

July 29, 2014

Attached is the final draft of the District Strategic Plan. I have copied or added the Board's suggestions from the workshop as described below:

1. Ms. Flowers suggested pre and post Summer Bridge data. It was already in Goal 2 #4- Evaluate Summer Bridge effectiveness using pre/post assessments to improve learning opportunities for the summer of 2015 and increase the achievement levels of struggling students.
2. Ms. Flowers requested Master Board training as part of professional development for School Board. It is listed in Goal 3 #8- [Achieve Master Board certification by engaging School Board members in National School Board professional development.](#)
3. Mrs. Lerner asked for additional alternatives to Out of School Suspension. It is listed Goal 3 #19- Ensure all schools have an approved, research based, and fully operational behavior plan which includes teachers and staff training to assure effective implementation resulting in improved student behavior, reduction of referrals, reduction of in- and out- of school suspension rates, [and alternative strategies for suspensions.](#)
4. Mrs. Wikle wanted to make sure we included unfunded mandates in our legislative card. It was already in Goal 4 #21- Ensure that all state mandates are either funded or are a part of the District's legislative priorities.

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## 2014-15 District Strategic Plan Goals

| Goal 1: Increase Student Achievement resulting in improvements for every school (A, B, C Grade), learning gains, higher promotion (each level) and graduation rates.                                                                                                                                                                                           |                                                               |                  |          |           |
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| Actions to Accomplish Goal                                                                                                                                                                                                                                                                                                                                     | Resources                                                     | Progress         |          | Results   |
|                                                                                                                                                                                                                                                                                                                                                                | People                                                        | Initiate Current | On-Going | Completed |
| 1) Increase and maintain successful promotion rates to achieve 95% for each grade K-11 and each student subgroup through the use of identified best practice strategies and the routine monitoring of status reports for identified indicators for needed adjustments.                                                                                         | Rita Vasquez<br>Dywayne Hinds<br>Sandy Downes<br>Lisa Grant   |                  |          |           |
| 2) Increase graduation rates for each student group leading to the achievement of an 80% district wide graduation rate and increase the standard diploma graduation rates of students qualifying for ESE services to at least 50%.                                                                                                                             | Rita Vasquez                                                  |                  |          |           |
| 3) Increase achievement levels of minority students in all grades as measured by local, state, and national assessments by implementing and monitoring appropriate placement in courses and programs including Honors, AP, and CTAE using proven learning strategies, resources, and partnerships.                                                             | Lori Matway<br>Valerie Brimm                                  |                  |          |           |
| 4) Increase the percentage of 11 <sup>th</sup> grade students taking the PSAT to 25% in each traditional high school and to 95% of identified students with GPA/PSAT scores indicating possible eligibility to qualify for National Merit Scholarship Semifinalist, National Hispanic Scholars, National Achievement Scholars, and other quality scholarships. | Judy Vigue                                                    |                  |          |           |
| 5) Increase the number of 9 <sup>th</sup> and 10 <sup>th</sup> grade students taking the PSAT to represent at least 90% of all students.                                                                                                                                                                                                                       | Judy Vigue                                                    |                  |          |           |
| 6) Increase yearly the percentage of students earning industry certifications to enable each school to reach 35% of graduating students receiving industry certification by 2017.                                                                                                                                                                              | Mark Hunt                                                     |                  |          |           |
| 7) Increase the number of K-12 <sup>th</sup> grade English Language Learners (ELL) who score on or above grade level on the Florida Standards state test and End of Course (EOC) exams in reading, math, and science to surpass the ELL state average by providing needed resources, research-based strategies, and support to faculty, students and families. | Natasa Karac<br>Rita Vasquez<br>Dywayne Hinds<br>Sandy Downes |                  |          |           |
| 8) Increase the number of K – 12 <sup>th</sup> grade Exceptional Student Education (ESE) who score at or above grade level on the Florida Standards state test or End of Course (EOC) exams in reading, math, science and writing to surpass the state average through academic interventions and progress monitoring in all academic areas.                   | Lisa Grant<br>Rita Vasquez<br>Dywayne Hinds<br>Sandy Downes   |                  |          |           |

