



# 2022-2023 DISTRICT STRATEGIC PLAN





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# SCHOOL BOARD OF PINELLAS COUNTY

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



Front row: Lisa N. Cane, Vice-Chairperson; Eileen M. Long, Chairperson; Carol J. Cook  
Back row: Kevin K. Hendrick, Superintendent; Nicole Carr; Caprice Edmond; Laura Hine; Bill Dudley



## A NOTE FROM THE SUPERINTENDENT

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

A handwritten signature in black ink that reads "Kevin K. Hendrick".

**KEVIN K. HENDRICK**





# Who **WE ARE**

## VISION

100% Student Success

## MISSION

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

## CORE VALUES

Commitment to children, families and community

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

Respectful and caring relationships

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

Cultural competence

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

Integrity

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

Responsibility

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

Connectedness

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

# PCS POINTS OF PRIDE

## THE FAST FACTS

Pinellas County Schools is...



**FLORIDA'S  
8<sup>TH</sup> LARGEST  
SCHOOL DISTRICT**

**HOME TO OVER 90,000  
K-12 STUDENTS**



**THE LARGEST  
EMPLOYER  
IN PINELLAS COUNTY**

**A HUB FOR 80+  
MAGNET PROGRAMS**



## CHOOSE YOUR OWN *Adventure*

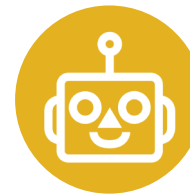
From Day One, Pinellas County Schools students have opportunity.



18 Career/Technical Programs



260 STEM Academies



76 Elementary Robotics Programs



123 Art Programs



99 Gifted Programs



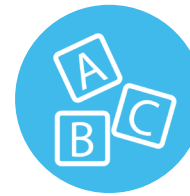
7 Languages Offered



37 Orchestra Programs



60+ Industry Certification Programs



26 Free VPK School Sites

## *Success* STARTS HERE

College and Career Centers are available at **all high schools** to provide individualized college and career preparation.

PCS students go on to attend highly ranked universities, including **Ivy Leagues and all Florida universities.**

PCS high school students can earn an Associate's degree or complete the first year of college **tuition-free** through the PCS Early Admission or Early College program, offered in partnership with St. Petersburg College.



## ADVANCED ACADEMICS

An emphasis on accelerated high school academics prepares Pinellas County Schools students for future college and career opportunities.

**34** AP COURSES OFFERED, AP EXAMS ARE FREE FOR ALL PCS STUDENTS

**17** HIGH SCHOOLS (ALL) OFFERING CAMBRIDGE AICE, COLLEGE AND CAREER/TECHNICAL AND DUAL ENROLLMENT COURSES

**3** INTERNATIONAL BACCALAUREATE (IB) HIGH SCHOOLS



# PCS POINTS OF PRIDE

## New BEGINNINGS

Pinellas County Schools facilities are continually renovated and expanded to create world-class learning environments.



### YMCA PARTNERSHIP SCHOOL

Broke ground on an innovative middle school that will feature a **YMCA facility** co-located on the campus.



### ST. PETERSBURG HIGH SCHOOL

Underwent a **\$33 million renovation** modernizing campus and restoring historical buildings.



### CLEARWATER HIGH SCHOOL

Currently undergoing a **\$54 million renovation** of the classrooms, offices, football field, auditorium and cafeteria.

## REAL-WORLD OPPORTUNITIES



3DE by Junior Achievement is a program that brings real-world connectivity into the everyday academic experience to increase student engagement, strengthen comprehension, build critical thinking and accelerate academic performance. Students are paired with businesses to

understand and solve real problems. In 2022-23, **PCS will have 3 of the 44 schools nationwide selected to partner with the 3DE program.**

## IN IT TO WIN IT

Competitive, state-sanctioned athletics in Pinellas County Schools encourage sportsmanship and discipline.

14

High school athletics offerings

4

Middle school athletics offerings

## Express YOURSELF

Pinellas County Schools has been recognized by NAMM as one of the **Best Communities for Music Education** in the Nation.

**222 students** earned qualifying scores of a 3 or higher out of 278 who took an AP Art Exam in 21-22.

Comprehensive visual and performing arts at **all grade levels.**

**17 students** received National Scholastic Arts and Writing Awards in 2021.



### NOW INCLUDING:



**HIGH SCHOOL COED BOWLING**



**HIGH SCHOOL GIRLS WRESTLING**



**MIDDLE SCHOOL FLAG FOOTBALL**



# STRATEGIC PLAN OVERVIEW



## THE STRATEGIC DIRECTIONS,

encompassing seven Strategic Goals, guide the long-term work of Pinellas County Schools. These high-leverage areas directly align with the district's Vision, Mission and Core Values and set the direction for the continuous improvement of both schools and district departments.

## STRUCTURE

The Pinellas District Strategic Plan (DSP) is structured to delineate long-term direction and annual Action Goals. The Strategic Directions and Strategic Goals are grounded in the Vision, Mission and Core Values of the district. These high-leverage areas set forth the long-term path for continuous improvement. The Action Goals, aligned to each Strategic Goal, demonstrate the prioritized goals of the district for the 2022-23 school year. Each Action Goal has a district administrator who works collaboratively with teams to develop implementation plans and monitor progress throughout the year.

In support of the DSP, each school engages in a continuous improvement process through School Improvement Plans (SIPs). As schools build their SIPs, site-based teams review current progress, develop strategies, set goals and create action plans to support growth. Alignment between the DSP and SIPs is vital to ensure the entire district is working together to meet our Strategic Goals.

## MONITORING

The district monitors each Action Goal by utilizing the Plan, Do, Study, Act (PDSA) process. Goal managers develop targeted and cross-functional action plans for each Action Goal to support effective and efficient planning, implementation, monitoring, revision and oversight. A fully-developed plan places the management of priorities and strategies in the context of support and accountability at every level.

Action Goal managers ensure priorities are supported through:

- clearly defined strategies that support implementation and are aligned to goals;
- oversight throughout the planning, implementation and monitoring process; and
- ongoing reflection and adjustment to meet student, family, school and department needs.

## INPUT

Each year, the district reviews the DSP in order to engage in a cycle of improvement that puts student success at the center of the work. The annual update to the DSP is informed by feedback received throughout the year from students, parents, community members, partners and staff members. As the driving force for improvement across the district, the DSP is developed each year alongside the budget to ensure resources are prioritized and aligned with the programs and initiatives that support the district goals.

## NAVIGATING

The following pages of the DSP begin with an overview of the previous year's key performance indicators (KPIs). The pages following the year-end KPIs contain the 2022-23 Strategic Goals and Action Goals. The Action Goals are organized by themes. The pages between each Strategic Goal highlight a sample of high leverage initiatives that support each Strategic Goal.

# STRATEGIC GOALS

Each Strategic Goal has corresponding Action Goals to support outcomes. For each Action Goal, district staff develops a plan of action that is implemented, monitored and adjusted throughout the year.

## STUDENT ACHIEVEMENT

### STRATEGIC GOAL 1

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

### STRATEGIC GOAL 2

Ensure innovative curriculum, instruction and assessments that are designed and delivered with a focus on content rigor, student engagement and continuous improvement to accelerate academic achievement.

## CULTURE THAT PROMOTES LEARNING IN A REWARDING, SAFE AND HEALTHY ENVIRONMENT

### STRATEGIC GOAL 3

Develop and sustain a rewarding, healthy, safe and secure environment that promotes the physical, emotional and mental well-being of all students, faculty and staff, resulting in a culture of learning for the individual employee and student.

