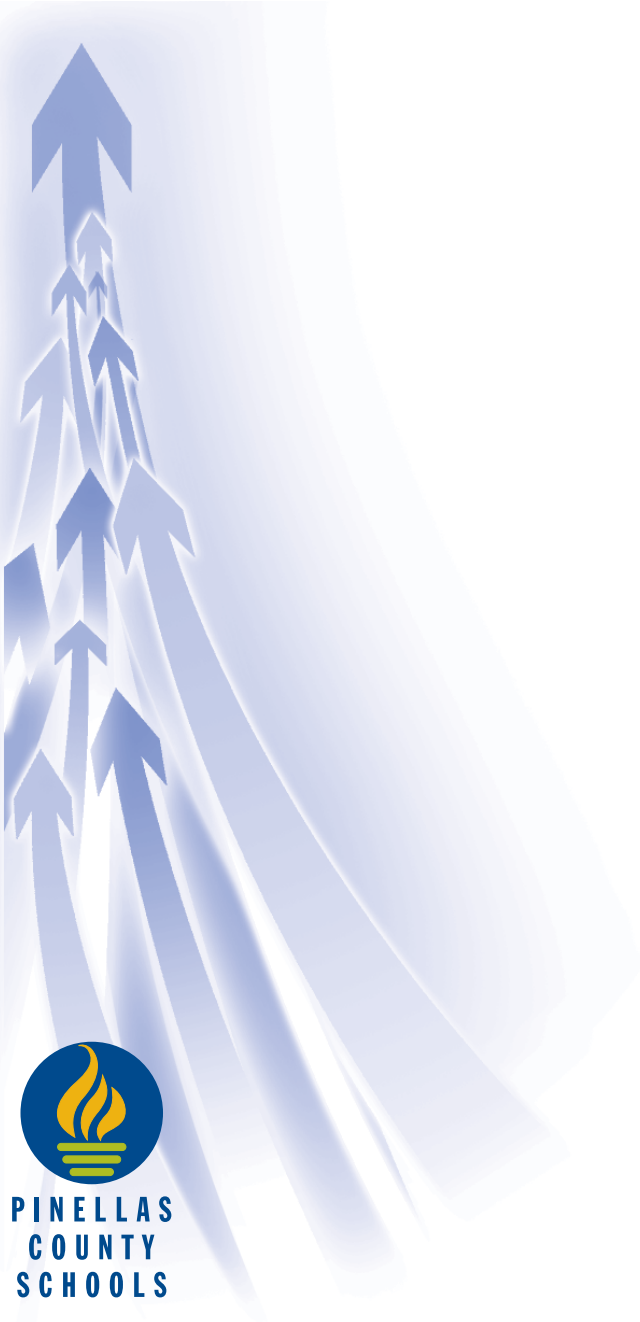


DISTRICT STRATEGIC PLAN

2017-2018



PINELLAS
COUNTY
SCHOOLS



**PINELLAS
COUNTY
SCHOOLS**

Pinellas County School Board

Our District Strategic Plan is comprised of the vision, mission, values, strategic directions and goals for Pinellas County Schools. Our Strategic Plan is a dynamic, active document that guides decision-making at the school and District levels. Annually, our Strategic Plan is developed and approved in conjunction with the District's budget. The goals of the Strategic Plan are the focus and driving force of the District with all other plans, resources, programs and initiatives affecting the plan year supporting these goals.

Input into the District Strategic Plan includes analysis of student, school and District performance, a review of progress on last year's Strategic Plan, requirements of state and federal legislation, content from the state strategic plan and recommendations from District and school staff, focus groups, partners, stakeholders, research, as well as our input as School Board members.

This District Strategic Plan is for all of us as it is designed to bring together the most important efforts that define our success. Our intent is that everyone in the District understands the Strategic Plan, finds their role in the plan and works to accomplish the goals of the plan in order to achieve our vision of 100% Student Success.



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Table of Contents/Overview



Overview	4
Vision, Mission, Values	5
Strategic Directions	6
Strategic Goals	7
Goal 1	8
Goal 2	10
Goal 3	12
Goal 4	14
Goal 5	16
Goal 6	18
Goal 7	20

Overview

The District Strategic Plan is founded on the vision, mission, values, strategic directions and strategic goals of Pinellas County Schools. To accomplish the plan and its longer-term strategic goals, aligned shorter-term action goals are developed and owned by administrators who manage and monitor the work structured to achieve the strategic goals. These action goals are reviewed and revised annually and are used as the basis for Department Improvement Plans and School Improvement Plans. This cascaded system of strategic goals, action goals, and Department or School Improvement Plans engages all from the classroom to the Board room in accomplishing the District's vision, mission and core values.

Vision, Mission, Values

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 individual differences and capitalizing on the beneficial value these differences bring to our school District
- Honoring the values, rights and responsibilities of each individual

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 Directions

Strategic Direction 1 - Student Achievement

Strategic Direction 2 - Learning in a Safe Environment

Strategic Direction 3 - Equity with Excellence for All

Strategic Direction 4 - Career- and College-Readiness

Strategic Direction 5 - Effective and Efficient Use of Resources

Strategic Goals

Strategic Goal 1

Increase student achievement resulting in improvements for each school's learning gains, grade level proficiency rates, graduation rates, and school grade designations of A, B or C.

Strategic Goal 2

Ensure curriculum, instruction, and assessment are designed and delivered with a focus on content rigor, student engagement, and continuous improvement of academic achievement.

