance lessons including the Second Step curriculum. Counselors also support the behavior management programs, track discipline incidents, mentor students, attend parent/teacher conferences and provide family resource services. School counselors provide input on Literacy Grants that are written to provide instructional tools to enhance the goal to help students achieve proficiency in reading by third grade.

Character Education - School Counselors use a variety of models, programs, and strategies to support students in building a strong character starting in the preschool classrooms. Age appropriate programs are implemented throughout the school year. Pre-K Teachers align Character Education with the Tennessee Early Learning Development Standards.

Alternative Education - Students who have been long term out-of-school suspended or are transitioning from a residential program are provided the opportunity to continue their education in our Alternative Program that serves students from grades K-12. In addition to academics, students are instructed in social skills and offered drug and alcohol counseling when appropriate.

Health Care Services - Each school has a school nurse who supports the healthcare needs of our students. By partnering with Porter-Leath and Well Child students who attend Millington Municipal Schools have access to health services, vaccinations, vision and hearing screenings as well as evaluations, with glasses provided when needed.

Positive Behavior Intervention and Supports (PBIS) - Millington Municipal Schools (Pre-K–12) has begun implementing the Positive Behavior Intervention and Supports (PBIS) system. This program is an evidence-based, data-driven framework proven to reduce disciplinary incidents, increase a student's sense of safety and support, and improve academic outcomes by using a multi-tiered system. The premise of PBIS is that continual teaching of social skills, combined with recognition of positive student behavior will reduce unnecessary discipline and promote a climate of greater productivity, safety and learning.

Student mentoring programs - Each Millington Municipal School has created a method to identify students at risk of not progressing due to academic, behavioral, or attendance issues. Each student identified is paired with a school based mentor to meet with on a regular basis.

Student Information Systems – MMSD is transitioning from PowerSchool managed by Shared Services to Skyward, an in-district managed SIS. This will offer greater family involvement as it relates to communication, grade and assignment tracking, online assignments and attendance notifications.



FY 2019 and Beyond Planned Initiatives

While Student Services has established many programs to meet the needs of families and students within its boundaries, the department is currently working to expand its services in several areas. During the 2017-18 school year, Millington Middle School will be partnering with the Millington YMCA to have the Millington Family YMCA coordinate, administer, and oversee a Youth Mentoring Program ("Solutions Enrichment Program" or "Program"), with measurable outcomes, which is designed to help improve student performance in four key areas: grades (specifically GPA), office referrals, tardiness, and absences. This program will be administered to students of the Millington Middle School starting in August of 2017.

Each school year the district social worker and school counselors will provide parental supports and training focusing on behavior, attendance or other barriers to education identified through data analysis. To expand the support provided to students and families, the district will explore the possibility of adding an additional social worker to serve the schools by meeting with students and families and coordinate the growth of the student mentoring program partnering with community partners.

PERSONNEL

Departmental Statement

The Millington Municipal School District's Human Resources Department creates, encourages, and maintains an environment that supports, develops and sustains the well-being of all Millington Schools employees, students, and our community. We do this by being a knowledgeable, approachable, professional resource in providing quality



services in the areas of employee relations, benefits, recruitment and retention, organizational development, compensation, and human resource information management. We develop and communicate sound policies and procedures that balance the needs of employees and the needs of the school system while ensuring compliance with federal and state law. We provide strategic leadership, modeling excellence, honesty, integrity, and teamwork.

Departmental Goals

- Continue to attract high performing teachers, administrators and support staff by developing a recruitment schedule with university locations that potentially will maximize the number of teacher candidates who express interest in employment with our district.
- Ensure that salaries for all levels of employees remain attractive and competitive as well as differentiating pay for identified critical staffing areas and/or areas of high programmatic impact.
- Retain highly qualified teachers and staff in order to continuously develop and improve the quality of education for our district by continuing to provide mentor, learning coach and master teacher positions.
- Continue to recognize the accomplishments of staff and employees through teacher of the year, support staff of the year, administrator of the year awards.
- Encourage top tier educators to make presentations regarding best practices during professional development sessions.
- Provide meaningful professional development opportunities for all staff.
- Develop potential successors from within the system by assessing current and future personnel needs of the district, then building the leadership capacity of skilled employees in an effort to continue the mission and vision of our district.
- Identify employees with the knowledge, potential and desire for career advancement, while supporting career advancement pathways including timelines, training methods, and embedded shadowing opportunities.



