

# DISTRICT STRATEGIC PLAN

2023-26 • PINELLAS COUNTY SCHOOLS

*Board Approved: September 2023*



# TABLE OF CONTENTS

<b>PINELLAS COUNTY SCHOOL BOARD.....</b>	<b>4</b>
<b>WHO WE ARE.....</b>	<b>5</b>
<b>STRATEGIC PLAN OVERVIEW.....</b>	<b>6</b>
<b>ACADEMIC EXCELLENCE THROUGH INNOVATION.....</b>	<b>8</b>
<b>SAFE AND RESPECTFUL CLIMATE AND CULTURE.....</b>	<b>10</b>
<b>EQUITY WITH EXCELLENCE FOR ALL.....</b>	<b>11</b>
<b>POSITIVE STAFF EXPERIENCES.....</b>	<b>12</b>
<b>STRONG CONNECTIONS AND COMMUNICATION.....</b>	<b>13</b>
<b>FISCAL AND OPERATIONAL RESPONSIBILITY.....</b>	<b>14</b>

# PINELLAS COUNTY SCHOOL BOARD

**THE MISSION** of the Pinellas County School Board is to provide the best opportunities for all students to succeed by adopting policies that ensure continual improvement for highest student achievement, safe learning environments and effective, efficient operation. The District Strategic Plan demonstrates one of the many ways the School Board supports the strategic work for 100% student success.



*Front row: Laura Hine, Vice-Chairperson; Lisa N. Cane, Chairperson; Eileen M. Long  
Back row: Kevin K. Hendrick, Superintendent; Caprice Edmond; Stephanie Meyer; Carol J. Cook; Dawn Peters*

## A NOTE FROM THE SUPERINTENDENT



The District Strategic Plan demonstrates the commitment of Pinellas County Schools to continuously elevate our practices to support student experiences and achievement. It is important that our plan calls attention to what we value and measures our progress so that we continuously improve. This document defines who we are, where we want to be and how we will work together to get there.”

**KEVIN K. HENDRICK**



# WHO WE ARE

## VISION

100% student success

## MISSION

Educate and prepare each student for college, career and life.

## CORE VALUES

Commitment to children, families and community

- Making decisions and committing resources to attain each student's success
- Seeking out and connecting with families and community

Respectful and caring relationships

- Establishing positive relationships among all stakeholders
- Using the district vision to guide intentions, motives and actions

Cultural competence

- Understanding and honoring culturally-defined beliefs, needs, styles and behaviors of the students, families and communities we serve
- Valuing the benefit that individual differences bring to our school district
- Recognizing the importance of individual similarities and differences while working effectively with all stakeholders from various cultures, races, ethnicities and religious backgrounds

Integrity

- Maintaining the highest standards of behavior, ethics, fairness and honesty with ourselves and others
- Committing to doing the right things for the right reasons
- Demonstrating fairness in our judgments and actions

Responsibility

- Fulfilling commitments and promises through fact-based decision-making and problem-solving
- Taking ownership of our own behaviors
- Seeking opportunities for continuous improvement

Connectedness

- Teaming through internal and external partnerships by aligning efforts for the common purpose of each student's success
- Willing to share and transfer knowledge with others



# STRATEGIC PLAN OVERVIEW

## INTRODUCTION

The 2023–26 Pinellas County Schools’ District Strategic Plan (DSP) provides clear direction for strategic improvement areas that will accelerate the district and student success over the next three years. These high-leverage areas of focus, in alignment with the district’s vision, mission, and core values, guide the continuous improvement efforts of schools and district departments. Further, the DSP is developed alongside the budget to ensure resources are prioritized and aligned with the initiatives that support the district goals.



## STAKEHOLDER INPUT

The 2023-26 DSP was developed and informed by student achievement data, feedback from the superintendent Listen and Learn sessions with the community, stakeholder survey responses, student input received from student leadership summits, district and school leaders’ perspectives, the PCTA Vision for PCS, and school board work session discussions. The stakeholder input was analyzed to identify common themes for improvement. The school board and district staff collaborated during a series of school board work sessions to discuss the themes and define the district’s strategic priorities and objectives.

## STRUCTURE

The DSP is structured to set a clear three-year direction with progress measures. The strategic priorities and objectives are grounded in the vision, mission, and core values of the district.