Strategic Goal 3

Develop and sustain a healthy, respectful, caring, safe learning environment for students, faculty, staff, and community resulting in individual employee learning, student achievement and overall school improvement.

Strategic Goal 4

Provide equity and excellence of education by increasing overall performance and eliminating the gaps between minority and non-minority student outcomes by reducing the disparity in graduation rates, proficiency scores on assessments, participation and performance in accelerated courses, disciplinary infractions, and placement in Exceptional Student Education programs.

Strategic Goal 5

Achieve the District's mission for college and career-readiness for all students by adopting high quality standards, interdisciplinary curriculum content, aligned instructional practices, appropriate student supports, necessary resource allocations, and parent and community engagement.

Strategic Goal 6

Develop and sustain effective and efficient use of all resources for improved student achievement and fiscal responsibility.

Strategic Goal 7

Provide quality technology and business services to optimize operations, communications and academic results.

Increase student achievement resulting in improvements for each school's learning gains, grade level proficiency rates, graduation rates and school grade designations of A, B or C.

Action Goals:

- 1) Increase successful promotion rates to achieve 95% for each grade K-11 and each student subgroup.
- 2) Increase graduation rates for each student group leading to the achievement of at least 85% district wide graduation rate and increase the standard diploma graduation rates of students qualifying for ESE services to at least 70%.
- 3) Increase the performance of the K-8 gifted students by subgroup on state required assessments to surpass the state average for gifted students scoring at least Level 4.
- 4) Increase the percentage of K-12th grade English Language Learners (ELL) who achieve proficiency on the required state assessments in ELA, math, and science.
- 5) Increase the percentage of K - 12th grade Exceptional Student Education (ESE) students who achieve proficiency and learning gains on the required state assessments in ELA, math, and science.
- 6) Increase ELA proficiency rates for each subgroup at each grade level to exceed the state average using Florida Standards Assessment comparisons.
- 7) Eliminate gender achievement gaps in ELA as measured by ELA standardized assessments in grades K-5.
- 8) Increase mathematics proficiency rates for each subgroup at each grade level to exceed the state average using Florida Standards Assessment comparisons.
- 9) Increase the percentage of students scoring proficient on Science Standards Assessment in grade 5 and 8 and the Biology EOC to exceed the state average by at least 5%.
- 10) Increase the percentage of students scoring proficient on the US History EOC and Civics EOC to exceed the state average by at least 3%.
- 11) Increase participation and scores for Music Performance Assessments (MPA), All-State Auditions and Ensemble Participation, Thespian Festival events and participation and music achievement levels for elementary music.
- 12) Increase participation in and selections for Visual Arts exhibits and participation and passing scores for AP Art courses.
- 13) Increase the percentage of freshmen earning at least 6 credits by the end of freshman year and the percent of freshmen maintaining a 2.0 minimum Grade Point Average (GPA) to 85% by continuing to implement and monitor a District-wide freshmen orientation and mentoring system to ensure that the transition of students from middle school to high school is successful.
- 14) Increase the District average in Accelerated Performance in middle and high school to at least 80% by 2020.

Increase student achievement resulting in improvements for each school's learning gains, grade level proficiency rates, graduation rates and school grade designations of A, B or C.

Action Goals:

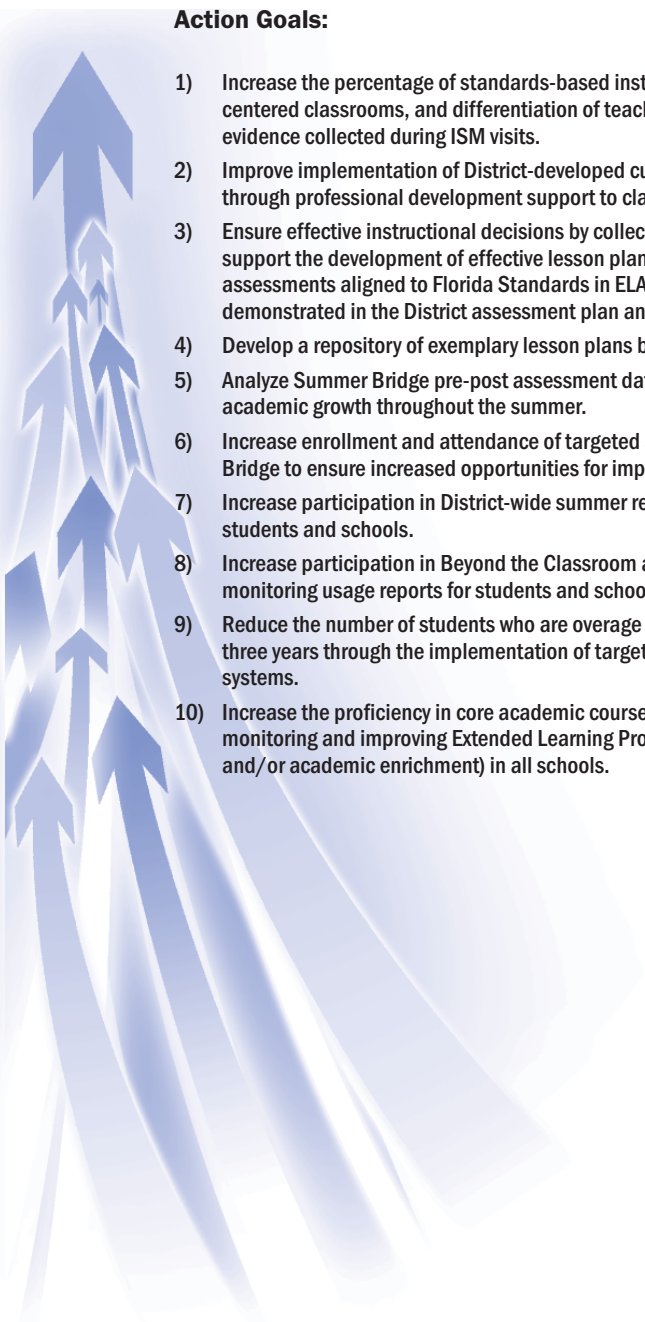
- 15) Increase the percentage of District VPK students who score at or above the state set requirements as measured by the VPK Assessment for each assessment period (Assessment Period 2, Assessment Period 3).
- 16) Increase the percentage of District Pre-K Students With Disabilities (SWD) who score at or above grade level to 85% as measured by the GOLD Assessment.
- 17) Increase the number of high quality Pre-K classrooms in Pinellas County and the percentage of students that are prepared for kindergarten through participation and collaboration with other agencies in the Kindergarten Readiness Collaborative.
- 18) Use yearly comparisons of Measures of Academic Progress (MAP) results for grades K-2 to determine readiness for grades 1, 2 and 3 as measured by the percentage of students performing at progressively higher Rasch Unit Scale (RIT) scores.
- 19) Increase the number of AVID students that demonstrate success on all three school grade indicators by 10%.
- 20) Increase District attendance rate of 95% for all schools and conduct attendance monitoring for students missing 10% or more days in order to reduce the number of students missing 10% or more days of school by 5%.
- 21) Increase completion rates for students enrolled in Pinellas Virtual School from 65% to 80% to accelerate or maintain grade level performance.