## 2014-15 District Strategic Plan Goals

| Goal 1: Increase Student Achievement resulting in improvements for every school (A, B, C Grade), learning gains, higher promotion (each level) and graduation rates.                                                                                                                                                                                          |                                                                            |                  |          |           |
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| Actions to Accomplish Goal                                                                                                                                                                                                                                                                                                                                    | Resources                                                                  | Progress         |          | Results   |
|                                                                                                                                                                                                                                                                                                                                                               | People                                                                     | Initiate Current | On-Going | Completed |
| 9) Increase reading and language arts (writing) proficiency rates at each grade level to meet or exceed the state average using the Florida Standards assessment comparisons.                                                                                                                                                                                 | Holly Slaughter<br>Danielle Campbell                                       |                  |          |           |
| 10) Increase mathematics achievement rates at each level to meet or exceed the state average using state assessment comparisons.                                                                                                                                                                                                                              | Rita Vasquez<br>Dywayne Hinds<br>Sandy Downes                              |                  |          |           |
| 11) Increase the percentage of students scoring on or above grade level in elementary and middle school Science and increase high school students' performance on the Biology EOC to exceed the state average by 3%.                                                                                                                                          | Rita Vasquez<br>Andrew Oyer<br>Dywayne Hinds<br>Sandy Downes<br>Julie Poth |                  |          |           |
| 12) Increase the successful promotion rate for each grade by utilizing additional credit/course recovery programs in all schools to reduce the number of retained students at each grade level and by tracking students' pass rates in each course and providing assistance to students who need to recover and earn passing grades to remain on grade level. | Pam Moore<br>Rita Vasquez<br>Dywayne Hinds<br>Sandy Downes                 |                  |          |           |
| 13) Increase the number of district VPK students who score at or above grade level to 90% as measured by the Florida Kindergarten Readiness Screener.                                                                                                                                                                                                         | Sandy Downes<br>Gail Ramsdell                                              |                  |          |           |
| 14) Increase the number of district SWD students who score at or above grade level to 70% as measured by the Florida Kindergarten Readiness Screener by using identified test items to target needed learning areas prior to Kindergarten.                                                                                                                    | Lisa Grant                                                                 |                  |          |           |
| 15) Increase participation in and scores at Music Performance Assessment (MPA), Thespian Festival events and Visual Arts selections for exhibits and AP Art courses by 20%.                                                                                                                                                                                   | Jeanne Reynolds<br>Sue Castleman                                           |                  |          |           |
| 16) Increase number of college tutors at each AVID secondary school to meet AVID certification by developing district-wide tutor recruitment/training program and ensure post-secondary commitment to AVID students.                                                                                                                                          | Judy Vigue                                                                 |                  |          |           |
| 17) Seventh and eighth grade students will be administered the ReadStep assessment in 2014 showing an increase in the percentage of students who demonstrate post-secondary readiness levels by 10% at each school.                                                                                                                                           | Judy Vigue                                                                 |                  |          |           |
| 18) Students enrolled in IB, Cambridge, and AP courses will complete the course(s), take the exam(s), and earn passing scores to exceed the state average.                                                                                                                                                                                                    | Judy Vigue                                                                 |                  |          |           |

## 2014-15 District Strategic Plan Goals

| Goal 1: Increase Student Achievement resulting in improvements for every school (A, B, C Grade), learning gains, higher promotion (each level) and graduation rates.                                                                                                                                               |                            |                  |          |           |
|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------|------------------|----------|-----------|
| Actions to Accomplish Goal                                                                                                                                                                                                                                                                                         | Resources                  | Progress         |          | Results   |
|                                                                                                                                                                                                                                                                                                                    | People                     | Initiate Current | On-Going | Completed |
| 19) Increase the number of students earning AP Scholar distinctions annually by 1%.                                                                                                                                                                                                                                | Judy Vigue                 |                  |          |           |
| 20) Increase the percentage of minority and socio-economically disadvantaged students in gifted and talented programs at the elementary level and in advanced courses at the middle and high school levels by 10%.                                                                                                 | Judy Vigue<br>Pam Moore    |                  |          |           |
| 21) Increase the graduation rate of students who are in AVID programs for two years to 93%                                                                                                                                                                                                                         | Judy Vigue                 |                  |          |           |
| 22) Increase the post-secondary readiness rate of AVID seniors to over 75% as measured by the college ready cut scores for ACT, SAT, and/or PERT.                                                                                                                                                                  | Judy Vigue                 |                  |          |           |
| 23) Increase the number of students accessing college level courses at each high school (e.g., AP, AICE, Dual Enrollment, IB) by 10%.                                                                                                                                                                              | Judy Vigue                 |                  |          |           |
| 24) Increase college readiness 5 percentage points in reading and in math as measured by the college ready cut scores for ACT, SAT, and/or PERT.                                                                                                                                                                   | Rita Vasquez<br>Judy Vigue |                  |          |           |
| 25) Increase completion rates for students enrolled in Pinellas Virtual School to accelerate or maintain grade level performance.                                                                                                                                                                                  | Mandy Perry                |                  |          |           |
| 26) Ensure all graduates of the District have an established career plan and have applied to enter either colleges/universities, or the military, or career technical schools, or employment.                                                                                                                      |                            |                  |          |           |
| 27) Increase the percentage of ESE students who had IEPs in effect at the time they left secondary school and are enrolled in higher education or other postsecondary education or training program; or competitively employed or in some other employment within one year of leaving high school to at least 60%. | Lisa Grant                 |                  |          |           |
| 28) Implement Future Plans during the 2014-15 school year to provide a minimum of 60% of all graduates a post-secondary plan.                                                                                                                                                                                      | Mark Hunt                  |                  |          |           |
| 29) Maintain a district attendance rate of 95% for all schools and implement an attendance incentive program to reduce number of students with absences 21 or more days by 3% in each school.                                                                                                                      | Area Superintendent        |                  |          |           |
| 30) All Pinellas County Schools will be rated a "C" or above on the state grading system.                                                                                                                                                                                                                          | Area Superintendent        |                  |          |           |