**STRATEGIC PRIORITIES** set the district’s focus for achieving the vision and mission.

**OBJECTIVES** set the broad goals for PCS’s future.

**KEY RESULTS** describe the specific measures for what PCS wants to accomplish by 2026.

**KEY PERFORMANCE INDICATORS** demonstrate progress of the objectives and key results.

## MONITORING

The district monitors each objective by utilizing the Plan, Do, Study, Act (PDSA) process. District departments develop targeted, cross-functional action plans to support the attainment of each objective. Interdepartmental teams monitor the DSP by:

- clearly defining strategies;
- planning and allocating supports and resources needed for implementation;
- regularly monitoring key performance indicators; and
- adjusting strategies, supports and/or resources to meet student, family, school, and department needs.

In support of the DSP, each school engages in a continuous improvement process through a School Improvement Plan (SIP). As schools build their SIPs, site-based teams review current progress, develop strategies, set goals, and create action plans to support growth.

Additionally, by fall 2024, the district’s key results and key performance indicators will be accessible to stakeholders through a public DSP dashboard on the PCS website.

# STRATEGIC PLAN AT A GLANCE

**VISION:** 100% student success

**MISSION:** Educate and prepare each student for college, career and life.

## STRATEGIC PRIORITY 1: ACADEMIC EXCELLENCE THROUGH INNOVATION

**OBJECTIVE 1:** Accelerate innovative learning experiences for all students

**OBJECTIVE 2:** Expand early literacy initiatives for all students in grades Pre-K through 3

**OBJECTIVE 3:** Ensure graduates are prepared for workforce and college success

**OBJECTIVE 4:** Earn a district grade of an A

## STRATEGIC PRIORITY 2: SAFE AND RESPECTFUL CLIMATE AND CULTURE

**OBJECTIVE 5:** Build positive, caring cultures of learning in every classroom and school

**OBJECTIVE 6:** Maintain security of all district campuses

## STRATEGIC PRIORITY 3: EQUITY WITH EXCELLENCE FOR ALL

**OBJECTIVE 7:** Eliminate gaps in opportunity, access, and achievement for all students

**OBJECTIVE 8:** Accelerate progress of the district Bridging the Gap plan

## STRATEGIC PRIORITY 4: POSITIVE STAFF EXPERIENCES

**OBJECTIVE 9:** Attract and retain outstanding faculty and staff

**OBJECTIVE 10:** Invest in all staff through continuous professional learning

## STRATEGIC PRIORITY 5: STRONG CONNECTIONS AND COMMUNICATION

**OBJECTIVE 11:** Deepen authentic engagement with families districtwide

**OBJECTIVE 12:** Leverage partnerships that support student success

**OBJECTIVE 13:** Deliver engaging and consistent communications to all stakeholders

## STRATEGIC PRIORITY 6: FISCAL AND OPERATIONAL RESPONSIBILITY

**OBJECTIVE 14:** Successfully transition select strategies funded by ESSER/ARP into standard operations

**OBJECTIVE 15:** Increase operational efficiency for student transportation

**OBJECTIVE 16:** Provide state-of-the-art facilities, technology, and resources



# ACADEMIC EXCELLENCE THROUGH INNOVATION

## OBJECTIVE 1: ACCELERATE INNOVATIVE LEARNING EXPERIENCES FOR ALL STUDENTS

### Key Results by 2026

1. Increase the number and variety of opportunities for students to demonstrate application and mastery of core content knowledge through hands-on learning experiences, projects, competitions, and challenges
2. Increase the percentage of students who have exposure to visual and performing arts experiences
3. Increase the number and variety of opportunities for learning experiences related to core content outside of the classroom for all students
4. Increase the percentage of secondary students who respond positively to each Class Experience question in the annual stakeholder survey



### Key Performance Indicators

- a. Grade-level benchmark data
- b. Enrichment and competition experiences for middle school students
- c. Student participation in visual and performing arts experiences
- d. State and national competition entries, awards, and recognitions (including All-State ensembles and arts exhibitions)
- e. Field trip student reflection survey
- f. Staff pulse survey
- g. Student pulse survey
- h. Instructional strategy look-fors

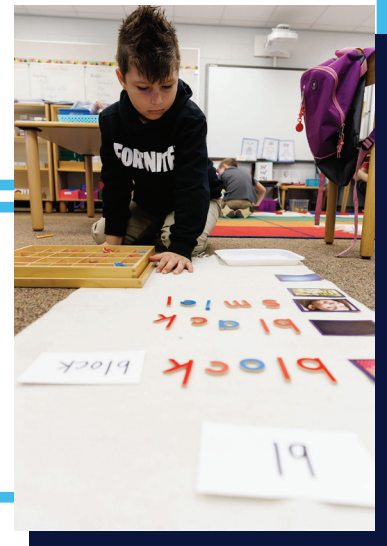
## OBJECTIVE 2: EXPAND EARLY LITERACY INITIATIVES FOR ALL STUDENTS IN GRADES PRE-K-3