Highlights in 2016-17

- Students showed improvements over the last three years in reading and language arts (writing) proficiency rates across elementary and middle schools. FSA English/Language Arts results for 2016-17 show increases in performance from 3rd through 8th grade, with the strongest improvement seen in 8th grade.
- Students demonstrated significant improvements over the last three years in mathematics proficiency rates at various grade levels. FSA Mathematics results for 2016-17 show increases in performance from 3rd through 10th grades, with Algebra I and Algebra II results showing the strongest improvement.
- All student subgroups in Pinellas County Schools have trended positively in graduation rates, and the overall district graduation rate increased 8.1 percentage points since 2011 to 80.1% in 2015-16. The 2016-17 Graduation Rate will be released by the Florida Department of Education in December 2017.
- Nearly half of all schools have an A or B rating and 92.1% have an A, B, or C as rated by the Florida Department of Education's accountability system. In 2016-17, seven schools improved to an A and eleven schools improved to a B.

Ensure curriculum, instruction and assessment are designed and delivered with a focus on content rigor, student engagement and continuous improvement of academic achievement.

Action Goals:

- 
- 1) Increase the percentage of standards-based instruction with rigorous tasks, student-centered classrooms, and differentiation of teaching and learning as measured by evidence collected during ISM visits.
 - 2) Improve implementation of District-developed curriculum guides in all subject areas through professional development support to classroom teachers.
 - 3) Ensure effective instructional decisions by collecting data during ISM visits to support the development of effective lesson plans, demonstrate the use of cycle assessments aligned to Florida Standards in ELA, math and science at all levels as demonstrated in the District assessment plan and the use of improved lesson plans.
 - 4) Develop a repository of exemplary lesson plans by subject, standard and grade level.
 - 5) Analyze Summer Bridge pre-post assessment data to ensure students demonstrate academic growth throughout the summer.
 - 6) Increase enrollment and attendance of targeted students participating in Summer Bridge to ensure increased opportunities for improving proficiency levels.
 - 7) Increase participation in District-wide summer reading and math programs for students and schools.
 - 8) Increase participation in Beyond the Classroom activities for all students by monitoring usage reports for students and schools.
 - 9) Reduce the number of students who are overage and are academically behind two to three years through the implementation of targeted interventions and monitoring systems.
 - 10) Increase the proficiency in core academic courses and courses recovered by monitoring and improving Extended Learning Programs (academic remediation and/or academic enrichment) in all schools.

Ensure curriculum, instruction and assessment are designed and delivered with a focus on content rigor, student engagement and continuous improvement of academic achievement.

**STRATEGIC
GOAL
2**

Action Goals:

- 11) Implement a data analysis and action planning process for the SAT Suite of Assessments that includes monitoring each school's fidelity to their action plan that begins with grade 7 TIP participation and culminates with grade 11-12 SAT School Day.
- 12) Increase participation in enrichment and academic opportunities in mathematics, science, and technology competitions, fairs, and clubs at the elementary, middle, and high school levels.
- 13) Improve instructional leadership skills of principals and assistant principals through monthly curriculum professional development as observed during school visits and informed by the Administrative Appraisal trend data.
- 14) Refine the Talent Development work of gifted teachers with a focus on structured curriculum and goal-oriented expectations using 2017-18 data as a baseline to determine the impact of Talent Development on student learning gains.