Established / Current (FY 2018) Initiatives

Differentiated Pay Plan – Differentiated and attractive pay for our hard to staff positions in the areas of Science grades 7-12 and Math grades 7-12.

Annual Employee Health Fair – This health fair allows employees to meet with vendors and insurance representatives to gain insight into healthy living habits and plan offerings.

SafeSchools - Online staff safety and compliance training system that allows faculty and staff to become knowledgeable regarding important standard training information on an on-demand basis.

Kelly Services - a robust and easily accessible teacher substitute system that allows teachers to request substitutes to cover their classes in the instance of an unforeseen emergency or a planned absence.

Employee portal - access to employee records such as hours and days worked, W2s and other HR related documents.

EAP services - free services available for employees that provide a confidential and cost-free way to deal with any stressful issues taking place in their lives.

FY 2019 and Beyond Planned Initiatives

While the district is currently implementing many progressive and competitive programs and its employee needs are being met, the district is looking to expand its reach within the next few years. The following are the new or future programs slated to enhance the MMSD.

- Differentiated Pay Plan for our hard to staff positions in the areas of Science, Math, Foreign Language and Special Education.
- Provide safe and appropriately staffed schools to ensure a supportive work environment and appropriate work and life balance.





OPERATIONS

Departmental Statement

It is the responsibility of Millington Municipal Schools to provide its stakeholders with safe, clean and fully functional facilities and amenities. The MMSD Operations Department is responsible for ensuring that all facilities and assets of MMSD are in top working order, that all students who qualify for transportation services have a safe and reliable way to school every day and every student has access to healthy, nutritious meals while at school.

Over the past three years, the Millington Municipal School District has partnered with Shared Services in the areas of transportation, student management, food service management and employee management/payroll. Starting in the 2017-18 school year, MMSD will no longer leverage shared services to aid our district in the management of these systems. Transportation and food service management will fall under the Operations department while student service management and employee management/payroll will fall under their respective departments. MMSD is currently participating in the Community Eligibility Program (CEP), which means our children eat breakfast and lunch at no cost to the child; however, due to the economic growth and increase in socioeconomic status of the residents of the Millington, MMSD will no longer be eligible for the Community Eligibility Program after the 2017-2018 school year. With this, MMSD will no longer be able to provide lunch and breakfast at no cost to its students. An alternative to ease the financial burden of parents is the Universal Free Breakfast Program which the district is exploring for the 2018-19 school year. Over the past three years, the MMSD has completed Capital Improvement Projects totaling \$5,005,828 and plans are being reviewed for the possible development of a competition gym for the high school, a new performing arts center and the construction or acquisition of an elementary facility.



Established / Current (FY 2018) Initiatives

USDA Child Nutrition Program - All schools in the MMSD participate in the USDA child nutrition programs which include the National School Lunch Program, the National School Breakfast Program, the After-School Snack Program and the Fresh Fruit and Vegetable Program.

Ongoing Maintenance - Millington Municipal Schools is committed to maintaining the structural soundness of all school facilities. Each year, a facilities audit is conducted to assess the physical condition of each building. The audit is a comprehensive report on the current condition of the school site and the structural and mechanical infrastructure of each building. The purpose of the audit is to identify facility deficiencies and hazards that require regular maintenance and corrective action.

Facility Upgrades - Facility upgrades that have been completed include new security camera software and hardware in all schools, a complete network overhaul to provide more accessible connections to the internet and prepare schools for 1:1 initiatives, a new badge entry system for each school and upgrade to a complete VOIP phone system in all buildings. MCHS Annex renovation, MMS restroom renovation, carpet replacement in all schools, painting classrooms, and roof repair at HES, as well as new classroom furniture for MCHS Annex and HES are examples of recent upgrades.

Transportation - Currently, the district uses property owned by the City of Millington to park school buses when not in use. Service and maintenance of the buses are provided on site through a contractual agreement with a private bus company. The bus lot accommodates 24 buses and parking for employees. MMSD expanded operations to include routing and scheduling all bus transportation for the entire district beginning July 1, 2017.



