

**2012-2013**

# **District Strategic Plan**

May 8, 2012



**100% Student Success**

# SCHOOL BOARD OF PINELLAS COUNTY

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## FOREWORD

One of the major responsibilities of the Superintendent is to annually provide the School Board with a plan based on clear goals and objectives for the forthcoming school year. These objectives provide district-wide focus for the decision-making, planning, resource allocations, and other activities affecting the current year and beyond.

The proposed District Strategic Plan for 2012-2013 has been developed using a comprehensive needs assessment. The needs assessment included a review of prior year student performance data, district climate surveys, community and district workgroups, school improvement plans, state action plans, Florida Association of District School Superintendents Report, and district department and division strategic plans. The District Strategic Plan demonstrates a commitment to systematic improvement to the district's programs and services to Pinellas County students and the community.

We look forward to implementing a cohesive plan resulting in improved student achievement and performance.

John A. Stewart, Ed.D.  
Superintendent

## COMPREHENSIVE PLANNING

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### EDUCATIONAL PLANNING:

Each district school board shall maintain a continuing system of planning and budgeting designed to aid in identifying and meeting the educational needs of students and the public. Provision shall be made for coordination between district school boards and Florida College System institution boards of trustees concerning the planning for career education and adult educational programs. The major emphasis of the system shall be upon locally determined goals and objectives, the state plan for education, and the Sunshine State Standards developed by the Department of Education and adopted by the State Board of Education. The district planning and budgeting system must include consideration of student achievement data obtained pursuant to ss. 1008.22 and 1008.34. The system shall be structured to meet the specific management needs of the district and to align the budget adopted by the district school board with the plan the board has also adopted. Each district school board shall utilize its system of planning and budgeting to emphasize a system of school-based management in which individual school centers become the principal planning units and to integrate planning and budgeting at the school level.

Source: PreK-20 EDUCATION CODE  
Chapter 1008 ASSESSMENT AND ACCOUNTABILITY  
1008.385(1)(b) Florida State statute

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“PROPOSED POLICY AMENDMENT”

### 2110 - DISTRICT STRATEGIC PLAN:

By March 1 of each year, the Superintendent will submit for School Board approval a District Strategic Plan based on clear goals and objectives for the forthcoming school year. The objectives of the *District Strategic Plan* will be the focus and driving force for the district. All decision-making, planning, resource allocations, and other activities affecting the current year and beyond shall support these objectives.

F.S. 1001.32(2), 1001.41, 1001.42, 1001.43  
PINELLAS COUNTY SCHOOLS BOARD POLICY  
ADOPTED 12/9/09; REVISED 9/14/10, 6/12/12

## HOW TO USE THE STRATEGIC PLAN

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The Strategic Plan is based on a Needs Assessment of Pinellas County Schools. Input into the Needs Assessment included contribution from district and school staff, the community, the Pinellas County School Board, the Florida Association of District School Superintendents, the state strategic plan, state requirements, and student performance data.

Strategic Directions and District Goals were developed to address the needs that were identified through the needs assessment process. Specific Priority Objectives are aimed to accomplish the District Goals. Activities are identified and used to create Department Plans and School Improvement Plans which support the Strategic Plan.

To ensure that all planning in the district supports the Priority Objectives outlined in the Strategic Plan, Priority Objective 15: “Planning” will be the cohesive force for guaranteeing all activities support the Priority Objectives.

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## TIMELINE OF MAJOR PLANNING/ BUDGETING TASKS & ACTIVITIES

Date	Task or Activity
2010	Mission and Vision Development included community input, focus groups, etc.
October 2011	Needs Assessment Part I – Mandated areas Schools' status in Differentiated Accountability Matrix Adequate Yearly Progress School Grades
November 2011	Needs Assessment Part II – Relationship to other plans District Improvement and Assistance Plan School Improvement Plans Individual Professional Developmental Plans
December 2011	Needs Assessment Part III – Analysis of existing data September 2011 document entitled <i>envision2014 DISTRICT STRATEGIC PLAN</i> and other sources such as: the Climate Surveys from 2010 and 2011
January 2012	Develop measurable objectives based on needs and strategies or activities required to complete objective including resources needed, person responsible, current status, and evidence of completion.
February 14, 2012	School Board Workshop: Review of draft <i>Strategic Plan</i>
February/March 2012	Needs Assessment Part IV – Review of FADSS report and recommendations Revised strategic directions and goals
April 17, 2012	School Board Workshop: Review of draft <i>Strategic Plan</i> and review amended policy stipulating that each year the Superintendent will submit a revised <i>Strategic Plan</i> for Board approval
May 8, 2012	<i>Strategic Plan</i> submitted to Board for approval Reporting – Live PCS Data Dashboard and Semiannual Report
July 24, 2012	School Board: First Public Hearing and adoption of Tentative Millage Rates & Tentative District Budget for 2012-2013
September 2012	Report District 2011-2012 Student Achievement Results
September 6, 2012	School Improvement Plans aligned to District Strategic Plan submitted to Research and Accountability
September 11, 2012	School Board: Final Public Hearing and adoption of 2012-2013 Millage Rates & District Budget for 2012-2013
September 25, 2012	School Improvement Plans submitted for Board Approval
September 30, 2012	School Improvement Plans submitted to State
October-November 2012	Schools and Departments review current status and participate in District Needs Assessment for 2013-14
November 2012	Board Workshop
December 2012	Cabinet Retreat to review status of 2012-13 Plan and revisions for 2013-14 Plan