## EQUITY WITH EXCELLENCE FOR ALL

### STRATEGIC GOAL 4

Provide equity and excellence of education by ensuring the needs of each and every student are known and met, in order to increase performance and reduce the disparity in graduation rates, proficiency scores on assessments, participation and performance in accelerated courses, disciplinary infractions and placement in Exceptional Student Education programs.

## CAREER- AND COLLEGE-READINESS

### STRATEGIC GOAL 5

Achieve the district's mission for career- and college-readiness for all students by adopting high-quality standards, interdisciplinary curriculum content, aligned instructional practices, appropriate student supports, necessary resource allocation and parent and community engagement to ensure each student graduates with a plan, resources and navigational skills to support their postsecondary path.

## EFFECTIVE AND EFFICIENT USE OF RESOURCES

### STRATEGIC GOAL 6

Develop and sustain effective and efficient use of all resources by aligning strategic project management structures and protocols with quality technology, data systems and business services to optimize operational continuity for improved student achievement and fiscal responsibility.

## COMMUNICATION AND STAKEHOLDER ENGAGEMENT

### STRATEGIC GOAL 7

Develop and sustain diverse structures for communication that promote two-way engagement of students, staff, families and community in support of increased student achievement.

# 2021-22 IN REVIEW

## STRATEGIC GOAL 1

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

- The **2021 Graduation rate** hit another historic high:
  - Overall: 92%
  - Black: 86.3%
  - ESE: 83.8%
  - EL: 91.1%
  - Hispanic: 92%
- **3 schools improved two or more letter grades:** Kings Highway Elementary School, Midtown Academy and Richard O. Jacobson Technical High School

For the second year in a row, Pinellas County Schools is the **top-performing** large district in the state for graduation rates.

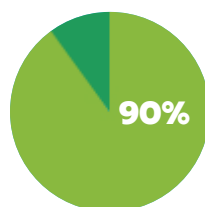
<b>Pinellas County - 92.0%</b>	Duval County - 89.6%
Palm Beach County - 91.0%	Hillsborough County - 89.2%
Brevard County - 90.6%	Broward County - 89.1%
Orange County - 90.4%	Polk County - 85.3%
Miami-Dade County - 90.1%	Lee County - 85.1%



93% percent of schools earned a grade of A, B or C, with **57% earning a grade of A or B**

## STRATEGIC GOAL 2

Ensure innovative curriculum, instruction and assessments that are designed and delivered with a focus on content rigor, student engagement and continuous improvement to accelerate academic achievement.



90%+ of students had **take-home devices** with all students having access to on-campus devices



PCS has the highest **kindergarten readiness rate (60%)** of any large Florida district and the 5th highest in the state



2,965 K-2 teachers received literacy training in Partnership with **UF Lastinger Center**

## STRATEGIC GOAL 3

Develop and sustain a rewarding, healthy, safe and secure environment that promotes the physical, emotional and mental well-being of all students, faculty and staff, resulting in a culture of learning for the individual employee and student.



**633 PCS employees** have completed the mental health micro-credential



**100% compliant** with the Marjory Stoneman Douglas Public Safety Act



**67% of schools** earned Model School distinction for Positive Behavior Interventions and Supports (PBIS)

## STRATEGIC GOAL 4

Provide equity and excellence of education by ensuring the needs of each and every student are known and met, in order to increase performance and reduce the disparity in graduation rates, proficiency scores on assessments, participation and performance in accelerated courses, disciplinary infractions and placement in Exceptional Student Education programs.

**26** Schools offer full-day, tuition-free VPK classrooms

**571** Equity Champions across the district

**10%** increase of disadvantaged students earning industry certifications



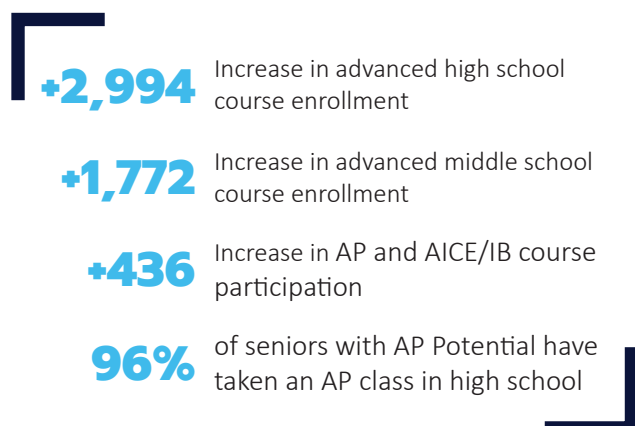
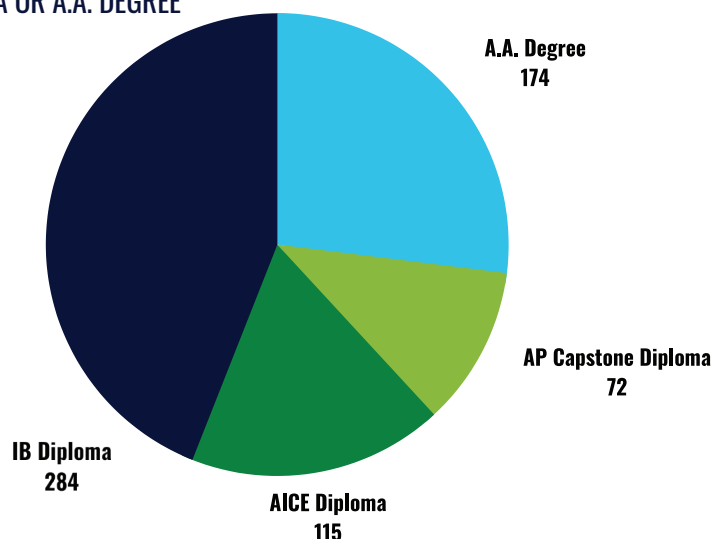
# 2021-22 IN REVIEW

## STRATEGIC GOAL 5

Achieve the district's mission for career- and college-readiness for all students by adopting high-quality standards, interdisciplinary curriculum content, aligned instructional practices, appropriate student supports, necessary resource allocation and parent and community engagement to ensure each student graduates with a plan, resources and navigational skills to support their postsecondary path.

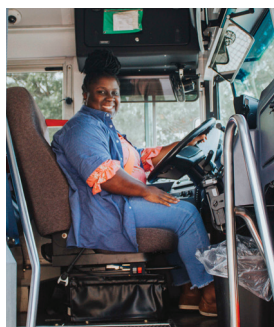
Seniors received **college and career support** through College and Career Centers at 9 schools and the use of Naviance and eDocs for the college application process.

### 645 GRADS EARNED AN AP CAPSTONE DIPLOMA, IB DIPLOMA, AICE DIPLOMA OR A.A. DEGREE



## STRATEGIC GOAL 6

Develop and sustain effective and efficient use of all resources by aligning strategic project management structures and protocols with quality technology, data systems and business services to optimize operational continuity for improved student achievement and fiscal responsibility.



Implemented salary increases to attract and retain bus drivers, including an attendance bonus to ensure our transportation department is staffed.



For the fourth consecutive year, PCS received the 2022 ENERGY STAR Partner of the Year Award from the United States Environmental Protection Agency.

## STRATEGIC GOAL 7

Develop and sustain diverse structures for communication that promote two-way engagement of students, staff, families and community in support of increased student achievement.