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## 2014-15 District Strategic Plan Goals and Actions

| Goal 2: Ensure curriculum, instruction, and assessment is designed and delivered with a focus on continuous improvement of student engagement and academic achievement.                                                                                                                      |                                                            |          |          |           |
|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------|----------|----------|-----------|
| Actions to Accomplish Goal                                                                                                                                                                                                                                                                   | Resources                                                  | Progress |          | Results   |
|                                                                                                                                                                                                                                                                                              | People                                                     | Initiate | On-Going | Completed |
| 1) Include all Florida Standards in all professional development PreK-12 as measured by the percentage of teachers participating in identified professional development opportunities to better prepare students for rigorous coursework.                                                    | Pam Moore<br>Rita Vasquez<br>Dywayne Hinds<br>Sandy Downes |          |          |           |
| 2) Increase the quality of engaging reading, writing, math, and science instruction to prepare minority and economically disadvantaged students at all levels for rigorous coursework and multiple program opportunities by using proven strategies that lead to increased student learning. | Pam Moore<br>Rita Vasquez<br>Dywayne Hinds<br>Sandy Downes |          |          |           |
| 3) Monitor curriculum implementation through the use of observation rubrics to gather data at both the school and district level to determine effectiveness of implementation and inform professional development plans.                                                                     | Pam Moore<br>Rita Vasquez<br>Dywayne Hinds<br>Sandy Downes |          |          |           |
| 4) Evaluate Summer Bridge effectiveness using pre/post assessments to improve learning opportunities for the summer of 2015 and increase the achievement levels of struggling students.                                                                                                      | Pam Moore<br>Rita Vasquez<br>Dywayne Hinds<br>Sandy Downes |          |          |           |
| 5) Increase the number of opportunities for and participation in community-wide summer reading and math programs that include incentives for students and schools.                                                                                                                           | Pam Moore<br>Pat Lusher<br>Laura Woods                     |          |          |           |
| 6) Analyze learning benchmarks for grades K-2 to determine and monitor curriculum effectiveness and readiness for grades 2 and 3 using yearly comparisons with Stanford Achievement Test (SAT) 10 results.                                                                                   | Pam Moore<br>Sandy Downes                                  |          |          |           |
| 7) Utilize formative assessments for reading, writing, math, and science aligned to Florida Standards at all levels as a part of the District assessment plan to support teachers in making effective instructional decisions.                                                               | Pam Moore<br>Behrokh Ahmadi                                |          |          |           |
| 8) Utilize comprehensive curriculum guides including appropriate formative and summative assessments in all subject areas and support teachers in using the curriculum guides through professional development.                                                                              | Pam Moore<br>Rita Vasquez<br>Dywayne Hinds<br>Sandy Downes |          |          |           |