### Key Results by 2026

1. Increase the percentage of PCS Voluntary Prekindergarten (VPK) graduates who demonstrate kindergarten readiness
2. Increase the percentage of students in grades K-2 who are proficient on the STAR Progress Monitoring 3 assessment
3. Increase the percentage of students in grade 3 who are proficient in reading on the FAST Progress Monitoring 3 assessment
4. Increase the percentage of K-2 teachers who are reading endorsed

### Key Performance Indicators

- a. On-grade level performance on state progress monitoring assessments for Pre-K-2 throughout the year
- b. Pre-K-3 students demonstrating growth on district and state assessments throughout the year
- c. On-grade level performance on state progress monitoring assessments for grade 3 throughout the year





# ACADEMIC EXCELLENCE THROUGH INNOVATION

## OBJECTIVE 3: ENSURE GRADUATES ARE PREPARED FOR WORKFORCE AND COLLEGE SUCCESS

### Key Results by 2026

1. Increase the percentage of graduates who attain industry certifications, transferrable college credit, or career experience that is in demand by community employers
2. Increase the percentage of students who complete an internship, apprenticeship, or dual enrollment in 11th or 12th grade
3. Increase the district FAFSA completion rate
4. Increase the percentage of graduates who meet the qualifications for Florida Bright Futures scholarships
5. Increase the percentage of graduates from each Elevating Excellence cohort who demonstrate persistence in college

### Key Performance Indicators

- a. Semester internship and apprenticeship placements and completions
- b. Enrollment and credit earned in high school college credit-earning courses
- c. Enrollment and completion of academic and career dual enrollment courses
- d. FAFSA completion data
- e. Florida Bright Futures scholarship qualifications and applications
- f. College and Career Center visitation data
- g. College persistence data from the National Student Clearinghouse



## OBJECTIVE 4: EARN A DISTRICT GRADE OF AN A

### Key Results by 2026

1. Increase the district's proficiency rate on each state assessment to the state's top quartile
2. Increase the district's student learning gains on each state assessment to the state's top quartile
3. Increase the percentage of students who successfully pass the Algebra I End of Course Exam
4. Increase every traditional high school's graduation rate to the state's top quartile
5. Earn school grades of A, B, or C at every school
6. Earn a district grade of an A

### Key Performance Indicators

- a. Proficiency on state Progress Monitoring assessments for grades K-12 throughout the year
- b. Proficiency on district assessments for courses with state End-of-Course assessments
- c. High school students demonstrating progress toward meeting cohort graduation requirements



# SAFE AND RESPECTFUL CLIMATE AND CULTURE

## OBJECTIVE 5: BUILD POSITIVE, CARING CULTURES OF LEARNING IN EVERY CLASSROOM AND SCHOOL

### Key Results by 2026

1. Build a districtwide awareness of safety and wellbeing through outreach and resources matching students' needs
2. Increase in-school services and alternative programs to support students' wellbeing and resilience
3. Develop a student support division to enhance the continuum of services and programs that meet all students' needs
4. Increase the results of Tier I Positive Behavioral Interventions and Supports (PBIS) assessments for each school
5. Increase students' successful transition from Educational Alternative Services (EAS)

### Key Performance Indicators

- a. Outreach efforts to raise awareness and provide resources to support resilience
- b. Attendance data
- c. Discipline data
- d. Stakeholder responses to safety and behavior, acceptance, and relationship questions on the annual stakeholder survey
- e. Participation in EAS and Student Services
- f. Student transition from EAS and Student Services



## OBJECTIVE 6: MAINTAIN SECURITY OF ALL DISTRICT CAMPUSES

### Key Results by 2026

1. Continue to meet campus security standards at all district sites
2. Increase the number of student safety and resiliency programs and resources
3. Maintain and adjust all threat management plans to meet students' needs
4. Adjust cybersecurity plans to protect student and staff data
5. Maintain and adjust all district emergency operations plans, annually, to address school and community needs

### Key Performance Indicators

- a. Outreach efforts to raise awareness and provide resources to support safe environments
- b. Active student safety and resiliency programs at each school
- c. Staff trained on threat management response and processes
- d. Cybersecurity and network audits
- e. Community Listen and Learn feedback