## PLANNING TEAMS

The following Planning Teams have provided leadership and assistance in preparing the 2012/13 District Strategic Plan:

### A. Planning Team for Overall Coordination

Bill Lawrence	Rita Vasquez	Ron Ciranna	Charlene Einsel	Allen Mortimer
Pam Moore	Stephanie Joyner	Lisa Grant	Kevin Smith	Nicole Carr
Cindy Bania	Kathleen Young	Ted Pafundi	Norm Kelton	Behrokh Ahmadi
		Marlyn Dennison		
		Marilyn Lusher		

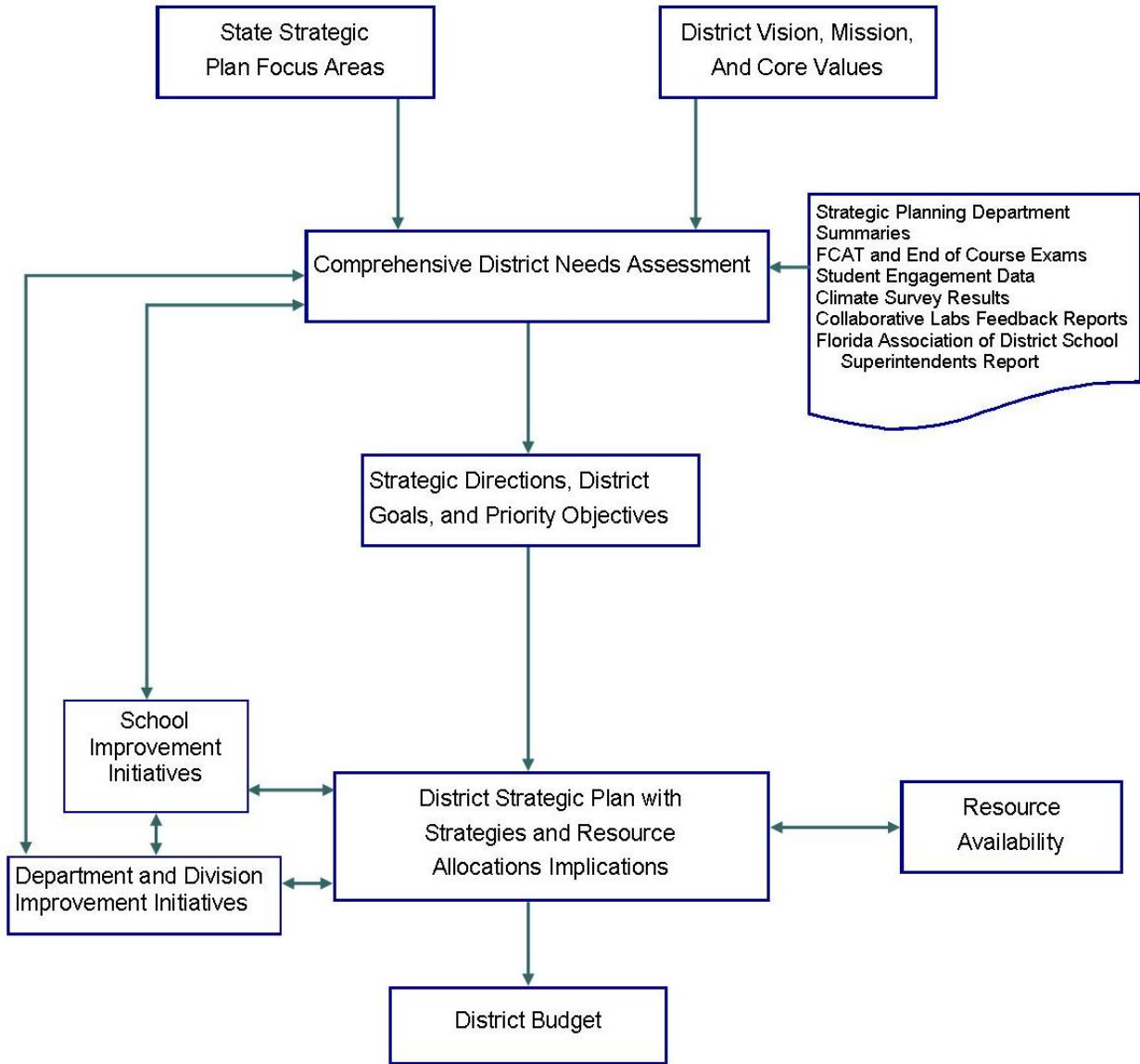
### B. Planning Team Leaders for Specific Objectives

Each of the specific objectives was addressed by a planning team coordinated by the following individual(s):

1. End of Course Exams ..... Behrokh Ahmadi/Octavio Salcedo
2. Formative Assessments ..... Behrokh Ahmadi/Octavio Salcedo
3. Graduation ..... Bill Lawrence/Rita Vasquez/Judy Vigue
4. Common Core State Standards ..... Bill Lawrence/Pam Moore
5. Student Transitions ..... Bill Lawrence/Kathleen Young
6. Closing the Gap ..... Bill Lawrence
7. Equitable Distribution ..... Charlene Einsel
8. Student Engagement ..... Area Superintendents/Bill Lawrence/Cindy Bania
9. Morale ..... John Stewart
10. Wellness ..... Bill Lawrence/Peggy Johns
11. Safety ..... Michael Bessette
12. Communication ..... Donna Winchester
13. High Quality Workforce ..... Ron Ciranna/Lisa Grant
14. Organizational Structure ..... Ron Ciranna
15. Planning ..... Behrokh Ahmadi/Allen Mortimer/Nicole Carr