## 2014-15 District Strategic Plan Goals and Actions

| Goal 2: Ensure curriculum, instruction, and assessment is designed and delivered with a focus on continuous improvement of student engagement and academic achievement.                                                                                                                                                            |                                                                           |          |          |           |
|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------|----------|----------|-----------|
| Actions to Accomplish Goal                                                                                                                                                                                                                                                                                                         | Resources                                                                 | Progress |          | Results   |
|                                                                                                                                                                                                                                                                                                                                    | People                                                                    | Initiate | On-Going | Completed |
| 9) Increase the number of science labs in elementary schools to track student achievement data and information through weekly progress monitoring capturing the use of lab equipment, vocabulary development, scientific methods, hands-on materials, and lessons that support and reinforce the Florida Standards for all levels. | Sandy Downes<br>Julie Poth                                                |          |          |           |
| 10) Increase participation of Pinellas Talented Identification Program to 500 7 <sup>th</sup> grade students while also increasing the number who sit for the SAT exam and participate in the Summer TIPS program.                                                                                                                 | Dywayne Hinds<br>Judy Vigue                                               |          |          |           |
| 11) Ensure proper placement of middle school students in rigorous coursework through use of scheduling protocols provided to guidance counselors and administrators.                                                                                                                                                               | Dywayne Hinds<br>Andrew Weatherill<br>Donna Sicilian                      |          |          |           |
| 12) Assist schools in data review of nine-week reports to ensure the Read 180 program is implemented as designed for maximum results measured by frequency and effectiveness of reviews per school.                                                                                                                                | Rita Vasquez<br>Danielle Campbell                                         |          |          |           |
| 13) Increase the number of opportunities for math/science/technology competitions, fairs, and clubs at the elementary, middle, and high school levels.                                                                                                                                                                             | Sandy Downes<br>Julie Poth<br>Andrew Oyer                                 |          |          |           |
| 14) Improve instructional leadership skills of Principals and Assistant Principals through monthly curriculum professional development monitored through implementation self-assessment surveys.                                                                                                                                   | Pam Moore<br>Rita Vasquez<br>Dwayne Hinds<br>Sandy Downes                 |          |          |           |
| 15) Increase the level of effectiveness of Professional Learning Communities by using Lesson Study and Professional Learning Communities' rubrics.                                                                                                                                                                                 | Lou Cerreta<br>Pam Moore<br>Rita Vasquez<br>Dywayne Hinds<br>Sandy Downes |          |          |           |
| 16) Increase students' proficiency levels in English/Language Arts (writing) by expanding the implementation of professional development for teachers in targeted grades during the summer, 2014 (grades 4, 5, 8, 11, and 12) and follow-up opportunities during the school year (grades K-3, 6,7, and 10).                        | Pam Moore<br>Danielle Campbell<br>Holly Slaughter                         |          |          |           |

## 2014-15 District Strategic Plan Goals and Actions

| Goal 2: Ensure curriculum, instruction, and assessment is designed and delivered with a focus on continuous improvement of student engagement and academic achievement.                                                               |                                                              |          |          |           |
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| Actions to Accomplish Goal                                                                                                                                                                                                            | Resources                                                    | Progress |          | Results   |
|                                                                                                                                                                                                                                       | People                                                       | Initiate | On-Going | Completed |
| 17) Focus the Leading the Learning Cadres on implementation of the Florida Standards, formative assessments, and lesson study using effective PLCs as measured by professional development survey results.                            | Lou Cerreta<br>Rita Vasquez<br>Dywayne Hinds<br>Sandy Downes |          |          |           |
| 18) Increase the percentage of students receiving industry certification by providing industry certification exam prep for all available exams to CTAE teachers so that 100% of the teachers are certified in 2 years.                | Mark Hunt<br>Joni Jonas                                      |          |          |           |
| 19) Increase the number of feeder middle school academy programs to Academies of Pinellas high school programs.                                                                                                                       | Mark Hunt<br>Joni Jonas                                      |          |          |           |
| 20) <i>Increase the quality of all high school career technical programs by conducting comprehensive program reviews using the Academies of Pinellas Rubric with all programs reviewed by June 2015.</i>                              | Mark Hunt<br>Joni Jonas                                      |          |          |           |
| 21) Increase the numbers of students participating in youth pre-apprentice work-based learning programs by 10% annually.                                                                                                              | Mark Hunt<br>Joni Jonas                                      |          |          |           |
| 22) Ensure 100% of Advanced Placement teachers attend College Board trainings in their subject areas at least once every three years.                                                                                                 | Judy Vigue                                                   |          |          |           |
| 23) Earn AVID Site Certification for traditional middle and high schools with Northeast High School achieving demonstration status by September 2015 and Osceola Middle School gaining Demonstration School status by September 2016. | Judy Vigue                                                   |          |          |           |
| 24) Increase attendance of targeted students participating in Summer Bridge in order to increase opportunities for improving proficiency levels.                                                                                      | Rita Vasquez<br>Dywayne Hinds<br>Sandy Downs                 |          |          |           |
| 25) 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.                                           | Dr. Grego<br>Mary Beth Corace<br>Lou Cerreta                 |          |          |           |