FY 2019 and Beyond Planned Initiatives

While stakeholder's needs are currently being met in regard to transportation, facilities and nutrition, the district is looking to expand its reach within the next few years. The following are the new or future projects slated to enhance the MMSD. See table 1 in the appendix for details as it relates to the capital projects budget.

- Implementing and transitioning to an updated and enhanced transportation and maintenance software for our staff and managers to utilize as it relates to their mandated record keeping.
- Work to acquire a Performing Arts building, new competition gym, new elementary school, and make upgrades to our sports facilities.
- Explore the feasibility of performing our janitorial cleaning services in house.
- Explore cost factors of owning our buses and fully supporting an in-house Transportation Department.
- Research cost and consider upgrading to LED lighting throughout all school buildings.
- MMSD will consult with Shelby County Schools to acquire Lucy Elementary School. During the same period MMSD will consider preliminary work on plans for new construction of an elementary school if the Lucy Elementary acquisition fails.
- Explore an HVAC phased replacement plan.
- Work to upgrade the few existing analog cameras to network surveillance cameras to complete the coverage area across MMSD.
- Will begin routing and scheduling all school buses for the district using a new program, Traversa, starting with the 2017-18 school year.



APPENDIX

Table 1. MMSD Capital Projects Proposed Initiatives

Millington Municipal Schools CAPITAL PROJECTS FUND 177 Proposed Project Initiatives					
Proposed Projects	FY 18	FY 19	FY 20	FY 21	FY 22
Architects					
Construction Administration	\$70,000				
Engineering Services	\$100,000				
Building Construction					
MCHS Performing Arts Center	\$5,500,000				
MCHS Gymnasium				\$6,000,000	
Demolition Civic Center	\$350,000				
Elem Sch or Mid Sch Construction		\$15,000,000			
Building Improvements					
Resurface Parking Lot - MMS			\$240,000		
Resurface Parking Lot - MES			\$260,000		
Resurface Parking Lot - MCHS			\$300,000		
Baseball Parking Resurfacing			\$150,000		
Parking Addition - MES			\$275,000		
* Drainage Improvement: South and East Side of MCHS	\$10,000				
Intercom Upgrade - All Schools		\$100,000			
Acoustical Tile in Gym - MES	\$50,000				
New Floor Tile Halls - MMS			\$70,000		
LED Lighting Upgrade - All Schools			\$150,000		
Paint Halls and Admin Area - All Schools	\$80,000				
Paint & seal Outside - MMS	\$90,000				
Paint inside Gym - MCHS	\$110,000				
Volley Ball Pole Inserts - MMS	\$3,500				
Fire and Security Sys. Upgrades - As Needed		\$75,000		\$75,000	
Roofs Repairs					\$100,000
Irrigation System - MCHS			\$100,000		
HVAC Replacement - MMS	\$200,000				
Technology Upgrades	\$130,000	\$75,000	\$250,000	\$150,000	\$150,000
New Gym Floor and Painting - MMS				\$150,000	
**MMSD Soccer Field and Tennis Courts			TBD		
Covered Sidewalk and Pickup Area - MMS	\$70,000				
Maintenance Equipment			\$150,000		
Other	\$69,399				
TOTAL EXPENDITURES					
	\$6,832,899	\$15,250,000	\$1,945,000	\$6,375,000	\$250,000
* \$10,000 for South side drainage Improvments; East side drainage is included in the MCHS PAC construction.					
** Acquire Joyner Park from City of Millington					