# STRATEGIC PLANNING PROCESS



# STATE OF FLORIDA NEXT GENERATION Pre K- 20 STRATEGIC PLAN

## FOCUS AREAS:

1. Strengthen foundation skills
  - To increase rigor of standards to improve student achievement in VPK -12
  - Utilize assessment to direct instruction and affect student outcome
  - Develop strategies to assist schools in need of improvement
2. Improve quality of teaching in the education system
  - Establish the state's expectation for quality instructional practice
  - Improve the quality of preparation programs, professional development, and certification exams
  - Align requirements for district performance appraisal to the state's expectations
  - Provide statewide recognition and award programs that reward outstanding performance based on the state's expectations (includes student achievement)
3. Improve college and career readiness
  - Increase number and percentage of students scoring "college ready" in math and language arts on approved postsecondary readiness assessment
  - Increase number and percentage of high school students graduating with industry certification or Ready to Work Credential
  - Increase student participation and performance in accelerated options of AP, IB, DE and AICE
  - Define College and Career Readiness
4. Expand opportunities for post secondary degrees and certificates
  - Increase postsecondary enrollment rate
  - Increase diversity and number of high school graduates who enroll in postsecondary education
  - Increase diversity and number and percentage of high school graduates who earn a certificate or a degree at a Florida college or career center
  - Increase diversity and number and percentage of Florida college system or state university system students who enroll in and complete an upper division program of study
5. Improve K-12 educational choice options
  - Improve education options for K-12 parents and improve student performance
6. Align resources to strategic goals
  - Ensure funding and other resources are available to effectively and efficiently implement agency priorities

# **PINELLAS COUNTY SCHOOLS VISION AND CORE VALUES**

## ***VISION***

100% Student Success

## **CORE VALUES OF PINELLAS COUNTY SCHOOLS**

Building a Quality Climate and Strong Community through:

### **COMMITMENT TO CHILDREN FAMILIES AND THE 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

## PINELLAS COUNTY SCHOOLS MISSION, STRATEGIC DIRECTIONS, AND GOALS

### **MISSION**

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

### **Strategic Directions for 2012-2013**

- A. **Student Achievement** - place emphasis on student achievement
- B. **Student Services** - coordinate and align Student Services support
- C. **Managing Productive Systems** - implement process and methodology of decision-making; improve level of productivity and control; establish accountability systems
- D. **Communications** - improve the degree that communication within the system is distortion-free and provide the organization with information needed to function effectively
- E. **Power Equalizations** - provide distribution of influence that is relatively equitable across the organization; enhance the inter-group relations
- F. **Morale** - improve the degree that individuals feel a sense of well-being, satisfaction, and accomplishment; provide necessary support to individuals to achieve goals of the organization
- G. **Curriculum** - make a commitment to curriculum development and the improvement of teaching and learning to facilitate effective and efficient curriculum services to schools
- H. **Technology** - establish an infrastructure to support demand for updated technology, technical support, and accurate and timely access to data by all users
- I. **Safe Learning Environment** - increase satisfaction with working conditions; establish an orderly, safe, and secure learning environment
- J. **Bradley Memorandums of Understanding** - adhere to the Bradley Memorandums of Understanding
- K. **Community Relations** - enhance community relationships with Pinellas County Schools

### **Goals**

1. All children will become proficient in reading and math.
2. Reduce the ratio of administrators to students, allowing more resources to be allocated to instruction and instructional improvement.
3. Develop processes to ensure alignment of all plans to the District Strategic Plan, leading to all employees working toward the same goal.
4. Improve communications throughout the district and to the community.
5. Develop a proactive approach to identify and address immediate and long-range teaching and learning needs.
6. Coordinate and align Student Services support to schools, enhancing the commitment to the district core values.
7. Update technology processes and services to better serve end users.
8. Modify Human Resources processes and services to reduce inter-organizational struggles to better support employees and students.

## **SUMMARY OF 2012-2013 PINELLAS COUNTY PRIORITY OBJECTIVES**

### **Priority Objective 1. END OF COURSE EXAMS**

By July 2016, Pinellas County Schools will have a valid and reliable End of Course Assessment System at each grade level in all courses.

### **Priority Objective 2. PROGRESS MONITORING ASSESSMENTS**

By 2016, Pinellas County Schools will validly and reliably measure progress of students through baseline and mid-year assessments.

### **Priority Objective 3. GRADUATION**

By May of 2014, there will be a greater percentage of students who successfully complete high school or postsecondary education programs ready for college and career.

### **Priority Objective 4. COMMON CORE STATE STANDARDS**

By the end of 2013-2014 school year, students will demonstrate the ability to access, critically assess, and use information in the areas of writing, reading, speaking, viewing, listening, and questioning.

### **Priority Objective 5. STUDENT TRANSITIONS**

By the beginning of 2013-2014 school year, Pinellas County Schools will have in place an educational program that facilitates the transition of students to the next level of schooling.