## 2014-15 District Strategic Plan Goals and Actions

| 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.                                                                                                                                                                                                        |                                                             |          |          |           |
|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------|----------|----------|-----------|
| Actions to Accomplish Goal                                                                                                                                                                                                                                                                                                                                                                                                             | People                                                      | Progress |          | Results   |
|                                                                                                                                                                                                                                                                                                                                                                                                                                        |                                                             | Initiate | On-Going | Completed |
| 1) Increase the effectiveness of guidance counselors' use of student performance data (e.g., 9 <sup>th</sup> /10 <sup>th</sup> PSAT) in advising students on their College Board Advance Placement potential as indicated by the correlation between potential for AP courses and enrollment in AP courses.                                                                                                                            | Lori Matway<br>Andrew Weatherill                            |          |          |           |
| 2) Ensure that all guidance counselors are trained to use a Comprehensive School Counselor Program in order to better serve students/parents.                                                                                                                                                                                                                                                                                          | Donna Sicilian<br>Andrew Weatherhill                        |          |          |           |
| 3) Increase teacher recruitment and retention efforts to ensure faculty diversity mirrors the student population by utilizing various methods including: recruitment at targeted institutions noted for graduating Black, Hispanic, and other needed educators; mentoring teachers; providing incentives; and hosting job fairs to ensure all teacher positions are filled with a highly effective teacher in a competitive timeframe. | Ron Ciranna<br>Seymour Brown<br>Carol Norton                |          |          |           |
| 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 including mentoring, coaching, and job-embedded professional development based on needs.                                                                      | Ron Ciranna<br>Lou Cerreta                                  |          |          |           |
| 5) Monitor the role, qualifications, and effectiveness of all academic coaches as measured by the increase in achievement levels of subject areas of assignment.                                                                                                                                                                                                                                                                       | Pam Moore<br>Rita Vasquez<br>Dywayne Hinds<br>Sandra Downes |          |          |           |
| 6) Provide professional development offerings based on prioritized needs identified through teacher appraisal data and deliberate practice processes evaluated by teacher survey results.                                                                                                                                                                                                                                              | Louis Cerreta<br>Pam Moore<br>Behrokh Ahmadi                |          |          |           |
| 7) 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; and pilot student fitness programs.                                                                                                                                                                                               | Peggy Johns<br>Ted Pafundi                                  |          |          |           |
| 8) Achieve Master Board certification by engaging School Board members in National School Board professional development.                                                                                                                                                                                                                                                                                                              | School Board<br>Members<br>Dr. Grego                        |          |          |           |

## 2014-15 District Strategic Plan Goals and Actions

| 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.                                                                                            |                                                       |          |          |           |
|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------|----------|----------|-----------|
| Actions to Accomplish Goal                                                                                                                                                                                                                                                                                                 | People                                                | Progress |          | Results   |
|                                                                                                                                                                                                                                                                                                                            |                                                       | Initiate | On-Going | Completed |
| 9) Conduct focus groups to meet with various employee groups to discuss potential improvements to the District.                                                                                                                                                                                                            | Dr. Grego<br>Donna Winchester                         |          |          |           |
| 10) Conduct Parent/PTA cadre meetings throughout the District.                                                                                                                                                                                                                                                             | Dr. Grego<br>Donna Winchester                         |          |          |           |
| 11) Conduct speaking engagements at Chambers of Commerce and Rotary(s).                                                                                                                                                                                                                                                    | Dr. Grego<br>Donna Winchester<br>Board Members        |          |          |           |
| 12) Participate in meetings with local and state elected officials on issues directly impacting education and the community.                                                                                                                                                                                               | Dr. Grego<br>Donna Winchester<br>Board Members        |          |          |           |
| 13) Participate in meetings with state, college and university officials.                                                                                                                                                                                                                                                  | Dr. Grego<br>Donna Winchester                         |          |          |           |
| 14) Represent the Pinellas County School District by participating in meetings with various education and business groups throughout the community, state, and nation.                                                                                                                                                     | Dr. Grego<br>Donna Winchester<br>Board Members        |          |          |           |
| 15) Improve the promotional selection process and increase the percent of District and site administrators including minority candidates selected to receive training on effective school's research incorporating Preparing New Principals, Aspiring leaders, Current, Future Leader's, and Turn Around Leaders Programs. | Lou Cerreta<br>Area Superintendents                   |          |          |           |
| 16) Develop a succession plan that includes criteria for candidates and a pool of cross-trained successors for employees at every level as measured by a succession plan and a list of candidates capable of filling identified positions.                                                                                 | Ron Ciranna<br>Lou Cerreta<br>Pam Kasardo             |          |          |           |
| 17) Conduct professional development for administrators and staff on progressive discipline using a training model and reporting training results using the number of training sessions and administrators and staff attending.                                                                                            | Area<br>Superintendents<br>Laurie Dart<br>John Franks |          |          |           |
| 18) Ensure schools have an active and documented Principal's Multicultural Advisory Committee (PMAC) program which addresses the responsibilities of school's to provide an environment reflective of the District's core value of cultural competence.                                                                    | Linda Whitley                                         |          |          |           |