Highlights in 2016-17

- In the 2016-17 school year, more than 4,500 students participated in STEM Academies at 93 schools. In addition to STEM Academies, Pinellas County Schools offers a yearly STEM Expo for students and families.
- Pinellas County Schools expanded on-site gifted education services to all elementary schools, eliminating the need to bus students to select sites for services.
- Pinellas County Schools is empowering more students to take ownership of their learning. More than 25 Pinellas schools are implementing personalized learning or developing new personalized learning programs. Personalized learning tailors learning experiences to each student's individual needs, skills and interests. The goal is to engage students in their own learning and better prepare them for success in college, careers and life.
- Pinellas County Schools earned a top-10 ranking in the annual Digital School Districts Survey as a district that implements technology benchmarks in the evolution of digital education. The award recognizes exemplary use of technology for innovative curriculum and improved student learning.
- For the second year in a row, Pinellas County Schools earned the top score in Florida and is ranked as a top-10 district in the nation for school choice for families by the Brookings Institute in Washington, D.C.

Develop and sustain a healthy, respectful, caring, safe learning environment for students, faculty, staff and community resulting in individual employee learning, student achievement and overall school improvement.

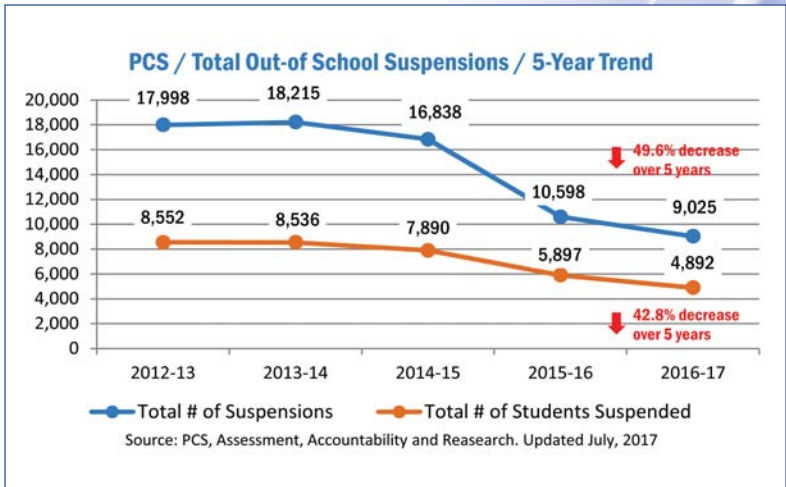
Action Goals:

- 1) Ensure that 100% of School Counselors are trained and complete a Comprehensive School Counseling Program following Florida Core Standards to better serve students and parents/guardians.
- 2) Ensure that 100% of elementary school counselors provide curriculum on social skills related to bullying in grades K-2.
- 3) Implement the District-wide plan to ensure an advocate for each student throughout the District.
- 4) Provide a continuous support system through a high quality teacher induction program (Embrace Pinellas) focused on effective and equitable instruction for all students by incrementally building the expertise of our developing teachers in their first three years using mentoring, coaching and job-embedded professional development.
- 5) Provide professional development offerings based on prioritized needs identified through teacher appraisal data and deliberate practice processes evaluated by teacher survey results.
- 6) Increase teacher use of Project Based Learning in lessons leading to higher achievement levels for students who are in a Pinellas Innovates school program through teacher participation in Personalized Learning and Project-Based Learning professional development.
- 7) Ensure the use of cross-training to develop a pool of successors for employees at every level with candidates capable of filling identified positions.
- 8) Enhance the Employee Wellness Program to encourage and reward employee participation in preventive screenings, fitness and nutrition/weight loss programs and carrier provided clinical programs.
- 9) Establish a recognition process for employees with outstanding attendance records.
- 10) Engage schools in wellness efforts through the Alliance for a Healthier Generation's Healthy Schools Program and provide all physical education students the opportunity to achieve the level of Healthy Fitness Zone (HFZ) in the Presidential Youth Fitness Program.
- 11) Continue School Board members' participation in Florida School Boards Association professional development.
- 12) Conduct Parent/PTA cadre meetings throughout the District.
- 13) Conduct speaking engagements at civic associations such as Chambers of Commerce and Rotary meetings and have District representation on education committees.
- 14) Participate in meetings with local and state officials on issues directly impacting education and the community.
- 15) Participate in meetings with state, college and university officials.
- 16) Participate in meetings with various education and business groups throughout the community, state and nation to represent the District.
- 17) Develop and sustain partnerships with universities and community colleges that deliver teacher and leader preparation for the development and recruitment of teachers for the District.

Develop and sustain a healthy, respectful, caring, safe learning environment for students, faculty, staff and community resulting in individual employee learning, student achievement and overall school improvement.

Action Goals:

- 18) Increase the percent of District- and site-based administrators (including minority candidates) selected to receive training on effective school's research through Level 2 Principal Preparation, Aspiring Leaders, and Targeted Selection.
- 19) Implement a Turnaround Leader Program to strengthen the skill and capacity of school leaders resulting in prepared leaders for lower performing schools.
- 20) Conduct progressive discipline professional development for administrators and staff using an effective training model and monitor training results from a scaled survey for effectiveness from the administrators and staff attending.
- 21) Ensure schools have an active and documented Principal's Multicultural Advisory Committee (PMAC) program that addresses an environment reflective of the District's core value of cultural competence.
- 22) Improve the professional culture and morale at each school site by targeting related areas identified in the SIP using data from the annual District and school-based Advanced survey.
- 23) Ensure all schools have fully operational behavior plans reflecting positive behavior supports and restorative practices as part of the SIP with the implementation of these preventative strategies resulting in improved student behavior, reduction of referrals and suspension rates, and the use of recommended practices for in-school suspension alternatives to decrease out-of-school suspensions.
- 24) Decrease the number of infractions leading to arrests as measured by monthly reports of arrests and year-to-date comparisons.
- 25) Increase safety in each school through collaborations and agreements among administrators, School Resource Officers, and Campus Activity Monitors to proactively address behavior and safety issues.
- 26) Monitor and review District and school emergency plans to ensure that the documented plans address the unique issues and location of each school, are reviewed by school personnel and ready to execute in the event of an emergency.