### **Priority Objective 6. CLOSING THE PROFICIENCY GAPS**

By the end of 2012-2013 school year, all subgroups will demonstrate progress toward meeting proficiency.

### **Priority Objective 7. EQUITABLE DISTRIBUTION**

By 2012-2013 school year, Pinellas County Schools will define a clear process for distribution of resources to the schools.

### **Priority Objective 8. STUDENT ENGAGEMENT**

By the end of 2012-2013 school year, Pinellas County Schools will show a decrease in disruptive behavior, truancy, and tardy incidences.

### **Priority Objective 9. MORALE**

By the end of 2012-2013 school year, Pinellas County Schools will show an improvement in the morale of all district staff.

### **Priority Objective 10. WELLNESS**

By the end of 2013-2014 school year, there will be improved health and wellness amongst students and staff.

**Priority Objective 11. SAFETY**

By the 2015-2016 school year, there will be a reduction in the total number of bus accidents, severity of student and staff injuries, and in the cost associated with claims and litigations.

**Priority Objective 12. COMMUNICATION**

By 2012-2013 school year, the Pinellas County Schools will deliver clear and consistent communications.

**Priority Objective 13. HIGH-QUALITY WORKFORCE**

By the end of 2012-2013 school year, Pinellas County Schools will increase the number and percentage of effective and highly effective instructional, administrative, and support staff.

**Priority Objective 14. ORGANIZATIONAL STRUCTURE**

By 2012-2013 school year, Pinellas County Schools will have an organizational structure that supports the deployment of the District Strategic Plan.

**Priority Objective 15. PLANNING**

By the end of the 2012-2013 school year, Research and Accountability Department will have a process in place that ensures that the District Strategic Plan guides all other district planning processes and reporting needs.

**SCHOOL BOARD OF PINELLAS COUNTY, FLORIDA**

**DISTRICT STRATEGIC PLAN**

**PRIORITY OBJECTIVES**

**FOR**

**2012-2013**

**APPROVED: MAY 8, 2012**





## Priority Objective 1. End of Course Assessments

**District Strategic Direction:** A, H, and J

**District Goal:** 1,5, and 6

**State Strategic Plan Focus Area:** Improve quality of teaching in the education system

**Plan Year:** 2012-2013

<b>Statement of Objective</b>	By July 2016, Pinellas County Schools will have a valid and reliable End of Course Assessment System at each grade level in all courses offered by the district.
<b>Benefit of Objective</b>	Provide an assessment to measure student performance at each grade level in all courses
<b>Criterion Measure</b>	An assessment system that meets the industry standards for validity and reliability at each grade level in all courses

**Division Responsible**    Research & Accountability    **Objective**     **New or**     **Continued**    **Status Report Attached**    **YES**     **NO**

Activity	Primary Responsibility	Resources Required	Activity Implementation Dates
1.1 Review the current status of End of Course assessments development in the state of Florida	Research & Accountability	Research Specialist collaborating with other districts and the state	
1.2 Identify End of Course assessments to be purchased and implemented	Research & Accountability	Testing Department staffing model considerations, Increased assessment funds	
1.3 Identify End of Course assessments to be developed by the district	Research & Accountability	Testing Department staffing model considerations, increased assessment funds, Teaching & Learning	
1.4 Prioritize End of Course assessments to be developed in 2012-2013	Teaching & Learning	Research & Accountability	
1.5 Review and recommend technological infrastructure required to purchase and implement assessment system	Research & Accountability	MIS	
1.6 Develop valid and reliable district End of Course assessments	Research & Accountability	Testing Department staffing model considerations, increased assessment funds	
1.7 Establish a process to continually monitor the validity and reliability of district End of Course assessments	Research & Accountability	Testing Department staffing model considerations, increased assessment funds	
1.8 Define a district and statewide assessment calendar	Research & Accountability	MIS, Teaching and Learning	
1.9 Establish uniform method for accessing student assessment data	MIS	R & A, Teaching & Learning	2012-2013 school year
1.10 Use the assessment system to monitor end of year performance of K-12 students in all subject areas	Research & Accountability	R & A, Professional Development, Area Superintendents	2012-2013 school year
1.11 Use the End of Course assessment system as the student performance metric in the teacher and administrator evaluation systems	Research & Accountability		2014

## Priority Objective 2. Progress Monitoring Assessments

**District Strategic Directions:** A, H, and J

**District Goal:** 1, 5 and 6

**State Accountability Focus Area:** Improve quality of teaching in the education system

**Plan Year:** 2012-2013

<b>Statement of Objective</b>	By July 2016, Pinellas County Schools will have a valid and reliable assessment system that measure baseline status and mid-year progress of students as outlined in Appendix A.
<b>Benefit of Objective</b>	Provide an assessment system for progress monitoring of student achievement
<b>Criterion Measure</b>	An assessment system that meets the industry standards for validity and reliability at each grade level in all courses

**Division Responsible**    Research & Accountability    **Objective**     **New or**     **Continued**    **Status Report Attached**    **YES**     **NO**