### PCS STAYS IN CONSTANT COMMUNICATION WITH STAKEHOLDERS FOR A SEAMLESS EXPERIENCE.



**Over 32K followers** on Facebook



**17,225 dialogues** with parents and community members facilitated via Let's Talk!



**Over 28.3 million visits** to pcsb.org

# STRATEGIC GOAL 1

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

## PROMOTION AND GRADUATION

- 1.1** Increase successful promotion rates in grades 3, 6 and 9 to at least 95 percent for each student group.
- 1.2** Increase graduation rates for each student group leading to the achievement of at least 93 percent districtwide graduation rate and increase the rate by at least 2 percentage points for each ESSA subgroup below the district average to at least 90 percent.
- 1.3** Increase the percent of students in grade 9 earning at least 6 credits and maintaining a 2.0 minimum Grade Point Average (GPA) by the end of freshman year to 90 percent.
- 1.4** Increase the percentage of students earning Algebra I credit by the end of ninth grade to 90 percent.
- 1.5** Increase the percentage of high school-ready students by 5 percentage points, as measured by end of grade 8 readiness metrics.

## ACADEMIC EXCELLENCE

- 1.6** Ensure each PCS Voluntary Prekindergarten (VPK) program demonstrates increased student proficiency on the STAR Early Literacy assessment.
- 1.7** Increase the percentage of students in grade 3 reading at or above grade-level to 55 percent on the Florida Assessment for Student Thinking (FAST) Progress Monitoring 3 assessment.
- 1.8** At least 50 percent of students will demonstrate growth to meet grade-level performance in reading and mathematics between the Florida Assessment for Student Thinking (FAST) Progress Monitoring assessment 1 and Progress Monitoring 3 assessment.
- 1.9** Maintain or increase the proportion of students proficient on the English Language Arts (ELA) Florida Assessment for Student Thinking (FAST), relative to the other districts in the state of Florida.
- 1.10** Maintain or increase the proportion of students proficient on the Mathematics Florida Assessment for Student Thinking (FAST), relative to the other districts in the state of Florida.
- 1.11** Increase the district science proficiency rate on Science Standards Assessment (grades 5 and 8) and the Biology End-of-Course (EOC) exam by at least 3 percentage points.
- 1.12** Increase the district proficiency rate on US History EOC exam and Civic EOC exam by at least 3 percentage points.

## CLOSING ACHIEVEMENT GAPS

- 1.13** Decrease the disproportionality of economically disadvantaged students attending PCS VPK programs and increase proficiency on the Florida Kindergarten Readiness Screener assessment by 5 percentage points.
- 1.14** Eliminate gender achievement gaps in ELA as measured by ELA standardized assessments in grades 3-5.
- 1.15** Maintain or increase the proportion of English Learners (EL) in grades K-12 who achieve proficiency on the required state assessments in ELA, math and science, relative to the other districts in the state of Florida.
- 1.16** Maintain or increase the proportion of Exceptional Student Education (ESE) students in grades K-12 who achieve proficiency on the required state assessments in ELA, math and science, relative to the other districts in the state of Florida.
- 1.17** Maintain or increase the proportion of economically disadvantaged (Title I) students in grades K-12 who achieve proficiency on the required state assessments in ELA, math and science, relative to the other districts in the state of Florida.

# STRATEGIC GOAL 1

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

## ACCELERATING LEARNING

- 1.18** Maintain or increase the proportion of gifted students in grades K-8 demonstrating performance above grade-level, relative to the other districts in the state of Florida.
- 1.19** Increase the district average in Accelerated Performance in high school so that at least 90 percent of students have taken or are scheduled to accomplish an accelerated course by the end of grade 11.
- 1.20** Increase the performance of students in grade 11 on the school-day administration of SAT assessments in English Language Arts (ELA) and Mathematics.
- 1.21** Increase completion rates for students enrolled in Pinellas Virtual School to 80 percent to accelerate or maintain grade-level performance.

## VISUAL & PERFORMING ARTS

- 1.22** Increase the number of students in grade 6 who participate in school music, dance and theatre programs by 5 percentage points.
- 1.23** Increase the number of students in grade 9 participating in visual or performing arts courses by 5 percentage points.
- 1.24** Increase participation in All-State ensembles at the elementary and secondary levels by 3 percentage points (including state thespians).
- 1.25** Increase art teacher participation in direct exhibitions by 5 percentage points and increase student artwork blind-adjudication scores for district exhibitions by 2 percentage points.
- 1.26** Increase the number of students enrolled in Pre-Advanced Placement & Advanced Placement Visual Art courses by 5 percentage points as well as increase student qualifying scores in AP Visual Art courses by 2 percentage points.

## LEADING WITH INTEGRITY

- 1.27** Decrease or eliminate schools designated by the Florida Department of Education (FDOE) for Schoolwide Improvement status, formerly referred to as Differentiated Accountability (DA).



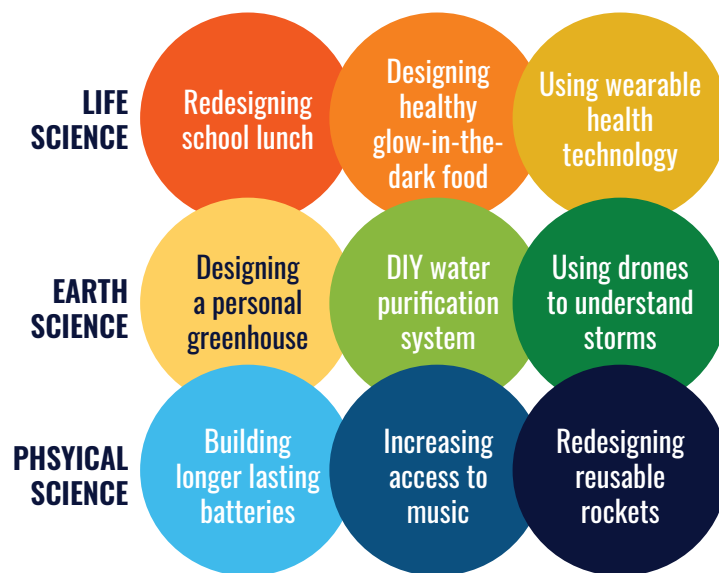


# ACCELERATING LEARNING THROUGH

## Student Experiences

### MIDDLE SCHOOL SCIENCE WITH THE INNOVATION FOUNDATION

Led by students and guided by teachers, 6th grade students experience their science class through the hands-on “problem-first” approach to science, innovation and discovery. The curriculum, designed in collaboration with the **Innovation Foundation**, encourages students to learn the process of scientific thinking by experimenting. Modules include:



### PINELLAS EARLY LITERACY INITIATIVE

PCS is committed to building the foundation for all students to read on grade level by third grade. In partnership with the **University of Florida Lastinger Center** and the **Pinellas Education Foundation**, the Pinellas Early Literacy Initiative (PELI) trains highly skilled teachers on specific instruction to close achievement gaps and transform early learning and literacy.

In the 2022-23 school year, the program will gain...

5 NEW COMMUNITY PRESCHOOLS &  8 NEW ELEMENTARY SCHOOLS 

FOR A TOTAL OF 21 SCHOOLS!



### VOLUNTARY PREKINDERGARTEN (VPK)

VPK provides developmentally appropriate activities in literacy, language, science, social studies, math, health, safety, art and music. The program helps children develop skills they need to be strong readers, improving their chances of success in school.