## 2014-15 District Strategic Plan Goals and Actions

**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.**

| Actions to Accomplish Goal                                                                                                                                                                                                                                                                                                                   | People                                               | Progress |          | Results Completed |
|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------|----------|----------|-------------------|
|                                                                                                                                                                                                                                                                                                                                              |                                                      | Initiate | On-Going |                   |
| 19) Ensure all schools have an approved, research based, and fully operational behavior plan which includes teachers and staff training to assure effective implementation resulting in improved student behavior, reduction of referrals, reduction of in- and out- of school suspension rates, and alternative strategies for suspensions. | Area Superintendents<br>Principals                   |          |          |                   |
| 20) Decrease the number of infractions leading to arrests as measured by monthly reports and year to date comparisons.                                                                                                                                                                                                                       | Chief Steljes                                        |          |          |                   |
| 21) Increase safety in each school through collaborations and agreements among, administrators, School Resource Officers, Campus Activity Monitors, and to proactively address behavior-and safety issues.                                                                                                                                   | Mike Bessette<br>Lori Matway                         |          |          |                   |
| 22) Monitor and review district and school crisis plans to ensure the documented plans address the unique issues and locations of each school and are ready to execute in the event of an emergency.                                                                                                                                         | Mike Bessette<br>Area Superintendents                |          |          |                   |
| 23) Decrease the percentage of students absent 21 days or more to below the state average by monitoring the % of students absent 21 days or more and the average daily attendance rate for each school monthly.                                                                                                                              | Area Superintendents<br>Principals                   |          |          |                   |
| 24) Improve the professional culture and morale at each school site by improving identified areas of need improvement on the annual District and school-based survey of culture and climate.                                                                                                                                                 | Behrokh Ahmadi<br>Area Superintendents<br>Principals |          |          |                   |
| 25) Establish a recognition and reward process for teachers with outstanding attendance records.                                                                                                                                                                                                                                             | Ron Ciranna                                          |          |          |                   |

## 2014-15 District Strategic Plan Goals and Actions

| Goal 4: Develop and sustain effective and efficient use of all resources for improved student achievement and fiscal responsibility.                                                                                                                                                                                                                                         |                                                                |          |          |           |
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| Actions to Accomplish Goal                                                                                                                                                                                                                                                                                                                                                   | Resources                                                      | Progress |          | Results   |
|                                                                                                                                                                                                                                                                                                                                                                              | People                                                         | Initiate | On-Going | Completed |
| 1) Ensure that 100% of all Title I and IDEA expenditures can be directly 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.                                                                                                                       | Mary Conage<br>Lisa Grant                                      |          |          |           |
| 2) Implement Pinellas County Early Childhood Education Plan and monitor through regular status checks of programs (sites, numbers, funding, effectiveness) with VPK/Early childhood providers as well as other progress monitoring methods.                                                                                                                                  | Sandra Downes<br>Gail Ramsdell<br>Valerie Brimm<br>Lori Matway |          |          |           |
| 3) 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.                                                                                                                                                       | Bill Lawrence                                                  |          |          |           |
| 4) Continue to reduce the number of leased Portable Classrooms to realize a cost savings to the District and keep students in main school building(s).                                                                                                                                                                                                                       | Mike Bessette                                                  |          |          |           |
| 5) Maintain and continuously improve the established process for class size as measured by the number of schools meeting class size.                                                                                                                                                                                                                                         | Bill Corbett<br>Bill Lawrence                                  |          |          |           |
| 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.                                                                                                                                                          | Bill Corbett<br>Area<br>Superintendents                        |          |          |           |
| 7) Evaluate and provide recommended "Green" initiatives and sustainable design certifications in new construction, retrofits, and maintenance activities. (e.g., Use "greener" LEED principles in 10 Year Facility Plan, Maintain Written IEQ Management Plan, Replace cleaning supplies with "green" supplies, Conduct air, water tests to ensure safe campus environments) | Mike Bessette                                                  |          |          |           |
| 8) Update educational space standards, design/construction standards, and educational specifications to 100%.                                                                                                                                                                                                                                                                | Mike Bessette                                                  |          |          |           |
| 9) Provide safe, healthy, and efficiently operated schools to ensure the success of our students and responsibility to stakeholders (e.g., energy consumption, work order ticket closures, cost per sq ft electricity/gas, etc.).                                                                                                                                            | Mike Bessette                                                  |          |          |           |
| 10) Provide safe and efficiently operated bus transportation to ensure the success of our students. (e.g., define ride satisfactory ride times and bus fill rates, increase on time performance, reduce accidents, breakdowns, and fuel costs.)                                                                                                                              | Rick McBride                                                   |          |          |           |