Activity	Primary Responsibility	Resources Required	Activity Implementation Dates
2.1 Evaluate the current district assessment practices	Research & Accountability	Teaching & Learning staff	May 2012
2.2 Define and communicate 2012-2013 baseline and mid-year assessment development process	Research & Accountability		2012-2013 school year
2.3 Review and recommend technological infrastructure required to purchase and implement assessment system	Research & Accountability	TIS	
2.4 Prioritize the development and implementation of the baseline and mid-year assessment system based on identified need and state/district requirements	Research & Accountability and Teaching & Learning	R & A, Teaching & Learning, and Cabinet, Comparisons to high performing districts	July 2012-2014
2.5 Create a valid and reliable formative assessment system in K-12	Research & Accountability	Teaching and Learning, Testing Department staffing model considerations, increased assessment funds	July 2012-2014
2.6 Establish a process to continually monitor the validity and reliability of district baseline and mid-year assessments	Research & Accountability	Testing Department staffing model considerations, increased assessment funds	
2.7 Use the assessment system to monitor ongoing student progress of K-12 students in all subject areas	Teaching & Learning	R & A, Professional Development, Area Superintendents	2012-2013 school year

## Priority Objective 3. Graduation

**District Strategic Directions:** A, B, H, and J

**District Goal:** 1,3,5, and 6

**State Accountability Focus Area:** Improve College and Career Readiness

**Plan Year:** 2012-2013

<b>Statement of Objective</b>	By 2014, there will be a greater percentage of students who successfully complete high school or postsecondary education programs ready for college and career.
<b>Benefit of Objective</b>	Identifies district strategies to support students graduating from high school ready for college and career
<b>Criterion Measure</b>	Using the same graduation rate formula, there will be an increase in graduation rate

**Division Responsible**    Teaching & Learning                      **Objective**     **New or**     **Continued**                      **Status Report Attached**                      **YES**     **NO**

Activity	Primary Responsibility	Resources Required	Activity Implementation Dates
3.1 Continually increase the number and percent of students who are able to pass assessments required for graduation (FCAT 2.0 and EOC exams)	Teaching & Learning	Area Superintendents	2012-2013 school year
3.2 Increase the number and percent of students scoring “college and career ready” on math and language arts postsecondary readiness assessments	Teaching & Learning	Area Superintendents	2012-2013 school year
3.3 Increase the number and percent of high school students graduating with industry certification	Career Technical Education and pTEC	Teaching & Learning	2012-2013 school year
3.4 Increase participation and performance in accelerated options of Advance Placement, International Baccalaureate, Dual Enrollment and Advance International Certificate of Education	Teaching & Learning	Area Superintendents	2012-2013 school year

## Priority Objective 4. Common Core State Standards

**District Strategic Directions:** A, C, and J

**District Goal:** 5, 6, and 8

**State Accountability Focus Area:** Strengthen Foundations

**Plan Year:** 2012-2013

<b>Statement of Objective</b>	By the end of 2013-2014 school year, students will demonstrate the ability to access, critically assess, and use information in the areas of writing, reading, speaking, viewing, listening, and questioning.
<b>Benefit of Objective</b>	Defines, through standards-based instruction, what is important for students to learn. The curriculum, instruction, and assessments are aligned by clearly defined academic standards
<b>Criterion Measure</b>	Students will perform successfully on the state assessment system

**Division Responsible**    Teaching & Learning                      **Objective**     **New** or     **Continued**                      **Status Report Attached**                      **YES**     **NO**

Activity	Primary Responsibility	Resources Required	Activity Implementation Dates
4.1 Investigate existing educational offerings and identify the effectiveness of teaching and learning strategies and processes used in teaching the Common Core Standards	Research & Accountability	Teaching & Learning staff	2012-2013 school year
4.2 Provide a curriculum that will be used to teach the standards that are assessed by state assessment system	Teaching & Learning	Professional Development, Area Superintendents	2012-2013 school year
4.3 Provide professional development on teaching the Common Core State Standards	Professional Development, Teaching & Learning	Area Superintendents, Professional Development	2012-2013 school year
4.4 Implement effective research-based teaching and learning strategies and processes which support the teaching of the Common Core Standards	Teaching & Learning	Research & Accountability	2012-2013 school year
4.5 Utilize school visits to build on leadership capacity of school principals to successfully monitor and improve classroom instruction	Area Superintendents, Chief Turnaround Office	Teaching & Learning	2012-2013 school year

## Priority Objective 5. Student Transitions

**District Strategic Directions:** A, B, C, and J

**District Goal:** 1, 5, and 6

**State Accountability Focus Area:** Strengthen Foundations

**Plan Year:** 2012-2013

<b>Statement of Objective</b>	By the beginning of 2013-2014 school year, Pinellas County Schools will have in place an educational program that facilitates the transition of students to the next level of schooling.
<b>Benefit of Objective</b>	Increase successful student transitions
<b>Criterion Measure</b>	Increase in the percent of students demonstrating grade level proficiency

**Division Responsible**    Teaching & Learning                      **Objective**     **New or**     **Continued**                      **Status Report Attached**                      **YES**     **NO**