**Dual Language VPK** is available at Garrison-Jones Elementary and Ponce de Leon Elementary, where students spend half the day learning in English and half the day learning in Spanish.

At the Kings Highway Early Childhood Center VPK program, students receive **violin instruction** twice a week and have **additional technology** in the classrooms.



### BY THE NUMBERS

2.3K

VPK has expanded from 1,500 to 2,300 students in one year and continues to grow.

26

Tuition-free, full-day VPK will be offered at 26 sites in the 2022-23 school year.

68

With three additional classrooms added in the 2022-23 school year, 68 total VPK classrooms will be available.

# STRATEGIC GOAL 2

Ensure innovative curriculum, instruction and assessments that are designed and delivered with a focus on content rigor, student engagement, and continuous improvement to accelerate academic achievement.

## ACADEMIC EXCELLENCE

- 2.1** Increase the number of VPK classrooms by at least 20 in 2022-23.
- 2.2** Implement Reading Recovery at targeted schools to increase the percentage of students in grade 1 who demonstrate reading proficiency as measured by progress monitoring assessments.
- 2.3** Implement the Early Literacy Formative Assessment Check (ELFAC) to improve reading proficiency in grades K-2, as determined by the grade level's corresponding STAR assessment.
- 2.4** Ensure at least 65 percent of the students in grades 1-5 who are below grade-level in reading enroll in and attend Summer Bridge.
- 2.5** Utilize formative progress monitoring data to ensure students who attend Summer Bridge demonstrate academic growth throughout the summer and communicate results with parents.
- 2.6** Ensure all students needing high school credit recovery are enrolled in either in-school or after-school programs.
- 2.7** Increase the percentage of students in grade 4 who demonstrate automaticity of the 1-12 multiplication facts to at least 90 percent.
- 2.8** Increase the percentage of students proficient on the Civics Literacy exam by 3 percentage points.
- 2.9** Increase student utilization of online extended learning programs in support of increased proficiency in core academic courses.
- 2.10** Monitor School Improvement Plans (SIPs) and provide ongoing leadership support and resources for progress and goal attainment.
- 2.11** Maintain and update instructional continuity guides, plans and supports to ensure all students engage in high-quality instruction and acceleration, in the event it is needed.

## ACCELERATING LEARNING THROUGH STUDENT EXPERIENCES

- 2.12** Implement PCS Connects in grades 1-12 with students using devices for research, creation, communication and collaboration as a part of their school day and extended hours.
- 2.13** Implement new curriculum and programs to enhance student learning experiences through collaboration with philanthropic organizations, such as Innovation Foundation and TB12.
- 2.14** Increase participation in enrichment and academic opportunities including mathematics, science, history and technology competitions, fairs, field trips and clubs at the elementary, middle and high school levels.

## ENHANCING A PROFESSIONAL LEARNING CULTURE

- 2.15** Provide responsive school supports for the implementation of B.E.S.T. standards as determined by Instructional Support Model (ISM) visits at every school focused on the new standards.
- 2.16** Implement training for all K-12 teachers on Florida's B.E.S.T. Standards, including every ELA and Math teacher attending a minimum of six hours of job-embedded training in 2022-23.
- 2.17** Increase the number of gifted micro-credentialed teachers in support of enhancing the Talent Development pipeline.
- 2.18** Increase the percentage of K-5 teachers obtaining the Reading Endorsement to at least 60 percent.
- 2.19** Implement the Pinellas Early Literacy Project to increase the number of reading-endorsed teachers and increase the proficiency of students in grades PreK-2 in 16 schools.
- 2.20** Increase the percentage of teachers creating and maintaining at least one digital Canvas course for their students in grades 3-12 to utilize with their PCS Connects one-to-one laptops to 50 percent of teachers.

# Cultivating a Culture OF LEARNING IN A REWARDING, HEALTHY & SAFE ENVIRONMENT

## EMPLOYEE RECOGNITION



Each school and department will recognize an employee for embodying the Core Value of the month. All recognized employees are identified for the Superintendent.

## PROFESSIONAL LEARNING

Teachers and school leaders are cornerstones to **higher student achievement**. By providing training, resources and tools to those who teach our youngest students, we can decrease the number of students who are struggling well before they reach the third grade.

*Stacy Baier, Ph.D.*  
CEO, PINELLAS  
EDUCATION FOUNDATION



## SCHOOL CLIMATE & BEHAVIOR



The district strives to improve school climate, student engagement and behavior districtwide through the development of a Climate and Behavior department with specific key performance indicators (KPIs) and clear monitoring systems to support schools, staff and students.

## SCHOOL SAFETY



Pinellas County Schools focuses first and foremost on creating safe and nurturing places of learning for our scholars. To make students and families feel secure on campus, staff continuously reviews safety measures to ensure ongoing effectiveness and enhancement.

## HEALTH & WELLNESS PROTOCOLS



PCS has continued to enhance its health and wellness protocols for cleaning, nurses and mental health awareness training.

## #CHANGEMAKERS

PCS students are consistently recognized by **Sandy Hook Promise** for their participation in school safety programs. Hollins High student and athlete VoShawn Baker was recognized for his original anti-violence spoken word poem with an award in the 2021 Start With Hello - Student Voices contest and a shoutout on the official Sandy Hook Promise Twitter account.



Sandy Hook Promise  
@sandyhook

A powerful and meaningful message. Hello @VoShawn9! Thank you for using your voice and being a #changemaker.  
#StartWithHelloStudentVoices  
#StartWithHello #StartWithHelloWeek

VoShawn @VoShawn9 · Sep 30, 2021  
@sandyhook #StartWithHelloStudentVoices



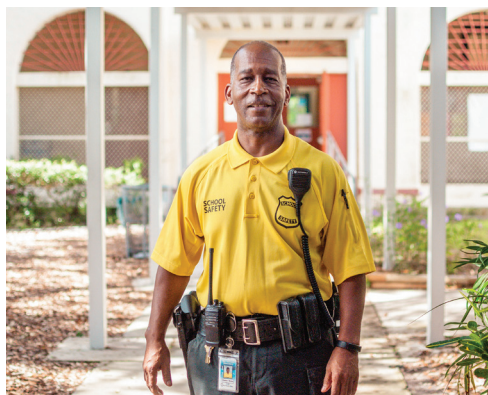


# STRATEGIC GOAL 3

Develop and sustain a rewarding, healthy, safe and secure environment that promotes the physical, emotional and mental well-being of all students, faculty and staff, resulting in a culture of learning for the individual employee and student.

## MAINTAINING A HEALTHY, SAFE AND SECURE ENVIRONMENT

- 3.1** Monitor and continually improve threat assessment teams at the district- and school-level in a manner that follows district policies and procedures in order to connect students and staff with appropriate services for safety and well-being.
- 3.2** Provide a safe and secure environment for all students and employees at each work site through collaboration and agreements among district employees, Schools Police, and outside law enforcement agencies to proactively address safety and security issues in alignment with all state and local requirements.
- 3.3** Implement Pinellas County Schools Health and Wellness Protocols.
- 3.4** Increase stakeholder agreement within the Stakeholder Survey for areas of climate, bullying and safety by 3 percentage points.
- 3.5** Monitor and continually improve services to meet the mental health needs of students by building capacity of school-based mental health staff.
- 3.6** Implement and refine processes to identify students with intensive mental health needs and refer them to appropriate community mental health service providers.
- 3.7** Enhance the employee wellness program by implementing districtwide programs to increase employee engagement in wellness and preventative services, as well as provide support for employees' mental well-being.
- 3.8** Engage school wellness efforts through the Alliance for a Healthier Generation's Healthy Schools Program and provide all physical education students the opportunity to achieve the level of Healthy Fitness Zone (HFZ) in the Presidential Youth Fitness Program.