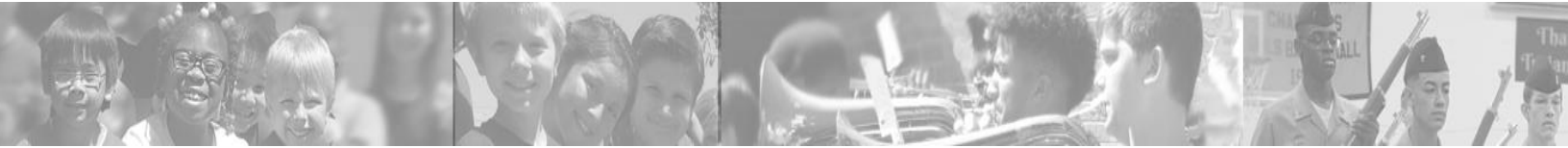


Table 2. MMSD Capital Outlay Proposed Plan

Millington Municipal Schools CAPITAL OUTLAY FUND NO 141 Proposed 5-Year Plan					
Proposed Projects	FY 18	FY 19	FY 20	FY 21	FY 22
Technology Upgrades					
Student Device Upgrade	\$230,000	\$280,000	\$350,000	\$310,000	\$360,000
Teacher Device Upgrades		\$235,000			
Technological Professional Development					
Technological PD for Faculty and Staff	\$10,000	\$10,000	\$10,000	\$10,000	\$10,000
TOTAL EXPENDITURES					
	\$240,000	\$525,000	\$360,000	\$320,000	\$370,000



2017 – 2018 CAPITAL PROJECTS OVERVIEW

Item #1

Project Description: Construction Administration
Necessity: Campus Master Planning
CIP Goal: Continue the planned construction and modifications for the high school campus
Est. Cost: \$70,000

Item #2

Project Description: Engineering Services
Necessity: Campus Master Planning
CIP Goal: Continue the planned construction and modifications for the high school campus
Est. Cost: \$100,000

Item #3

Project Description: New Construction Performing Arts Center - MCHS
Necessity: Campus Master Planning
CIP Goal: Continue the planned construction and modifications for the high school campus
Est. Cost: \$5,500,000

Item #4

Project Description: Demolition Civic Center - MMSD
Necessity: Facilities Master Planning
CIP Goal: Continue the planned construction and modifications for the district offices
Est. Cost: \$350,000

Item #5

Project Description: Drainage Improvement: South and East Side of MCHS
Necessity: Campus Master Planning
CIP Goal: Continue the planned maintenance and modifications
Est. Cost: \$10,000

Item #6

Project Description: Acoustical Tiles in Gym - MES
Necessity: Campus Master Planning
CIP Goal: Continue the planned maintenance and modifications
Est. Cost: \$50,000

Item #7

Project Description: Paint Halls and Administration Area – All Schools
Necessity: Campus Master Planning
CIP Goal: Continue the planned maintenance and modifications
Est. Cost: \$80,000

Item #8

Project Description: Paint and seal exterior of building - MMS
Necessity: Campus Master Planning
CIP Goal: Continue the planned maintenance and modifications
Est. Cost: \$90,000



Item #9

Project Description: Paint inside of gymnasium - MCHS
Necessity: Campus Master Planning
CIP Goal: Continue the planned maintenance and modifications
Est. Cost: \$110,000

Item #10

Project Description: Installation of volleyball pole inserts - MMS
Necessity: Campus Master Planning
CIP Goal: Continue the planned maintenance and modifications
Est. Cost: \$3,500

Item #11

Project Description: HVAC replacement - MMS
Necessity: Campus Master Planning
CIP Goal: Continue the planned maintenance and modifications
Est. Cost: \$200,000

Item #12

Project Description: Technology Upgrades - MMSD
Necessity: Facilities Master Planning
CIP Goal: Continue the planned maintenance and modifications
Est. Cost: \$130,000

Item #13

Project Description: Covered Sidewalk and Pickup Area - MMS
Necessity: Campus Master Planning
CIP Goal: Continue the planned maintenance and modifications
Est. Cost: \$70,000

Item #14

Project Description: Continued Maintenance - MMSD
Necessity: Facilities Master Planning
CIP Goal: Continue the planned maintenance and modifications
Est. Cost: \$69,399

2017 – 2018 CAPITAL OUTLAY OVERVIEW

Item #1

Project Description: Student Device Upgrade
Necessity: Instructional Master Planning
CIP Goal: Continue the planned construction and modifications for the high school campus
Est. Cost: \$230,000

Item #2

Project Description: Instructional Technology Professional Development
Necessity: Instructional Master Planning
CIP Goal: Continue to develop instructional technology fluency amongst faculty and staff
Est. Cost: \$10,000