Activity	Primary Responsibility	Resources Required	Activity Implementation Dates
5.1 Refine and improve implementation of the "Multi-Tiered System of Supports"	Teaching and Learning, Chief Turnaround Office	Teaching & Learning	2012-2013 school year
5.2 Use a decision-making process to facilitate assigning appropriate reading and math interventions	Teaching & Learning	Research & Accountability	2012-2013 school year
5.3 Align intervention curriculum with core instructional goals/objectives	Teaching & Learning		
5.4 Maintain a Pre-Kindergarten program that increases the number of students ready to enter Kindergarten	Area Superintendents, Teaching & Learning	Chief Turnaround Office	2012-2013 school year
5.5 Deliver early intervention programs (Lew Williams Project) for children 0-3 years old	Area Superintendents		2012-2013 school year
5.6 Maintain an elementary program that increases the number of students completing second and fifth grade proficient in reading and math	Teaching & Learning, Area Superintendents, Principals	Chief Turnaround Office	2012-2013 school year
5.7 Select middle school reform strategies to determine how to increase success in middle school	Teaching & Learning	Chief Turnaround Office	2012-2013 school year
5.8 Maintain a middle school program that increases the number of eighth grade students proficient in reading and math	Teaching & Learning, Area Superintendents, Principals	Chief Turnaround Office	2012-2013 school year

## Priority Objective 6. Closing the Proficiency Gaps

**District Strategic Directions:** C and J

**District Goal:** 1, 3, 5, 6, and 8

**State Accountability Focus Area:** Improve college and career readiness

**Plan Year:** 2012-2013

<b>Statement of Objective</b>	By the end of 2012-2013 school year, all subgroups will demonstrate progress toward meeting proficiency.
<b>Benefit of Objective</b>	Identifies specific district strategies aimed at closing the achievement gap
<b>Criterion Measure</b>	An increase in the proficiency of all subgroups

**Division Responsible**    Teaching & Learning                      **Objective**     **New or**     **Continued**                      **Status Report Attached**                      **YES**     **NO**

	Activity	Primary Responsibility	Resources Required	Activity Implementation Dates
6.1	Include understanding of equity, improving cultural responsiveness in each professional development initiative	Professional Development	PCS Staff	2012-2013 school year
6.2	“School-Wide Behavior Plans” will include strategies to engage students in respectful, caring relationships	Area Superintendents	Chief Turnaround Office	2012-2013 school year
6.3	School Improvement Plans will include strategies that promote high expectations and culturally responsive instructional practices	Area Superintendents	Chief Turnaround Office	2012-2013 school year
6.4	Investigate existing educational offerings and identify the effectiveness of teaching and learning strategies and processes used in the teaching of all subgroups	Teaching & Learning	Research & Accountability	Ongoing
6.5	Investigate successful educational practices with all subgroups in other districts with similar demographics	Teaching & Learning	Chief Turnaround Office	March 2012
6.6	Implement effective research-based teaching and learning strategies and processes which support the teaching of all subgroups	Teaching & Learning	Research & Accountability	2012-2013 school year



## Priority Objective 8. Student Engagement

**District Strategic Directions:** B, F, I, and J

**District Goal:** 1, 3, 4, 5, and 6

**State Accountability Focus Area:** Improve quality of teaching in the education system

**Plan Year:** 2012-2013

<b>Statement of Objective</b>	By the end of the 2012-2013 school year, Pinellas County Schools will show a decrease in disruptive behavior, truancy, and tardy incidences.
<b>Benefit of Objective</b>	Increases time engaged in learning
<b>Criterion Measure</b>	Decrease in disruptive behavior, truancy and tardy incidences

**Division Responsible**    Area Superintendents                      **Objective**     **New or**     **Continued**                      **Status Report Attached**                      **YES**     **NO**

Activity	Primary Responsibility	Resources Required	Activity Implementation Dates
8.1 Effectively implement the instructional strategies that support student engagement	Area Superintendents		
8.2 Establish a method to accurately track instructional time within the current student information system	Management Information Systems	Research & Accountability and Chief Turnaround Office	2013-2013 school year
8.3 Decrease the number of students with ten or more absences	Area Superintendents		
8.4 Decrease the number of students with twenty or more absences	Area Superintendents		
8.5 Decrease the number of in-school and out-of-school suspensions	Area Superintendents		
8.6 Decrease the number of students who receive in-school and out-of-school suspensions	Area Superintendents		
8.7 Implement each school's "School-Wide Behavior Plan"	Area Superintendents	Chief Turnaround Office	2013-2013 school year
8.8 Implement the "Multi-Tiered System of Supports" for behavior	Chief Turnaround Office	Chief Turnaround Office	2012-2013 school year
8.9 Provide volunteer, tutor, and mentor support for students	Strategic Partnerships	Chief Turnaround Office	2012-2013 school year
8.10 Develop more alternative school programs and settings to address the disruption of the learning environment	Cabinet		2013-2013 school year
8.11 Promote awareness, understanding, and prevention of violence and bullying	Teaching & Learning	Strategic Communications	2012-2013 school year
8.12 Incorporate the Social Emotional Learning benchmarks and the Principles of Character into the curriculum and culture of the school	Teaching & Learning	Area Superintendents	2013-2013 school year



## Priority Objective 9. Morale

**District Strategic Directions:** D and F

**District Goal:** 3, 4, and 6

**State Accountability Focus Area:** Improve quality of teaching in the education system

**Plan Year:** 2012-2013

<b>Statement of Objective</b>	By the end of 2012-2013 school year, Pinellas County Schools will show an improvement in the morale of all district staff.
<b>Benefit of Objective</b>	Increases productivity and greater employee wellness
<b>Criterion Measure</b>	Increase the percent of positive responses to climate survey

**Division Responsible**    Strategic Communications    **Objective**     **New or**     **Continued**    **Status Report Attached**    **YES**     **NO**