# STRATEGIC GOAL 3

Develop and sustain a rewarding, healthy, safe and secure environment that promotes the physical, emotional and mental well-being of all students, faculty and staff, resulting in a culture of learning for the individual employee and student.

## ENHANCING A PROFESSIONAL LEARNING CULTURE

- 3.9** All school-based staff who have direct contact with students will complete mental health training, which includes components in wellness and violence prevention, by July 2023 and recertify every three years in support of student safety and well-being.
- 3.10** Increase the effectiveness of K-2 literacy teachers by providing a defined process for teacher development including a continuum of support that ranges from professional learning opportunities to coaching and modeling.
- 3.11** Ensure 100 percent of teachers will be provided professional development opportunities aligned to their deliberate practice and school and district initiatives.
- 3.12** Increase the training of administrators in using the prescribed teacher improvement plan process to support growth and specific needs of teachers to increase teacher effectiveness.
- 3.13** Increase the percent of newly hired teachers retained for three years by 5 percentage points through a continuum of support including, but not limited to Springboard to Success, Embrace Pinellas, continuous mentorship and Transition to Teaching.
- 3.14** Secure 150 teacher candidates through the recruitment and development of PCS graduates, current employees and external candidates in partnership with universities and colleges.
- 3.15** Increase the number of high-quality, administrative candidates ready to lead at all school-based supervisory levels (e.g., Assistant Principal, Principal) including: all grade levels, transformation and/or high-needs schools and specialized sites through a three-year professional development continuum.
- 3.16** Continue School Board members' participation in professional development and Master Board designation through the Florida School Boards Association.
- 3.17** Update School Board Operating Procedures Manual to ensure efficient Board operations and governance.
- 3.18** Develop and implement staff recognition programs at all district- and school-sites.
- 3.19** Increase staff agreement within the Stakeholder Survey for areas of professional learning and growth by 3 percentage points.

## REWARDING CLIMATE AND LEARNING ENVIRONMENT

- 3.20** Develop key performance indicators (KPIs) and monitoring systems to support the improvement of school climate, student engagement and behavior districtwide.
- 3.21** At least 50 percent of schools will earn Florida Positive Behavioral Interventions and Supports (PBIS) Model School distinction by effectively integrating schoolwide Restorative Practices across the PBIS continuum as measured by the Tiered Fidelity Inventory (TFI) instrument.
- 3.22** Reduce the total number of disciplinary infractions (referrals) and suspensions through the implementation of programs such as Restorative Practices and PBIS in all schools
- 3.23** Enhance the districtwide continuum of K-12 school counseling and advising services to ensure all students are provided postsecondary-aligned academic advising at least twice per year.
- 3.24** Ensure schools have an active and documented Principal's Multicultural Advisory Committee (PMAC) program that addresses an environment reflective of the district's core value of cultural competence.
- 3.25** Improve the overall engagement and overall school quality ratings at each school site in response to data from the annual school stakeholder engagement surveys.
- 3.26** Increase the percent of parents who would recommend the district or their school to a friend or colleague by 3 percentage points, as measured by the Parent Stakeholder Engagement Survey.

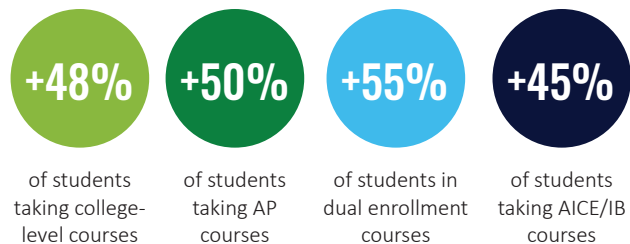
# Closing Achievement Gaps THROUGH EQUITY WITH EXCELLENCE FOR ALL

In PCS, equity with excellence means that the academic, social-emotional and behavioral needs of each and every student are known and met. Further, PCS strives to eliminate achievement gaps and encourage each student to fulfill their full academic potential by ensuring access to engaging educational experiences that meet the unique needs of each and every learner. Equity with excellence is embedded throughout the district's initiatives and programs.

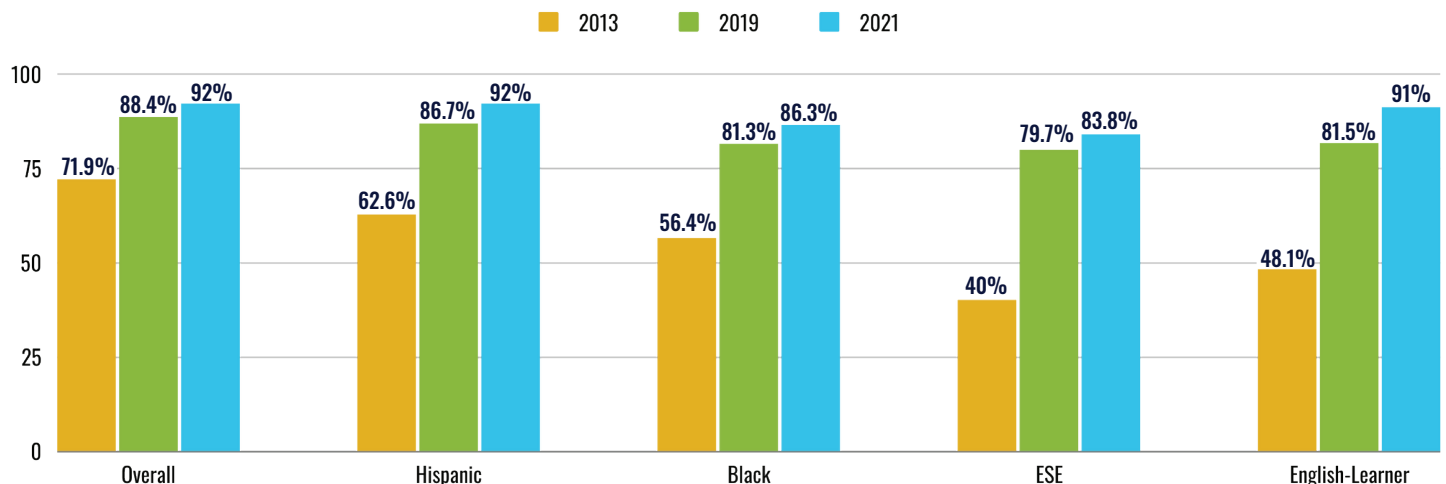
## BRIDGING THE GAP

Bridging the Gap is the Pinellas County Schools multi-year plan to intentionally, explicitly and comprehensively close the achievement gap between Black and non-Black students. The plan addresses six high-leverage disparities: student achievement, access to advanced coursework, graduation rate, discipline, special education identification and minority hiring.

*From 2018-2021, Black students in Pinellas County Schools demonstrated growth in advanced coursework participation.*



## GRADUATION RATES BY SUBGROUP



## BOYS READ BOOK BATTLE



Nationally, boys tend to perform lower in academics than girls. PCS designed a fun way to engage boys in reading—the Boys Read Book Battle. The Book Battle teaches boys to read for meaning and retention in a competitive environment and with action books that tend to capture boys' interests. To prepare for the competition, schools guided the boys through the required readings and held practice competitions. After the students completed the readings, they competed against other schools to demonstrate their knowledge of the books they have read and earn the coveted trophy.