# EQUITY WITH EXCELLENCE FOR ALL

## OBJECTIVE 7: ELIMINATE GAPS IN OPPORTUNITY, ACCESS, AND ACHIEVEMENT FOR ALL STUDENTS

### Key Results by 2026

1. Increase the number and variety of opportunities for learning experiences related to core content outside of the classroom for all students
2. Increase the number and variety of opportunities for students to demonstrate application and mastery of core content knowledge through hands-on learning experiences, projects, competitions, and challenges
3. Increase each ESSA subgroup's<sup>1</sup> kindergarten readiness rate to the state's top quartile
4. Increase each ESSA subgroup's<sup>1</sup> student proficiency rate in each state assessment to the state's top quartile
5. Increase each ESSA subgroup's<sup>1</sup> learning gains on each state assessment to the state's top quartile
6. Increase each ESSA subgroup's<sup>1</sup> graduation rate to the state's top quartile
7. Increase the district's gifted student proficiency on each state assessment to the state's top quartile
8. Increase the percentage of Black students who meet the qualifications for Florida Bright Futures scholarships

### Key Performance Indicators

- a. Proficiency on state Progress Monitoring assessments for grades K-12 by ESSA subgroup throughout the year
- b. Proficiency on district assessments for courses with state End-of-Course assessments by ESSA subgroup
- c. Enrollment and credit earned in high school college credit-earning courses by ESSA subgroup
- d. Enrollment and completion of academic and career dual enrollment courses by ESSA subgroup
- e. Progress toward meeting cohort graduation requirements by ESSA subgroup
- f. Percent of parents who respond positively that students in their school receive support that addresses their individual learning needs



<sup>1</sup>ESSA subgroups are student groups that are defined by the federal Every Student Succeeds Act (ESSA).

## OBJECTIVE 8: ACCELERATE PROGRESS OF THE DISTRICT BRIDGING THE GAP PLAN

### Key Results by 2026

1. Eliminate the gap between the graduation rates for Black and non-Black students
2. Eliminate the gap between the proficiency rates in reading (ELA) and mathematics on state and national assessments for Black and non-Black students
3. Eliminate the gap in advanced and accelerated participation and performance rates for Black and non-Black students
4. Reduce the total number of disciplinary infractions (referrals) and suspensions for Black students and decrease or eliminate the disparity in referrals and suspensions for Black students
5. Reduce the disparity of Black students being found eligible for Exceptional Student Education (ESE)
6. Increase the number of Black teachers and administrators to closely mirror the student enrollment by ethnicity

### Key Performance Indicators

- a. Black student progress toward meeting cohort graduation requirements
- b. Black student proficiency on state Progress Monitoring assessments for grades K-12
- c. Black student proficiency on district cycle assessments for courses with End-of-Course assessments
- d. Black student participation and successful performance in advanced and accelerated courses
- e. Black student discipline and risk-ratio
- f. Black student eligibility for exceptional student education (ESE) services and emotional or behavioral disorder (EBD) identification
- g. Representation of school-based instructional, administrative employees, and new hires by ethnicity



# POSITIVE STAFF EXPERIENCES

## OBJECTIVE 9: ATTRACT AND RETAIN OUTSTANDING FACULTY AND STAFF

### Key Results by 2026

1. Increase the percentage of filled instructional staff positions
2. Increase the percentage of beginning teachers who remain employed by PCS for 3 years or longer
3. Increase the percentage of support staff who remain employed by PCS for 3 years or longer
4. Increase the percentage of alternative certification hires who obtain their professional certification within 5 years
5. Increase strategies and incentives for recruitment and retention of staff
6. Increase districtwide opportunities and structures that elevate and recognize staff input and contributions
7. Increase the percentage of staff who respond positively that they feel appreciated for their work

### Key Performance Indicators

- a. PCS Praise submissions
- b. State and national employee recognitions
- c. Instructional vacancy data
- d. Staff onboarding perception survey
- e. Staff pulse survey
- f. Exit interview data
- g. Staff responses to work environment questions on the annual stakeholder survey
- h. New teacher mentoring feedback



## OBJECTIVE 10: INVEST IN ALL STAFF THROUGH CONTINUOUS PROFESSIONAL LEARNING

### Key Results by 2026

1. Engage all employees in continuous learning by providing a continuum of professional learning choices to meet staff interests and needs
2. Increase the percentage of classrooms, across all grade levels, that exhibit student-driven, hands-on applied learning of core content benchmarks and problem-solving skills

