

2012-2013

District Strategic Plan

Revised April 10, 2012 – for Board Workshop on April 17



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

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

“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* are 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

HOW TO USE THE STRATEGIC PLAN

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

Strategic Directions and District Goals emend 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 Primary Objectives outlined in the Strategic Plan, Priority Objective 15: “Planning” will be the cohesive force for guaranteeing all activities support the Primary Objectives.

TIMELINE OF MAJOR PLANNING/ BUDGETING TASKS & ACTIVITIES

<i>Date</i>	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 presented in the 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	Needs Assessment Part IV – Review of FADSS report and recommendations Revised strategic directions and goals
April 17	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 approval by Board
June 12, 2012	<i>Strategic Plan</i> submitted to Board for approval Reporting – Live PCS Data Dashboard and Semi Annual Report
July 24, 2012	School Board: First Public Hearing and adoption of Tentative Mileage 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 Mileage 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	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, as approved on pending approval and presented in this document.

A. Planning Team for Overall Coordination

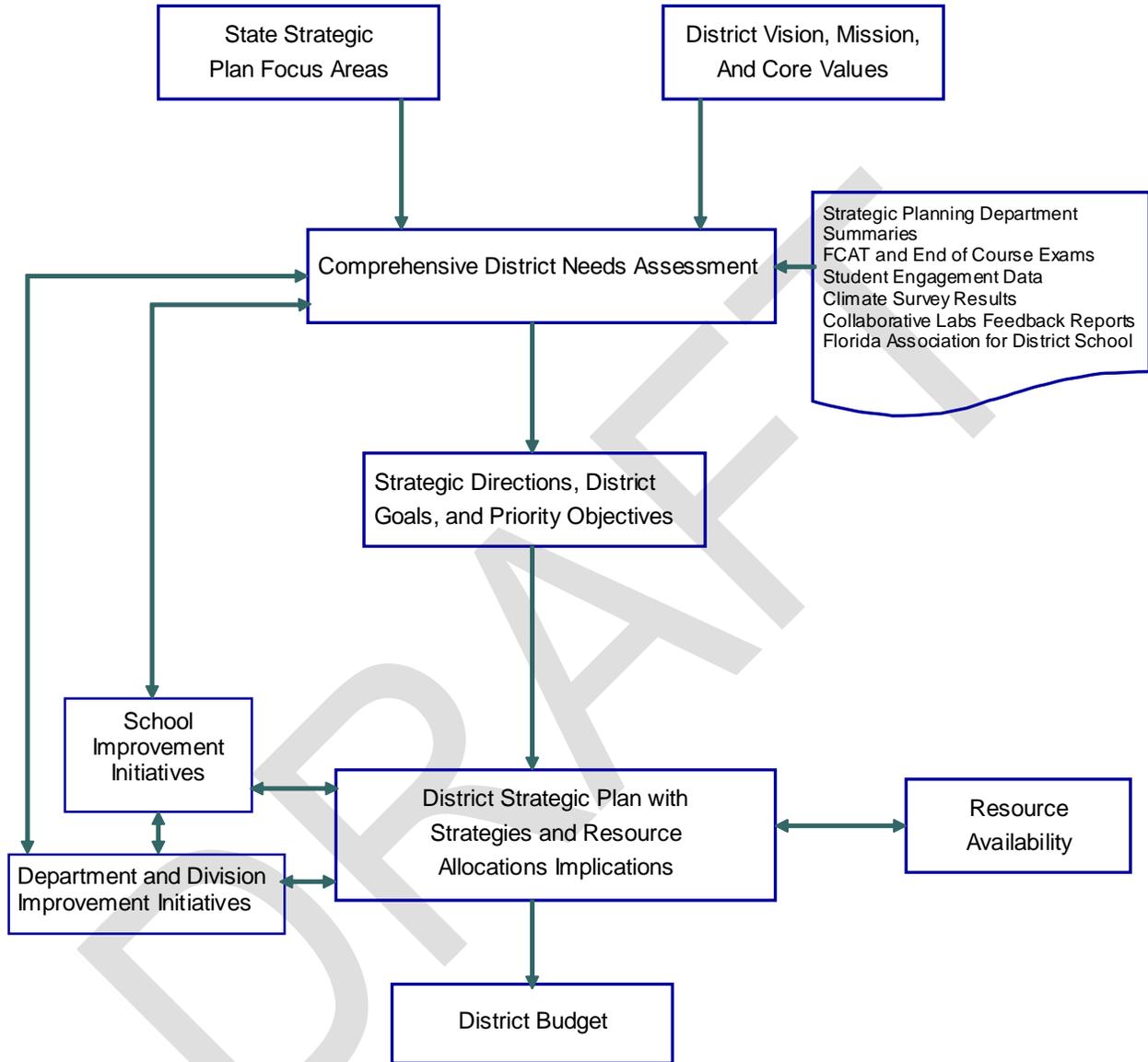
Bill Lawrence	Rita Vasquez	Ron Ciranna	Charlene Einsel	Allen Mortimer
Pam Moore	Stephanie Joyner	Lisa Grant	Kevin Smith	Nicole Carr
Cindy Bania	Kathleen Young	Ted Pafundi	Norm Kelton	Behrokh Ahmadi
		Marlyn Dennison		
		Marilyn Lusher		

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 Jim Madden/ Octavio Salcedo
2. Formative Assessments Jim Madden/ 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 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 effect 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 states 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 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 accountable 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 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