Provide equity and excellence of education by increasing overall performance and eliminating the gaps between minority and non-minority student outcomes by reducing the disparity in graduation rates, proficiency scores on assessments, participation and performance in accelerated courses, disciplinary infractions and placement in Exceptional Student Education programs.

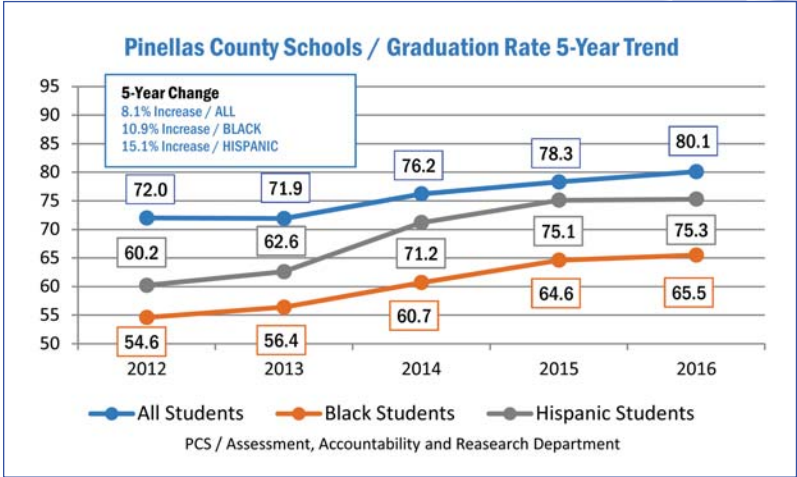
Action Goals:

- 1) In recognition of the District's ongoing commitment to its African-American community and as further described in the Bridging the Gap plan, the District shall:
 - i. Eliminate the gap between the graduation rate for black and non-black students.
 - ii. Eliminate the gap between the proficiency rates on state required assessments for black and non-black students.
 - iii. Eliminate the gap between accelerated participation and performance rates for black and non-black students.
 - iv. Reduce the disparity in the rates of disciplinary infractions between black and non-black students.
 - v. Reduce the number of black students being found eligible for Exceptional Student Education programs.
 - vi. Increase the number of black teachers and administrators to closely mirror the student enrollment by ethnicity.
- 2) Increase the number of K-12th grade minority students who score on or above grade level on the Florida Standards state test and End of Course (EOC) exams in reading, math, and science by providing needed resources, research-based strategies, and needed support to students, teachers, and staff.
- 3) Increase the enrollment of minority students in effective PreK programs and the percentage of minority students who score at or above the state set requirements on the VPK assessment (AP2, AP3).
- 4) Increase the percentage of minority and socioeconomically disadvantaged students enrolled in 6th grade Advanced level or higher courses focusing on Math, Science, and ELA by 5%.
- 5) Implement Plan B (Florida Rule 6A-6.03019) to increase the number of underrepresented ELL and socio-economically disadvantaged students in gifted programs.
- 6) Reduce the minority/non-minority and socioeconomic gap in participation in advanced, accelerated, Advanced Placement and Dual Enrollment courses by 3%.
- 7) Increase overall secondary students with successful completion of advanced, accelerated Advanced Placement and Dual enrollment courses by 3% and reduce the minority/non-minority successful completion gap by 5%.
- 8) Increase the percentage of minority students who demonstrate readiness for college and careers upon graduation as measured by the PSAT, SAT, ACT, or PERT by at least 5%.
- 9) Embed an inquiry-based peer tutoring program modeled after AVID Tutorials into the Extended Learning Program at each secondary site with the intent to provide support for minority students who fall below a C in accelerated courses.
- 10) Ensure the implementation of plans to provide one-to-one and group mentoring for minority students.

Provide equity and excellence of education by increasing overall performance and eliminating the gaps between minority and non-minority student outcomes by reducing the disparity in graduation rates, proficiency scores on assessments, participation and performance in accelerated courses, disciplinary infractions and placement in Exceptional Student Education programs.

Action Goals:

- 11) Ensure all schools have approved, research based, and fully operational behavior plans that include teachers and staff training to assure effective implementation and the use of best practices to reduce minority student referrals and in- and out- of school suspension rates.
- 12) Develop, implement and monitor plans to decrease minority student absences by executing an incentive program and other efforts to increase daily attendance and decrease the number of students missing 10% or more days of school.
- 13) Engage parents and the community in efforts of the District to close minority and non-minority student outcome gaps.
- 14) Increase access to data tracking systems and reports for minority student outcomes to monitor efforts and guide users on how to access the information for decision-making, closing gaps, and reducing disparity among subgroups.
- 15) Increase the percentage of minority and socio-economically disadvantaged students who complete an industry certification.
- 16) Implement the comprehensive action plan to support school leaders and teachers in incorporating Culturally Responsive Instructional strategies that accelerate academic achievement and close the gap for minority students.
- 17) Increase teacher recruitment and retention efforts to ensure faculty diversity mirrors the student population by recruiting at institutions noted for graduating Black, Hispanic and other needed educators; mentoring teachers; providing incentives; and hosting job fairs to ensure minority educator percentages represent the District minority population percentages.