## 2014-15 District Strategic Plan Goals and Actions

| Goal 4: Develop and sustain effective and efficient use of all resources for improved student achievement and fiscal responsibility.                                                                                               |                                                                                               |          |          |           |
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| Actions to Accomplish Goal                                                                                                                                                                                                         | Resources                                                                                     | Progress |          | Results   |
|                                                                                                                                                                                                                                    | People                                                                                        | Initiate | On-Going | Completed |
| 11) Decrease the number of vacant teacher positions daily in each school beginning on the first day of school and improve teacher attendance overall and by each day of the week in each Area of the District.                     | Ron Ciranna<br>Seymour Brown<br>Kim Hill<br>Area Superintendents                              |          |          |           |
| 12) Decrease the number of unfilled substitute positions in each school beginning on the first day of school by monitoring the substitute fill rate in each Area of the District daily.                                            | Ron Ciranna<br>Seymour Brown<br>Kim Hill<br>Area Superintendents                              |          |          |           |
| 13) Continue the development of the evaluation instruments and compensation systems in collaboration with employee bargaining units to meet the requirements of the Race to the Top initiative.                                    | Ron Ciranna<br>Tom Topping<br>Pam Kasardo                                                     |          |          |           |
| 14) Extend the performance and differentiated pay program for teachers in any identified Turnaround School.                                                                                                                        | Ron Ciranna<br>Lori Matway                                                                    |          |          |           |
| 15) Monitor the use of scheduler software program to ensure appropriate placement of secondary students in rigorous courses with real-time interface with district database as measured by review of master schedules by semester. | Tom Lechner<br>Rita Vasquez<br>Dywayne Hinds                                                  |          |          |           |
| 16) Improve the review and processing of FTE data, including transportation records, to ensure the district receives all FTE monies entitled.                                                                                      | Kevin Smith<br>Rick McBride                                                                   |          |          |           |
| 17) Implement, monitor, and improve Extended Learning Programs (academic remediation and/or academic enrichment) in all schools as measured by student achievement data and student participation.                                 | Pam Moore<br>Rita Vasquez<br>Dywayne Hinds<br>Sandy Downes<br>Lori Matway<br>Isabella Torbett |          |          |           |
| 18) Conduct revenue vs. expenses analysis of school sites, District offices, educational programs, and District operations                                                                                                         | Bill Corbett<br>Kevin Smith                                                                   |          |          |           |
| 19) Ensure a minimum of 5% contingency is accomplished by 2015.                                                                                                                                                                    | Kevin Smith<br>Bill Corbett                                                                   |          |          |           |
| 20) Ensure any audit comments are corrected within a calendar year.                                                                                                                                                                | Kevin Smith<br>Bill Corbett                                                                   |          |          |           |
| 21) Ensure that all state mandates are either funded or are a part of the District's legislative priorities.                                                                                                                       | Bill Corbett<br>Kevin Smith                                                                   |          |          |           |

## 2014-15 District Strategic Plan Goals and Actions

| Goal 4: Develop and sustain effective and efficient use of all resources for improved student achievement and fiscal responsibility.                                                                                                                  |                                                       |          |          |           |
|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------|----------|----------|-----------|
| Actions to Accomplish Goal                                                                                                                                                                                                                            | Resources                                             | Progress |          | Results   |
|                                                                                                                                                                                                                                                       | People                                                | Initiate | On-Going | Completed |
| 22) Ensure that the budget process includes steps that incorporate appropriate stakeholders and a timely sequence of all essential components.                                                                                                        | Kevin Smith                                           |          |          |           |
| 23) Improve the development and monitoring of the School Improvement Plan (SIP) by routine reviews of progress on SIP goals, action plans, and timelines and ensuring alignment of SIPs with the District Improvement and Accountability Plan (DIAP). | Mary Beth Corace<br>Pam Moore<br>Area Superintendents |          |          |           |
| 24) Complete the District Accreditation process in fall 2014/spring 2015 aligning schools, departments, and all work sites in achieving the District vision of 100% student success.                                                                  | Mary Beth Corace<br>Judy Vigue<br>Dr. Grego           |          |          |           |
| 25) Monitor the progress on the plans for Turnaround schools for 2014-15 and establish and communicate improved plans for Turnaround Schools in 2015-16 if necessary.                                                                                 | Bill Corbett<br>Lori Matway                           |          |          |           |
| 26) Increase and promote the opportunities for school choice in the District by offering an engaging curriculum, competitive school programs, and attractive campuses.                                                                                | Bill Lawrence                                         |          |          |           |