# STRATEGIC GOAL 4

Provide equity and excellence of education by ensuring the needs of each and every student are known and met, in order to increase performance and reduce the disparity in graduation rates, proficiency scores on assessments, participation and performance in accelerated courses, disciplinary infractions and placement in Exceptional Student Education programs.

## BRIDGING THE GAP

**4.1** In recognition of the district's ongoing commitment to its African American community and as further described in the Bridging the Gap plan, the district shall:

- i. Eliminate the gap between the graduation rates for Black and non-Black students;
- ii. Eliminate the gap between proficiency rates in reading (ELA) and mathematics on state and national assessments for Black students and non-Black students;
- iii. Eliminate the gap in advanced and accelerated participation and performance rates for Black and non-Black students;
- iv. Reduce the total number of disciplinary infractions (referrals) and suspensions for Black students and decrease the disparity in referrals and suspensions for Black students to reach a level that is representative of the Black student population;
- v. Reduce the disparity of Black students being found eligible for Exceptional Student Education (ESE); and
- vi. Increase the number of Black teachers and administrators to closely mirror the student enrollment by ethnicity.

## EXCELLING ON GRADE-LEVEL

**4.2** Increase the number of Black students who score on or above grade-level on the Florida Assessment for Student Thinking (FAST) and End-of-Course (EOC) exams in reading, math and science by providing needed resources, research-based strategies and needed supports to students, teachers and staff.

**4.3** Increase the percentage of economically disadvantaged VPK students who score at or above the state set requirements on the FLKRS assessment.

**4.4** Reduce the number of schools with ESSA subgroup gaps through monitoring and districtwide processes to support schools and teachers.

## ACCELERATING ACHIEVEMENT

**4.5** Increase the enrollment of economically disadvantaged students in VPK programs.

**4.6** Increase the supports and services for students experiencing homelessness in order to increase academic achievement and performance.

**4.7** Increase the percent of English Learners and economically disadvantaged students in gifted programs by at least 5 percentage points through use of universal screening and eligibility criteria as defined by Florida Rule 6A-6.03029.

**4.8** Increase the percent of Black, Hispanic, multiracial and economically disadvantaged students enrolled in grade 6 advanced level or higher courses focusing on math, science and ELA by 5 percent.

**4.9** Increase ESSA subgroup participation in advanced, accelerated, Advanced Placement (AP) and dual enrollment courses by 3 percent to eliminate the participation gap for each student group.

**4.10** Increase successful completion of advanced, accelerated, Advanced Placement (AP) and dual enrollment courses for each ESSA subgroup to eliminate gaps in performance for each student group.



# STRATEGIC GOAL 4

Provide equity and excellence of education by ensuring the needs of each and every student are known and met, in order to increase performance and reduce the disparity in graduation rates, proficiency scores on assessments, participation and performance in accelerated courses, disciplinary infractions and placement in Exceptional Student Education programs.

## PREPARING FOR COLLEGE AND CAREER SUCCESS

**4.11** Increase the percentage of Black, Hispanic and economically disadvantaged students who demonstrate readiness for college and careers upon graduation as measured by the PSAT, SAT, ACT or PERT by at least 5 percentage points.

**4.12** Increase the percent of Black, Hispanic and economically disadvantaged students who complete an industry certification by 10 percentage points.

## REWARDING CLIMATE AND LEARNING ENVIRONMENT

**4.13** Enhance the tools, resources, trainings and strategies that connect and welcome all families to ensure equitable access and outcomes for learning and achievement of Black and Hispanic students.

**4.14** Increase the district attendance rate to 95 percent for all schools while reducing the number of students missing 10 percent or more days of school by 5 percent and within each ESSA subgroup.

**4.15** Monitor and assess the utilization of the student advocate framework to ensure one-to-one and group mentoring for Black students is occurring.

**4.16** Increase the percentage of districtwide Equity Champions who are micro-credentialed by 10 percentage points.

**4.17** Maintain school-based staff who are Equity Champion micro-credentialed by certifying that every principal and at least two school-based staff members at every school have completed the Equity Champion micro-credential and recertify each year.

**4.18** Increase the percentage of teacher diversity to better mirror the population of Pinellas County.

**4.19** All school leaders will implement effective, research-based processes that address and increase the conditions for learning for all students, thereby reducing student referrals and in- and out-of-school suspension rates for each ESSA subgroup.



# PREPARING EACH STUDENT FOR SUCCESS IN

## College and Careers

### COLLEGE AND CAREER CENTERS

College and Career Centers are expanding to all 17 comprehensive high schools through partnership with the Helios Education Foundation, Pinellas Education Foundation, Richard O. Jacobson Foundation and LEAP Tampa Bay. The College and Career Centers provide individualized and targeted assistance for navigating the postsecondary processes, college preparation, college applications, scholarships and financial aid.

### ELEVATING EXCELLENCE SUMMER SEMINARS



Elevating Excellence Summer Seminars offered new experiences for high school students in Summer 2022:

- 4 weekly opportunities to earn Bright Futures service hours through a service project with Keep Pinellas Beautiful
- NCAA student athlete workshop
- College tours to USF, UCF, Florida Polytechnic University and New College of Florida

### NATIONAL POSTSECONDARY STRATEGY INSTITUTE RECOGNITION

The district's commitment to college- and career-readiness has been recognized by the National Postsecondary Strategy Institute (NPSI). The district is a member of the NPSI National Network, which distinguishes PCS as a leader among some of the nation's most forward-thinking and innovative large districts in college- and career-readiness. Through the partnership of NPSI and the other Network districts, PCS is improving systems and supports related to the school counselors' role in academic advising for rigorous course progressions, graduation and college- and career-preparation.

### COLLEGE ACHIEVEMENT



PCS 2021 graduates were accepted to a variety of top-ranked postsecondary institutions, including Harvard, Princeton, Yale, Vanderbilt, Bethune Cookman, John Hopkins, Duke, Rice, the U.S. Naval Academy, Pinellas Technical College and all Florida universities.

### CAREER & TECHNICAL EDUCATION



Students earned

# 10,768

INDUSTRY CERTIFICATIONS

& participated in

# 216

SUMMER CAREER  
ACCELERATION  
INTERNSHIPS (SCAP)



# STRATEGIC GOAL 5

Achieve the district’s mission for career- and college-readiness for all students by adopting high-quality standards, interdisciplinary curriculum content, aligned instructional practices, appropriate student supports, necessary resource allocation and parent and community engagement to ensure each student graduates with a plan, resources and navigational skills to support their postsecondary path.