### Key Performance Indicators

- a. Staff interest inventory for training and professional learning
- b. Participation in professional learning
- c. Professional learning end-of-course surveys
- d. Staff responses to Growth and Development questions on the annual stakeholder survey

# STRONG CONNECTIONS AND COMMUNICATION

## OBJECTIVE 11: DEEPEN AUTHENTIC ENGAGEMENT WITH FAMILIES DISTRICTWIDE

### Key Results by 2026

1. Increase district and school presence at established community events
2. Increase the number of community events that include activities to extend learning with families
3. Increase resources available for students and families to engage in learning at home
4. Increase the number of volunteers at each school

### Key Performance Indicators

- a. Results of the parent survey about their visit
- b. Community Listen and Learn feedback
- c. Participation in district-led events and activities
- d. Number of volunteers at schools and community events
- e. Number of family engagement opportunities at each school



## OBJECTIVE 12: LEVERAGE PARTNERSHIPS THAT SUPPORT STUDENT SUCCESS

### Key Results by 2026

1. Attain voter renewal of the Pinellas County Schools Tax Referendum (2024)
2. Increase the number of partnerships across the district based on student and community need
3. Maintain legislative relationships and partnerships to provide input into public education policies and regulations
4. Open a STEAM-focused experiential learning center for middle school students

### Key Performance Indicators

- a. Referendum expenditure and impact reports
- b. Number and/or percent of students reached through district partnerships
- c. Number of new partnerships

## OBJECTIVE 13: DELIVER ENGAGING AND CONSISTENT COMMUNICATIONS TO ALL STAKEHOLDERS

### Key Results by 2026

1. Ensure consistent access to the progress of the District Strategic Plan through an online community dashboard
2. Improve the effectiveness of district communications as measured by stakeholder feedback tools
3. Increase community partner and alumni engagement communications
4. Increase the percentage of stakeholders who respond positively to questions about recommending the district/schools to friends and family on the annual stakeholder survey
5. Design and deploy a new website districtwide

### Key Performance Indicators

- a. Community Listen and Learn sessions
- b. Superintendent roundtable sessions
- c. Annual stakeholder survey response rates
- d. Social media interactions
- e. Website interactions



# FISCAL AND OPERATIONAL RESPONSIBILITY

## OBJECTIVE 14: SUCCESSFULLY TRANSITION SELECT STRATEGIES FUNDED BY ESSER/ARP INTO STANDARD OPERATIONS

### Key Results by 2026

1. Adjust and accommodate the district budget upon the expiration of ESSER/ARP
2. Increase employee salaries without relying on ESSER/ARP funding or reserves

### Key Performance Indicators

- a. Operating funds support the continuation of programs, strategies, and staffing originally funded by ESSER/ARP
- b. Financial reports and program analysis

## OBJECTIVE 15: INCREASE OPERATIONAL EFFICIENCY FOR STUDENT TRANSPORTATION

### Key Results by 2026

1. Improve transportation systems and operational efficiency
2. Improve communication with families through the deployment of a new transportation tracking and reporting system
3. Increase the percentage of buses that arrive on time to schools
4. Implement legislative requirements for school start times

### Key Performance Indicators

- |                                  |                                     |
|----------------------------------|-------------------------------------|
| a. Ridership and route alignment | c. On-time transportation reports   |
| b. School bus safety reports     | d. Bus driver/route vacancy reports |



## OBJECTIVE 16: PROVIDE STATE-OF-THE-ART FACILITIES, TECHNOLOGY, AND RESOURCES

### Key Results by 2026

1. Deploy a streamlined, fully-digital enrollment platform that enhances families' experience applying for District Application Programs and first-time enrollment in PCS
2. Deploy a new Enterprise Resource Planning (ERP) system to ensure efficient business operations in accordance with current national business standards
3. Upgrade the athletic, arts, and/or STEM facilities throughout the district in accordance with the capital plan



### Key Performance Indicators

- a. Parent survey about the user experience at the end of their enrollment experience
- b. ERP business rules, processes, dashboard, and/or report development
- c. Facilities plans survey and capital plan





## **SCHOOL BOARD OF PINELLAS COUNTY**

**AT THE TIME OF APPROVAL:**

Lisa N. Cane, Chairperson  
Laura Hine, Vice-Chairperson  
Carol J. Cook  
Caprice Edmond  
Eileen M. Long  
Stephanie Meyer  
Dawn Peters

### **VISION**

100% Student Success

### **MISSION**

Educate and Prepare Each Student For College, Career and Life

To learn more, visit [pcsb.org](http://pcsb.org)