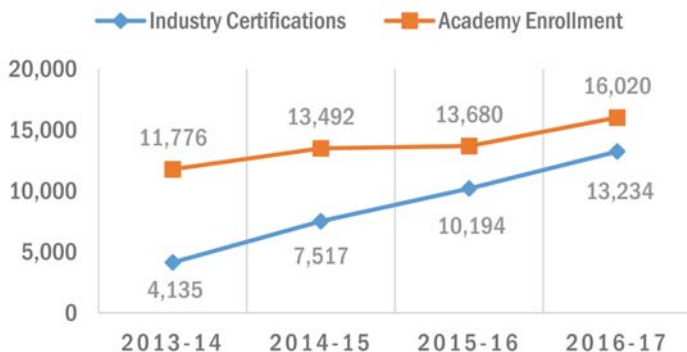


Achieve the District's mission for career- and college-readiness for all students by adopting high quality standards, interdisciplinary curriculum content, aligned instructional practices, appropriate student supports, necessary resource allocations, and parent and community engagement.

Action Goals:

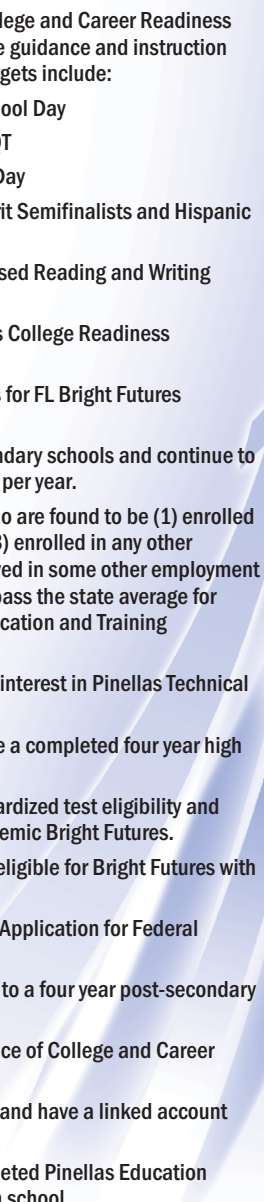
- 1) Increase the number of college credits earned by graduating seniors by at least 3% by increasing the number of AP, IB and AICE exam scores that articulate to college credit and the number of dual enrollment college credits earned.
- 2) Increase the percentage of graduates who earn a nationally/internationally recognized diploma (AICE, AP Capstone, IB) or an Associate Degree to at least 10%.
- 3) Increase overall secondary student participation in advanced and accelerated courses by 3%.
- 4) Increase yearly the number and percentage of students earning industry certifications to enable each school to reach 50% of graduates receiving industry certification by 2020.
- 5) Administer Future Plans to ensure 100% of graduating seniors will graduate with a plan for post-secondary education.
- 6) Increase the percentage of high school students demonstrating potential for success in an Advanced Placement (AP) course and completing at least one AP course in high school to 90%.
- 7) Increase the number of students participating in youth pre-apprentice work-based learning programs in all appropriate occupational areas with an emphasis on high demand occupations.
- 8) Increase the number of industry/corporate advisory committees for all high school career technical programs of study ensuring all career technical programs of study have an industry/corporate advisory committee.
- 9) Increase the number of feeder middle school academy programs to Academies of Pinellas high school programs.

Career and Technical Education Growth



Achieve the District's mission for career- and college-readiness for all students by adopting high quality standards, interdisciplinary curriculum content, aligned instructional practices, appropriate student supports, necessary resource allocations, and parent and community engagement.

Action Goals:

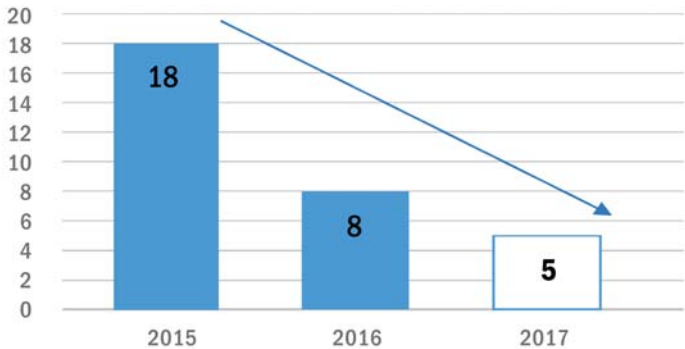
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- 10) Increase the percentage of graduates who meet the College and Career Readiness benchmarks (SAT Suite of Assessments) and provide the guidance and instruction necessary to expand eligibility for FL Bright Futures. Targets include:
 - i. 90% of students in grades 8-10 participate in PSAT School Day
 - ii. 30% of students in grade 11 participate in PSAT/NMSQT
 - iii. 90% of students in grade 11 participate in SAT School Day
 - iv. 3% increase in the students recognized as National Merit Semifinalists and Hispanic Scholars
 - v. 3% increase in graduates meeting the SAT Evidence-Based Reading and Writing College Readiness Benchmark
 - vi. 3% increase in graduates meeting the SAT Mathematics College Readiness Benchmark
 - vii. 3% increase in graduates who achieve qualifying scores for FL Bright Futures Academic and Medallion scholarship awards
 - 11) Maintain AVID Site Certification for 35 traditional secondary schools and continue to expand AVID Elementary to at least two additional sites per year.
 - 12) Increase the percentage of students with disabilities who are found to be (1) enrolled in higher education, or (2) competitively employed, or (3) enrolled in any other postsecondary education or training program or employed in some other employment in the year following their exit from public school to surpass the state average for students with disabilities as reported by the Florida Education and Training Placement Information Program (FETPIP) data.
 - 13) Increase the enrollment of PCS graduates who show an interest in Pinellas Technical College by 10%.
 - 14) Increase the percentage of 8th grade students who have a completed four year high school plan to 100%.
 - 15) Increase the percentage of seniors who meet the standardized test eligibility and community service requirement for Medallion and Academic Bright Futures.
 - 16) Increase the percentage of graduating seniors who are eligible for Bright Futures with a completed Florida Financial Aid Application to 100%.
 - 17) Increase the number of students with a completed Free Application for Federal Student Aid (FAFSA) to 40% District-wide.
 - 18) Increase the percentage of graduating seniors applying to a four year post-secondary institution by 5%.
 - 19) Build parent and community awareness of the importance of College and Career Readiness through public "town hall" style sessions.
 - 20) Increase the percentage of students who take the PSAT and have a linked account between College Board and SATpractice.org to 100%.
 - 21) Increase the percent of graduating seniors with a completed Pinellas Education Foundation Scholarship Application by 5% at every high school.