## 2014-15 District Strategic Plan Goals and Actions

| Goal 5: Provide quality technology and business services to optimize operations, communications and academic results.                                                                                                                               |                                                                      |          |          |           |
|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------|----------|----------|-----------|
| Actions to Accomplish Goal                                                                                                                                                                                                                          | Resources                                                            | Progress |          | Results   |
|                                                                                                                                                                                                                                                     | People                                                               | Initiate | On-Going | Completed |
| 1) Implement the District's 2014-15 technology plan based on the refresh recommendations.                                                                                                                                                           | Tom Lechner                                                          |          |          |           |
| 2) Increase the use of DecisionED by adding reports for the District's Strategic Plan (DSP) and the School Improvement Plan (SIP) and inform the Board, principals, and other users on how to access the information to guide decision-making.      | Tom Lechner<br>Mary Beth Corace                                      |          |          |           |
| 3) Establish a District scorecard for the communication and distribution of District and school data to inform the Board, administrators, teachers, staff and the public on the District's progress on key indicators.                              | Tom Lechner<br>Mary Beth Corace                                      |          |          |           |
| 4) Communicate the District's digital learning plan for the use of electronic resources (digital content, textbooks, devices) for student access for in-school, after-school, and out-of-school time.                                               | Pam Moore<br>Tom Lechner<br>Pat Lusher<br>Mary Conage<br>Mandy Perry |          |          |           |
| 5) Improve the process for conducting all computer assessments for the EOC exams including sufficient computers capable of completing the exams on schedule with minimum disruption to daily instruction and the student/teacher day.               | Tom Lechner<br>Octavio Salcedo                                       |          |          |           |
| 6) Increase the communication and offerings of the Superintendent's Annual State of the District event to address community leaders of the progress on the District's Strategic Plan.                                                               | Dr. Grego<br>Donna Winchester                                        |          |          |           |
| 7) Continue the Superintendent's Teacher Task Force (to include prior Teacher of the Year recipients) to provide input and feedback as it relates to student achievement, instruction, and the District's continuous improvement efforts.           | Dr. Grego<br>Donna Winchester                                        |          |          |           |
| 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 the District's continuous improvement efforts. | Dr. Grego<br>Donna Winchester                                        |          |          |           |
| 9) Continue to implement an IT Simplification Assessment Initiative as recommended by the program review as appropriate.                                                                                                                            | Tom Lechner                                                          |          |          |           |
| 10) Continue to monitor the development and use of brochures for all schools highlighting major accomplishments, programs, and needed parent information.                                                                                           | Area Superintendents<br>Principals                                   |          |          |           |

## 2014-15 District Strategic Plan Goals and Actions

| Goal 5: Provide quality technology and business services to optimize operations, communications and academic results.                                                                                                                                                                |                         |          |          |           |
|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------|----------|----------|-----------|
| Actions to Accomplish Goal                                                                                                                                                                                                                                                           | Resources               | Progress |          | Results   |
|                                                                                                                                                                                                                                                                                      | People                  | Initiate | On-Going | Completed |
| 11) Design and implement a new district website utilizing Schoolwires technology that will function as a robust communication and promotional tool to keep internal and external stakeholders apprised of district programs and initiatives.                                         | Donna Winchester        |          |          |           |
| 12) Engage schools in the design and implementation of a new system of school websites utilizing Schoolwires technology that will allow for the efficient and effective communication of information to the schools' internal and external stakeholders.                             | Donna Winchester        |          |          |           |
| 13) Expand upon current methods utilized to raise awareness of the district's profile by creating and deploying multi-pronged promotional strategies aimed at internal and external stakeholders.                                                                                    | Donna Winchester        |          |          |           |
| 14) Utilizing best practices in promotional communication, continue to position Pinellas County Schools as the district of choice for quality teaching, learning and student achievement.                                                                                            | Donna Winchester        |          |          |           |
| 15) Provide communication training for PCS employees by developing a series of employee communication workshops and marketing them to staff.                                                                                                                                         | Donna Winchester        |          |          |           |
| 16) Increase the number of industry/corporate advisory committees for all high school career technical programs of study by June 2015 with all career technical programs of study having an industry/corporate advisory committee by June 2016.                                      | Mark Hunt<br>Joni Jonas |          |          |           |
| 17) 14) Deploy a well-designed communication plan for Pinellas Virtual School in order to increase enrollment and the percentage of successful course completions and earn at least 300.0 FTE in 2014-15, with an annual increase of at least 75.0 FTE for a minimum of three years. | Mandy Perry             |          |          |           |