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 process and services to better serve end users.
- 8. Modify Human Resources processes and services to reduce inner 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 2014 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 2014 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

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SCHOOL BOARD OF PINELLAS COUNTY, FLORIDA

DISTRICT STRATEGIC PLAN

PRIORITY OBJECTIVES

FOR

2012-2013

PENDING APPROVAL: 2012

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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: 2012/13

Statement of Objective	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
Benefit of Objective	Provide an assessment to measure student performance at each grade level in all courses
Criterion Measure	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 state wide 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: 2012/13

Statement of Objective	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
Benefit of Objective	Provide an assessment system for progress monitoring of student achievement
Criterion Measure	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	MIS	
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: 2012/13

Statement of Objective	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
Benefit of Objective	Identifies district strategies to support students graduating from high school with college and career ready
Criterion Measure	Graduation rates post 2014 will be higher than current graduation rates

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 PTECH	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 and 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: 2012/13

Statement of Objective	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
Benefit of Objective	Defines, through standards based instruction, what is important for students to learn. The curriculum, instruction, and assessments are aligned by clearly defined academic standards
Criterion Measure	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 Turn Around 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: 2012/13

Statement of Objective	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
Benefit of Objective	Increase successful student transitions
Criterion Measure	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 Systems of Support"	Teaching and Learning, Chief Turn Around 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 Turn Around 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 Turn Around Office	2012-2013 school year
5.7 Select middle school reform strategies to determine how to increase success in middle school	Teaching & Learning	Chief Turn Around Office	2012-2013 school year
5.8 Maintain a middle school program that increases the number of eight grade students proficient in reading and math	Teaching & Learning, Area Superintendents, Principals	Chief Turn Around 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: 2012/13

Statement of Objective	By the end of 2012-2013 school year all subgroups will demonstrate progress toward meeting proficiency
Benefit of Objective	Identifies specific district strategies aimed at closing the achievement gap
Criterion Measure	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 Turn Around 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 Turn Around 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 Turn Around 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: 2012/13

Statement of Objective	By the end of the 2012-2013 school year Pinellas County Schools will show a decrease in disruptive behavior, truancy, and tardy incidences
Benefit of Objective	Increases time engaged in learning
Criterion Measure	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			
8.2 Establish a method to accurately track instructional time within the current student information system	Management Information Systems	Research & Accountability and Chief Turn Around Office	2013-2013 school year
8.3 Decrease the number of students with ten or more absences			
8.4 Decrease the number of students with twenty or more absences			
8.5 Decrease the number of in-school and out-of-school suspensions			
8.6 Decrease the number of students who receive in-school and out-of-school suspensions			
8.7 Implement each School's "School-Wide Behavior Plan"	Area Superintendents	Chief Turn Around Office	2013-2013 school year
8.8 Implement the "Multi Tiered Systems of Support" for behavior	Chief Turn Around Office	Chief Turn Around Office	2012-2013 school year
8.9 Provide volunteer, tutor, and mentor support for students	Strategic Partnerships	Chief Turn Around 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: 2012/13

Statement of Objective	By the end of 2012-2013 school year Pinellas County Schools will show an improvement in the morale of all district staff
Benefit of Objective	Increases productivity and greater employee wellness
Criterion Measure	Increase morale as measured by climate survey

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

Activity	Primary Responsibility	Resources Required	Activity Implementation Dates
9.1 Enhance community relationships with Pinellas County Schools	Strategic Partnerships	Office of Strategic Communications	2012-2013 school year
9.2 Increase transparency of information at the district and school level	Office of Strategic Communications		2012-2013 school year
9.3 Share clear district expectations with all staff	Office of Superintendent		2012-2013 school year
9.4 Share the district decision making process with stakeholders	Office of Strategic Communications	Cabinet	2012-2013 school year
9.5 Share district vital information in a timely manner with all staff	Office of Strategic Communications		2012-2013 school year
9.6 Ensure that equitable practices and needed accommodations are provided to employees	Office of Equal Opportunity		2012-2013 school year
9.7 Define a compensation system that provides incentive and differentiated pay	Human Resources		2012-2013 school year
9.8 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	Government Services		
9.9 Offer competitive employee benefits and voluntary 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: 2012/13

Statement of Objective	By the end of the 2013-2014 school year there will be improved health and wellness amongst 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: 2012/13

Statement of Objective	By 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
Benefit of Objective	Provides a safe environment for all
Criterion Measure	A reduction in the total number of bus accidents, severity of student and staff injuries, and in the 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 "School's Police" will employ effective personal protection equipment to enhance the ability to protect self and others	School's 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: 2012/13

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

Division Responsible 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 School's staff, families and the community through effective communications planning and by using various communication tools	Strategic Communication		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 Communication		2012-2013 school year
12.3 Establish and maintain effective relationships with news outlets through proactive media relations	Strategic Communication		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 Communication		2012-2013 school year
12.5			
12.6 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 Communication		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: 2012/13

Statement of Objective	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
Benefit of Objective	Provides an effective workforce
Criterion Measure	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	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: 2012/13

Statement of Objective	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
Benefit of Objective	Aligns all district personnel to increase effective and efficient operations
Criterion Measure	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			Completed
14.2 Review and disseminate findings of organizational review			Completed
14.3 Gather input from school based leadership, School Board and District Leadership on organizational review findings			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: 2012/13

Statement of Objective	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
Benefit of Objective	Aligns all district plans with the District Strategic Plan
Criterion Measure	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 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