Develop and sustain effective and efficient use of all resources for improved student achievement and fiscal responsibility.

Action Goals:

- 1) Ensure that 100% of all Title I and IDEA expenditures can be correlated with student growth scores or learning gains using reviews of progress monitoring data with school staff to track student progress and make necessary adjustments.
- 2) Review, evaluate and enhance the District Application Program process (School Choice Option) including application, student selection, selection of offerings and locations resulting in positive family feedback.
- 3) Increase and promote the opportunities for school choice in the District by offering an engaging curriculum, competitive school programs, and attractive campuses selected by parents and students.
- 4) Continue to reduce the number of Portable Classrooms to keep students in the main school building(s).
- 5) Maintain and continuously improve the established process for class size as measured by the number of schools meeting class size.
- 6) Improve and document the process for allocation of units at schools and District work sites including evidence of school-level autonomy over staffing, scheduling and budgeting to support student achievement.
- 7) Provide safe, healthy and efficiently operated schools including the recommended “Green” initiatives and sustainable design certifications in new construction, retrofits and maintenance activities.
- 8) Provide safe and efficiently operated bus transportation to ensure the success of our students by increasing on time performance, reducing accidents, breakdowns and fuel costs.

**Pinellas County Schools State Accountability Data
of Schools in State Turnaround Status**



Action Goals:

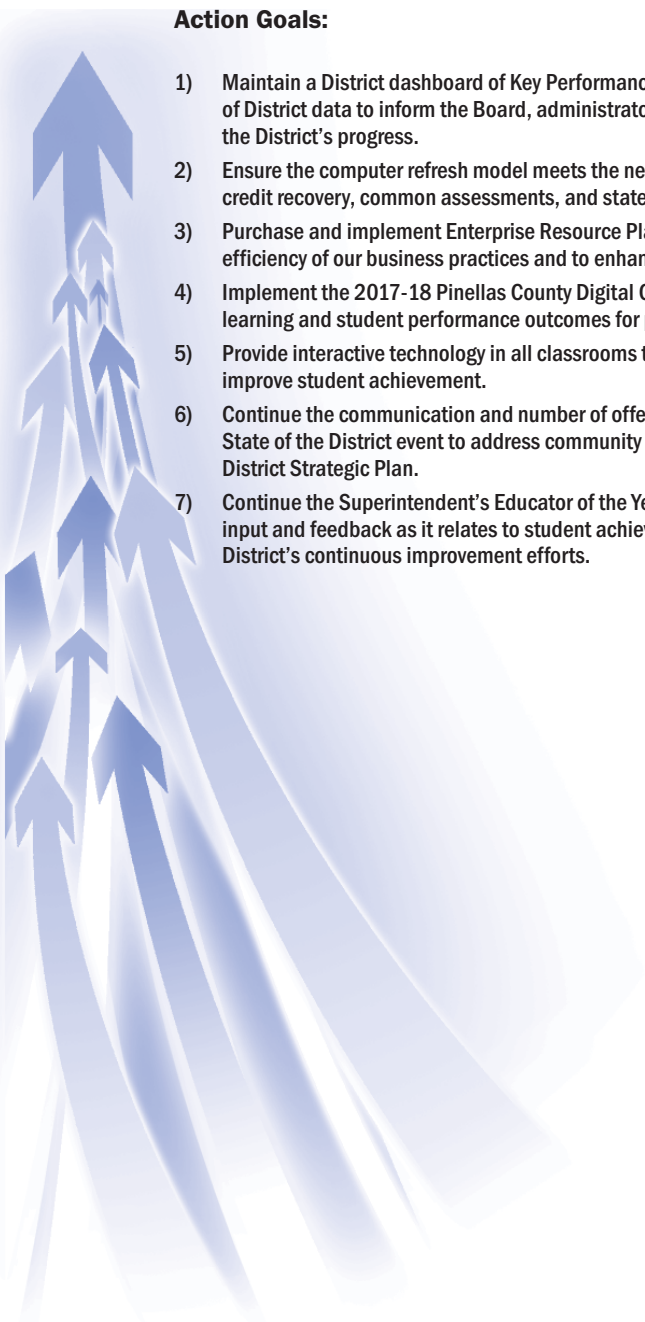
- 9) Decrease the number of vacant teacher positions daily in each school from the first day of school and improve teacher attendance overall.
- 10) Decrease the number of unfilled substitute positions daily in each school from the first day of school by monitoring the substitute fill rate.
- 11) Improve the review and processing of FTE data, including transportation records, to ensure the District receives all FTE monies entitled.
- 12) Ensure any audit comments are corrected within a calendar year.
- 13) Examine all new state mandates to determine funding sources and identify significant unfunded mandates as a part of the District's legislative efforts.
- 14) Ensure that the budget process includes steps that incorporate appropriate stakeholders and a timely sequence of all essential components.
- 15) Monitor School Improvement Plans (SIP) for alignment of goals, action plans, professional development and budget with the District Strategic Plan ensuring that strategies are capable of increasing student achievement and closing any gaps.
- 16) Incorporate the AdvancED Report in the District Strategic Plan and in school, department and work site plans to ensure accomplishment of Priority Improvement plans, maintain successful Powerful Practices and prepare for the 2020 re-accreditation.
- 17) Monitor the progress on the plans for Turnaround schools for 2017-18 and communicate improvements for Turnaround Schools.