## PREPARING FOR COLLEGE AND CAREER SUCCESS

- 5.1** Monitor and improve the implementation of the middle school college and career exploration curriculum to ensure that each student creates a high school academic progression plan and PCS pathway selection that encourages opportunities to earn college credit and industry certification while in high school.
- 5.2** Monitor and improve Key Performance Indicators (KPIs) for the college- and career-preparation activities in Naviance for grades 6-12.
- 5.3** Establish baseline KPIs for first year of systemic implementation of College and Career Centers at all comprehensive high schools.
- 5.4** AVID schools will increase the number of certification indicators rated as meeting or exceeding AVID implementation standards as measured by the AVID Certification and Coaching Instrument (CCI).
- 5.5** Increase the number of economically disadvantaged, Black and Hispanic college-going juniors and seniors who participate in Elevating Excellence and receive college entrance exam and essay writing preparation services and supports.
- 5.6** Increase the percent of middle school students who earn the CAPE digital tools certification by 3 percentage points.
- 5.7** Increase the number and percent of students earning industry certifications to enable each school to reach 50 percent of graduates receiving industry certification by 2023.
- 5.8** Increase the percent of students participating in youth pre-apprentice work-based learning programs in all appropriate occupational areas with an emphasis on high-demand occupations by at least 10 percentage points.
- 5.9** Implement a Dell certification program in computer repair to provide students with opportunities to earn certification and gain practical career experience applying their technical skills while completing their high school coursework.
- 5.10** Ensure all high school career technical programs of study have a high-quality, engaged industry/corporate advisory committee that meets regularly and supports student opportunities, recognition and achievements.
- 5.11** Increase the enrollment of PCS graduating seniors in Pinellas Technical College by at least 10 percentage points.
- 5.12** Increase the percent of graduating seniors applying to two-year and four-year postsecondary institutions by at least 5 percentage points.

## COURSES FOR CASH

*Pinellas County Schools high school students...*



saved over  
**\$12.5 million** in  
college tuition and  
course costs by...



completing  
**20,550**  
college  
courses...



to earn  
**61,650**  
college  
credits!

# STRATEGIC GOAL 5

Achieve the district's mission for career- and college-readiness for all students by adopting high-quality standards, interdisciplinary curriculum content, aligned instructional practices, appropriate student supports, necessary resource allocation and parent and community engagement to ensure each student graduates with a plan, resources and navigational skills to support their postsecondary path.

## ACCELERATING ACHIEVEMENT

- 5.13** Increase overall secondary student participation in advanced and accelerated courses by at least 3 percentage points.
- 5.14** Increase the percentage of students with disabilities enrolled in Advanced, dual-enrollment and/or CTE courses in middle and high school by 2 percent.
- 5.15** At least 90 percent of students in grades 9-12 who demonstrate potential for success in an AP course, as documented in the College Board AP Potential Report, will enroll in and complete at least one appropriate AP course for their grade level or course progression.
- 5.16** Increase the number of college credits earned by graduating seniors by at least 3 percentage points by increasing the number of AP, IB and AICE exam scores that articulate to college credit and the number of dual enrollment college credits earned.
- 5.17** Increase the percentage of graduates who earn a nationally/internationally recognized diploma (AICE, AP Capstone, and IB) or an associate degree to at least 10 percent.
- 5.18** Increase the percentage of graduates who meet the College- and Career-Readiness benchmarks (SAT Suite of Assessments) to expand eligibility for Florida Bright Futures.
  - i. increase the percent of students in grades 8-10 who participate in the PSAT School Day (grade 8: 93 percent, grade 9: 85 percent, grade 10: 80 percent)
  - ii. 30 percent of students in grade 11 will participate in PSAT/NMSQT;
  - iii. 90 percent of students in grade 11 will participate in SAT School Day;
  - iv. increase the number of students recognized as National Merit Semifinalists and Hispanic Scholars;
  - v. increase the percent of graduates meeting the SAT Evidence-Based Reading and Writing College Readiness Benchmark by 3 percentage points; and
  - vi. increase the percent of graduates meeting the SAT Mathematics College Readiness Benchmark by 3 percentage points.

## PAYING FOR COLLEGE

- 5.19** Increase the percent of students with a completed Free Application for Federal Student Aid (FAFSA) by 3 percentage points.
- 5.20** Increase the percent of Elevating Excellence students with a completed FAFSA by 5 percentage points.
- 5.21** Increase the percent of seniors who meet the community service requirements for Bright Futures eligibility by at least 5 percentage points with a 15 percentage point increase for economically disadvantaged, Black and Hispanic students.
- 5.22** Increase the percent of economically disadvantaged, Black and Hispanic Elevating Excellence participants who meet the requirements for Bright Futures scholarship by at least 5 percent.
- 5.23** Ensure all graduating students eligible for Bright Futures complete the Florida Financial Aid Application.
- 5.24** Increase the percent of graduating seniors with a completed Pinellas Education Foundation Scholarship Application by 5 percentage points at every high school.
- 5.25** Ensure all students who take the PSAT/NMSQT have a linked College Board/SATpractice.org account and all juniors who take the PSAT/NMSQT sign up for a College Board Opportunity Scholarship.



# Endless Opportunities THROUGH PINELLAS COUNTY SCHOOLS

## NEW PROGRAMS IN 2022

In addition to its 6th grade program, the **Center for Gifted Studies with an arts focus** at John Hopkins Middle School is expanding to include 7th grade.

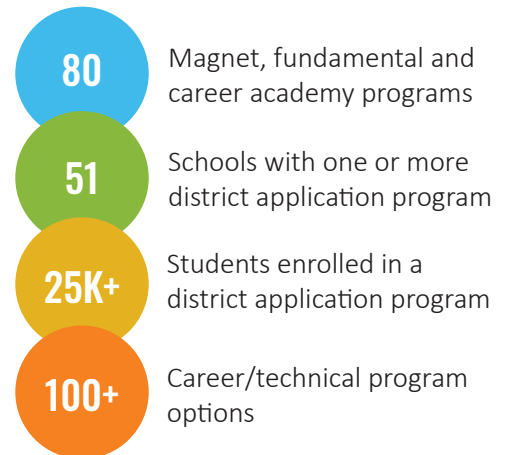
An **International Studies** program is launching at McMullen Booth Elementary and Safety Harbor Middle schools with the intent of becoming **IB Candidate Schools**.

The **AICE Cambridge** program is now offered in 11 high schools, allowing students multiple options to graduate with completed postsecondary coursework and certifications.

Physical Education course enhancements in both Wellness Education and HOPE are co-developed with **Tom Brady's TB12 Foundation**. Middle and high school students will learn hands-on how: their muscles function during activities; pliable, resilient muscles lead to enhanced performance and injury reduction; proper hydration and nutrition affects the activities and body movements; and how cognitive processes can be enhanced through movement.

## LIMITLESS CHOICES

In PCS, students have choice with **District Application Programs**.



## NATIONAL RECOGNITION



**Nationally Certified Magnet School:** Douglas L. Jamerson, Jr. Elementary School

**Nationally Certified Demonstration School:** Ridgecrest Elementary School

**Magnet Schools of America (MSA) President's Award:** James B. Sanderlin K-8 IB World School

**MSA Magnet Schools of Excellence:** East Lake Middle School Academy of Engineering, James B. Sanderlin K-8 IB World schools



**MSA Magnet Schools of Distinction:** Douglas L. Jamerson, Jr. Elementary, Dunedin Highland Middle, Elisa Nelson Elementary, Gulfport Montessori Elementary, John Hopkins Middle, Largo Middle, Perkins Elementary and Ridgecrest Elementary schools

## STATE OF THE ART FACILITIES



- Renovating the Center for Cultural Arts, Gifted Studies and Literacy Innovation at Midtown Academy
- Complete renovation and new construction at Tyrone Middle School and its Center for Innovation and Digital Learning
- Fourth consecutive year as an Environmental Protection Agency 2022 ENERGY STAR Partner of the Year recipient

## GROWING GREATNESS

PCS awarded \$5 million in the Governor's budget to build a new Professional Development Center for teachers

- One large learning space, up to 400 people
- Latest technology
- Flexible arrangement for collaboration or lectures
- Break-out rooms with technology for small groups



# STRATEGIC GOAL 6

Develop and sustain effective and efficient use of all resources by aligning strategic project management structures and protocols with quality technology, data systems and business services to optimize operational continuity for improved student achievement and fiscal responsibility.