	Activity	Primary Responsibility	Resources Required	Activity Implementation Dates
9.1	Increase transparency of information at the district and school level	Office of Strategic Communications		2012-2013 school year
9.2	Share clear district expectations with all staff	Office of Superintendent		2012-2013 school year
9.3	Share the district decision-making process with stakeholders	Office of Strategic Communications	Cabinet	2012-2013 school year
9.4	Share vital district information in a timely manner with all staff	Office of Strategic Communications		2012-2013 school year
9.5	Ensure that equitable practices and needed accommodations are provided to employees	Office of Equal Opportunity		2012-2013 school year
9.6	Define a compensation system that provides incentive and differentiated pay	Human Resources		2012-2013 school year
9.7	Negotiate labor contracts with the four bargaining units: Pinellas Classroom Teachers Association, Pinellas Educational Support Professionals Association, Sun Coast Police Benevolent Association, Service Employment International Union	Governmental Services		
9.8	Offer competitive employee benefits and retirement programs	Risk Management	Benefit Consultant, Bargaining Team	2012-2013 school year

## Priority Objective 10. Wellness

**District Strategic Directions:** B

**District Goal:** 5, 6, and 8

**State Accountability Focus Area:** Improve quality of teaching in the education system

**Plan Year:** 2012-2013

**Statement of Objective** By the end of the 2013-2014 school year, there will be improved health and wellness among students and staff.

**Benefit of Objective** Increases wellness and health

**Criterion Measure** Increase performance on the “Alliance for a Healthier Generation’s Healthy Schools Program”

**Division Responsible** Facilities & Operations      **Objective**  *New* or  *Continued*      **Status Report Attached**      **YES**       **NO**

	Activity	Primary Responsibility	Resources Required	Activity Implementation Dates
10.1	Continue to provide quality nutritious meals and competitive foods to students	Facilities & Operations	Teaching & Learning	2012-2013 school year
10.2	Continue to monitor every school’s culture of wellness through the “Alliance for a Healthier Generation’s Healthy Schools Program”	Teaching & Learning	Area Superintendents	2012-2013 school year
10.3	Continue to enhance the awareness of disease management, wellness, and Employee Assistance programs	Risk Management	Health Carrier, EAP Provider, District Wellness Committee	2012-2013 school year
10.4	Implement effective physical education models to provide all students opportunity to achieve the “Healthy Fitness Zone”	Teaching & Learning		2012-2013 school year

## Priority Objective 11. Safety

**District Strategic Directions:** I

**District Goal:** 8

**State Accountability Focus Area:** Align resources to strategic goals

**Plan Year:** 2012-2013

<b>Statement of Objective</b>	By 2012-2013 school year, there will be a reduction in the total number of bus accidents, severity of student and staff injuries, and cost associated with claims and litigations.
<b>Benefit of Objective</b>	Provides a safe environment for all
<b>Criterion Measure</b>	A reduction in the total number of bus accidents, severity of student and staff injuries, and cost associated with claims and litigations

**Division Responsible**    Facilities & Operations                      **Objective**     **New or**     **Continued**                      **Status Report Attached**                      **YES**     **NO**

	Activity	Primary Responsibility	Resources Required	Activity Implementation Dates
11.1	PCS Police will employ effective personal protection equipment to enhance the ability to protect self and others	PCS Police		2012-2013 school year
11.2	Decrease the total number of bus accidents	Transportation		2012-2013 school year
11.3	Monitor, evaluate, and improve the on-time transportation of students	Transportation		2012-2013 school year
11.4	Implement programs and services that reduce the number and severity of student and staff injuries	Risk Management	Third Party Administrator, Risk Management Consultant	2012-2013 school year
11.5	Reduce the cost associated with claims and litigation	Risk Management and Office of General Counsel	Risk Consultant, Third Party Administrator, District Departments	2012-2013 school year

## Priority Objective 12. Communication

**District Strategic Directions:** D

**District Goal:** 4

**State Accountability Focus Area:** Align resources to strategic goals

**Plan Year:** 2012-2013

<b>Statement of Objective</b>	By 2012-2013 school year, the Pinellas County Schools will deliver clear and consistent communications.
<b>Benefit of Objective</b>	Increases efficacy and efficiency through improved communications
<b>Criterion Measure</b>	Clear and consistent communications

**Division Responsible**    Strategic Communications    **Objective**     **New or**     **Continued**    **Status Report Attached**    **YES**     **NO**

	Activity	Primary Responsibility	Resources Required	Activity Implementation Dates
12.1	Assist district departments in delivering accurate, clear and consistent information to Pinellas County Schools staff, families and the community through effective communications planning and by using various communication tools	Strategic Communications		2012-2013 school year
12.2	Communicate to school district personnel and the community the positive impact of the Pinellas County School District's reform efforts	Strategic Communications		2012-2013 school year
12.3	Establish and maintain effective relationships with news outlets through proactive media relations	Strategic Communications		2012-2013 school year
12.4	Use WPDS-TV14 as an information source for Pinellas County Schools while maintaining FCC-licensed channels and spectrum lease agreements	Strategic Communications		2012-2013 school year
12.5	Provide a dynamic, vibrant learning environment for students and teachers to support, empower and inspire the development and advancement of student television production and mass media skills	Strategic Communications		2012-2013 school year