Highlights in 2016-17

- Pinellas County Schools continues to maintain districtwide AdvancED Accreditation Commission's Systems Accreditation. This globally recognized distinction of quality is the highest level of accreditation a school system can receive from the organization. In May 2017, Pinellas County Schools engaged in a progress assessment process and, based on the AdvancED findings, the district has demonstrated growth meeting or exceeding expectations in all areas.
- Pinellas County Schools continues to ensure new/retrofit buildings and maintenance activities comply with state standards for sustainability. The Largo High School building, opened in the 2016-17 school year, met all green requirements for sustainability in accordance with Green Globes standards.
- Pinellas County Schools increased its contingency fund from 3.3% in 2013-14 to 4.5% in 2014-15. The fund continued to climb to 5% in 2015-16 and 5.4% in 2016-17.

Provide quality technology and business services to optimize operations, communications and academic results.

Action Goals:

- 
- 1) Maintain a District dashboard of Key Performance Indicators for the communication of District data to inform the Board, administrators, teachers, staff and the public on the District's progress.
 - 2) Ensure the computer refresh model meets the needs of each school for curriculum, credit recovery, common assessments, and state/standardized assessments.
 - 3) Purchase and implement Enterprise Resource Planning (ERP) software to improve the efficiency of our business practices and to enhance our productivity.
 - 4) Implement the 2017-18 Pinellas County Digital Classroom Plan to outline digital learning and student performance outcomes for progress in digital learning.
 - 5) Provide interactive technology in all classrooms to strengthen teaching, learning and improve student achievement.
 - 6) Continue the communication and number of offerings of the Superintendent's Annual State of the District event to address community leaders of the progress on the District Strategic Plan.
 - 7) Continue the Superintendent's Educator of the Year Teacher Task Force to provide input and feedback as it relates to student achievement, instruction, and the District's continuous improvement efforts.

Action Goals:

- 8) Continue the Superintendent's focus group meetings for teachers, staff, community members, and administrators to gather input and feedback as it relates to student achievement, instruction and District's continuous improvement efforts.
- 9) Ensure that each school has an updated brochure identifying leadership and major accomplishments, programs, and needed parent information.
- 10) Develop a process for using site analytics and stakeholder feedback to drive decisions on District/school website content delivery and design.
- 11) Enhance and create promotional strategies focused on educating and engaging stakeholders and promoting areas where Pinellas County Schools is a regional, state, and national leader for quality teaching, learning, and student achievement.
- 12) Provide customized training solutions to school and department leaders that increase the effectiveness of their communication processes with internal and external stakeholders.
- 13) Expand course offerings and professional development/technical support for distance learning lab teachers in order to provide the necessary opportunity for students to earn their online course credit required for graduation and to increase FTE earned by PVS by at least 10% until PVS becomes self-sufficient.

Highlights in 2016-17

- The *Beyond the Classroom* initiative provides students free access to online educational resources. A related initiative, *Connect for Success*, provided laptop computers to 5,960 students at 45 high-poverty elementary schools for home use in 2016-17.
- Pinellas County Schools developed and launched a new School Profiles dashboard as part of updating real-time data for schools, including academic, behavior and attendance metrics.
- Pinellas County Schools promotes major initiatives, announcements and news items through the Newsroom, district website, videos, newsletters and social media. More than 11.8 million site visitors accessed the website and more than 350 stories were published online during the 2016-17 school year.
- Pinellas County Schools developed and produced Inspiring Teacher videos, called IT Factor, in the 2016-17 school year. The Strategic Communications team produced the IT Factor segments every week for the entire school year so students, staff and stakeholders could see the amazing work of teachers.

Model for Successful Strategic Plan Implementation

Strategic Planning

- ID Vision, Mission, Values, Strategic Directions (5), Strategic Goals (7) and Performance Indicators (**WHAT**)
- ID Key Action Goals and Projects (**HOW**)

Project Management

- Choose Annual Agenda of Projects
- Develop Project Action Plans
- Launch and Manage Projects



Improvement Activities

- Adjust Action Goals
- Revise Project Action Plans
- Provide PD

Periodic Plan Checks

- Review Leading Indicators
- Assess Project Progress
- Determine Changes Needed



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COUNTY
SCHOOLS**

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