## Priority Objective 13. High-Quality Workforce

**District Strategic Directions:** B, F, and J

**District Goal:** 3 and 8

**State Accountability Focus Area:** *Improve quality of teaching in the education system*

**Plan Year:** 2012-2013

<b>Statement of Objective</b>	By the end of 2012-2013 school year, Pinellas County Schools will increase the number and percentage of effective and highly effective instructional, administrative, and support staff.
<b>Benefit of Objective</b>	Provides an effective workforce
<b>Criterion Measure</b>	Increase in the number and percentage of effective and highly effective instructional, administrative, and support staff

**Division Responsible**    Human Resources                      **Objective**     **New or**     **Continued**                      **Status Report Attached**                      **YES**     **NO**

Activity	Primary Responsibility	Resources Required	Activity Implementation Dates
13.1 Design and implement a Professional Development System that provides continual professional learning for all employees	Professional Development, Teaching and Learning		2012-2013 school year
13.2 Review and implement an evaluation of Professional Development System and offerings	Research & Accountability	Professional Development	2012-2013 school year
13.3 Establish a process to continually monitor and revise the teacher and administrator evaluation systems	Professional Development	Research & Accountability	2012-2013 school year
13.4 Create a new support staff evaluation system	Professional Development	Management Information Systems	2012-2013 school year
13.5 Revise and expand the leadership development program for support, instructional and administrative staff	Professional Development		2012-2013 school year
13.6 Revise and expand the teacher and principal mentor program	Professional Development		2012-2013 school year
13.7 Improve recruitment plan to incorporate recruiting efforts to increase diversity in the workforce	Personnel	Principals	April 2012
13.8 Provide ethics and progressive discipline trainings	Office of Professional Standards	Area Superintendents	2012-2013 school year

## Priority Objective 14. Organizational Structure

**District Strategic Directions:** C, E, and F

**District Goal:** 8

**State Accountability Focus Area:** Align resources to strategic goals

**Plan Year:** 2012-2013

<b>Statement of Objective</b>	By 2012-2013 school year, Pinellas County Schools will have an organizational structure and job descriptions that support the deployment of the District Strategic Plan.
<b>Benefit of Objective</b>	Aligns all district personnel to increase effective and efficient operations
<b>Criterion Measure</b>	Board approved organizational chart and job descriptions

**Division Responsible**    Human Resources                      **Objective**     **New or**     **Continued**                      **Status Report Attached**                      **YES**     **NO**

Activity	Primary Responsibility	Resources Required	Activity Implementation Dates
14.1 External agency conducts a comprehensive review of the organizational structure current status and makes recommendations	Superintendent		Completed
14.2 Review and disseminate findings of organizational review	Cabinet		Completed
14.3 Gather input from school-based leadership, School Board and district leadership on organizational review findings	Superintendent		Completed
14.4 Superintendent makes final recommendations for district reorganization	Superintendent		
14.5 Develop and disseminate implementation plan for reorganization, including review and revision to job descriptions	Human Resources		
14.6 Reorganize district organizational structure	Human Resources		2012-2013 school year
14.7 Review efficacy of new organizational structure to support implementation of District Strategic Plan	Research and Accountability		

## Priority Objective 15. Planning

**District Strategic Directions:** C, E, and F

**District Goal:** 8

**State Accountability Focus Area:** Align resources to strategic goals

**Plan Year:** 2012-2013

<b>Statement of Objective</b>	By the end of the 2012-2013 school year, Research and Accountability Department will have a process in place that ensures that the District Strategic Plan guides all other district planning processes and reporting needs.
<b>Benefit of Objective</b>	Aligns all district plans with the District Strategic Plan
<b>Criterion Measure</b>	A board approved screening criterion that ensures all district developed plans are supported by the District Strategic Plan

**Division Responsible**    Research & Accountability    **Objective**     **New or**     **Continued**    **Status Report Attached**    **YES**     **NO**

	Activity	Primary Responsibility	Resources Required	Activity Implementation Dates
15.1	Verify that School Improvement Plans include strategies that support the District Strategic Plan	Area Superintendents	Research & Accountability	2012-2013 school year
15.2	Use the District Dashboard as an avenue to present performance of the district's goals, objectives, and strategies	Management Information Systems	Research & Accountability	2012-2013 school year
15.3	Maintain a District Technology Plan and a technological infrastructure that supports the District Strategic Plan	Management Information Systems	Research & Accountability	2012-2013 school year
15.4	Operate a Budget Plan that provides the financial support to facilitate achieving the objectives of the District Strategic Plan	Finance Department		2012-2013 school year
15.5	Maintain a Student Assignment Plan that supports the goals and objectives of the District Strategic Plan	Student Assignment Office		2012-2013 school year
15.6	Examine and assure activities of grants awarded to the district support the District Strategic Plan	Special Projects		2012-2013 school year
15.7	Review and develop School Board policy to ensure implementation of practices to support the District Strategic Plan	Research & Accountability	General Counsel	2012-2013 school year
15.8	Implement systems and planning processes that ensure accountability and on-time performance of the District Strategic Plan	Departments		2012-2013 school year
15.9	Develop and advocate for a district legislative program to shape the educational environment that we desire for the students of Pinellas County	Government Services		
15.10	Align State Differentiated Accountability Team support plans to the District Strategic Plan	Chief Turnaround Office	School Improvement Grant, State Regional Executive Director	2012-2013 school year

## **APPENDIX A**

To be added September 2012



## **APPENDIX B**

To be added September 2012