## ENSURING FISCAL RESPONSIBILITY

- 6.1** Monitor allocation of units at schools and work sites, including evidence of school-level autonomy over staffing, scheduling and budgeting to support student achievement in alignment with changing legislative requirements and enrollment.
- 6.2** Improve the review and processing of FTE data to ensure the district receives all FTE monies entitled.
- 6.3** Ensure any audit comments are corrected within a calendar year of the issue date of the audit report.
- 6.4** Examine all new state mandates to determine funding sources and identify significant unfunded mandates as part of the district's legislative efforts.
- 6.5** Continually review the budget process to ensure it includes steps that incorporate appropriate stakeholders and a timely sequence of all essential components.
- 6.6** Monitor expenditures of ESSER/ARP funding appropriately and in compliance with state and federal regulations.
- 6.7** Develop and communicate long-term fiscal and programmatic sustainability plans for all COVID-related funding allocated to the district.
- 6.8** Collaborate with community partners to sustain full-day, tuition-free VPK expansion.

## MAINTAINING SAFE AND SECURE FACILITIES

- 6.9** Monitor and report facilities data in alignment with industry standards, to monitor the closure of maintenance work orders.
- 6.10** Utilize the facility condition assessment and educational suitability assessment analysis when making recommendations for the district five-year capital outlay plan to provide safe, healthy and efficiently operated schools.
- 6.11** Provide safe and efficiently operated bus transportation to ensure the success of our students by increasing on-time performance and reducing accidents and breakdowns.

## ENHANCING A PROFESSIONAL LEARNING CULTURE

- 6.12** Develop and enhance professional development opportunities for bookkeepers, secretaries and data management technicians (DMTs).
- 6.13** Improve administrators' application of HR procedures to ensure the development of a high-functioning workforce by continuously improving the HR partner structure and measuring administrators' movement along the continuum of HR practices.
- 6.14** Enhance project management practices, resources, training and coaching for district staff to support increased operational progress monitoring and continuous improvement.
- 6.15** Ensure career progression opportunities are available to employees throughout the organization, where appropriate.

# STRATEGIC GOAL 6

Develop and sustain effective and efficient use of all resources by aligning strategic project management structures and protocols with quality technology, data systems and business services to optimize operational continuity for improved student achievement and fiscal responsibility.

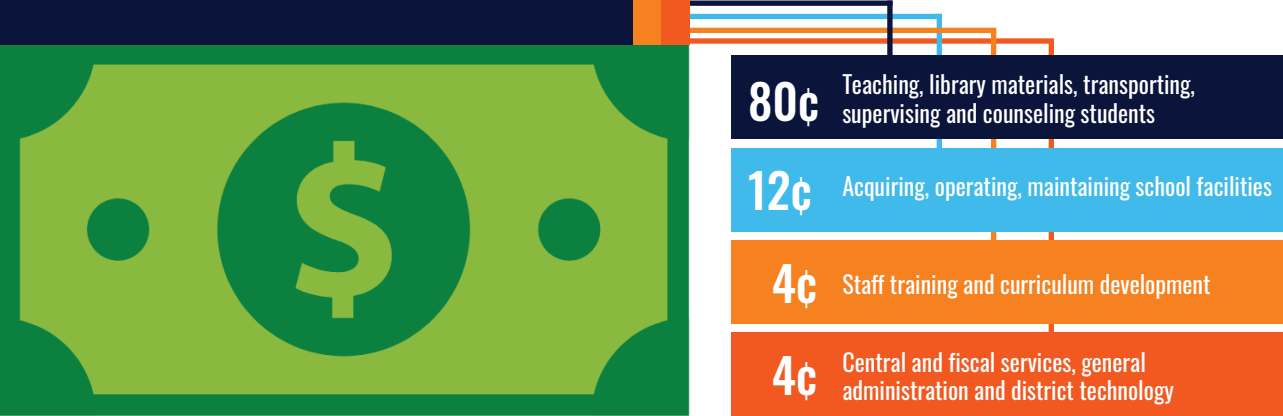
## ACCELERATING ACHIEVEMENT THROUGH TECHNOLOGY

- 6.16** Procure, distribute and maintain district computer devices for every student in grades 1-12, in alignment with the PCS Connects initiative.
- 6.17** Procure, distribute and maintain district technology hardware and equipment (e.g., monitors, headsets, etc.) which support the devices of students, instructional/administrative staff in alignment with PCS Connects initiative.
- 6.18** Ensure all schools are prepared for the state-required computer-based assessments in grades PreK-12.
- 6.19** Implement referendum-funded teacher support processes in the use of interactive technology in all classrooms to improve student achievement and strengthen teaching and learning.
- 6.20** Implement transition plans for new Enterprise Resource Planning (ERP) software to improve the efficiency of business practices and enhance productivity.
- 6.21** Begin implementation plan to modernize student data systems which connects data across platforms, creates data visualizations and allows district and school staff to identify and target interventions for every student.

## LEADING WITH INTEGRITY

- 6.22** Develop and implement guidance, plans and supports for staff to ensure efficient operational continuity across the district and schools.
- 6.23** Update and improve the use of the PCS Federal Programs Manual and grant management software to ensure that 100 percent of all federal grant expenditures are aligned with the stated purpose(s) of grant programs and support increased student achievement.
- 6.24** Enhance and update districtwide project management practices, protocols, resources and supports for all ESSER/ARP projects and District Strategic Plan Action Goals to ensure effective development and implementation of new and high-leverage strategies.
- 6.25** Monitor Schoolwide Improvement Plans (SIPs) for alignment with the District Strategic Plan.

## WHERE THE MONEY GOES





# Strategically Deploying

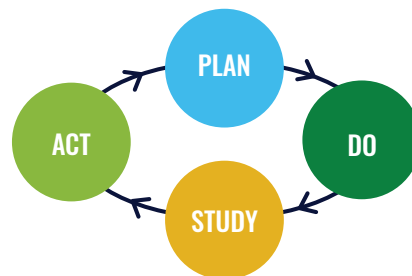
## ONE-TIME STATE AND FEDERAL FUNDING RESOURCES

Pinellas County Schools embraces opportunities to innovatively support students, staff and families. All of our strategic and innovative efforts are aligned to the district's established Strategic Plan. The district will enhance student acceleration and academic growth by strategically allocating one-time state and federal funding throughout each of our Strategic Directions.

### STRATEGIC INITIATIVES AND SUSTAINABLE INNOVATION

Expanding implementation of project management strategies to

- Monitor and sustain existing initiatives
- Support new high-leverage District Strategic Plan (DSP) opportunities
- Innovate new strategies to support student success



Strategic planning



Assess progress and identify high-leverage areas for improvement



Communicate initiatives and alignment to the DSP and assemble teams



Innovate and design projects, train staff, implement program



Monitor initiative and project progress; improve processes or projects in response



### MODERNIZING DISTRICT DATA SYSTEMS

- Align district data systems and processes
- Provide stakeholders with easier access to actionable data

### PCS CONNECTS

All students in grades 1-12 will be provided an individual one-to-one device

### TUTORING

Expanding in-person, school day tutoring to students in middle and high school English/Language Arts and Mathematics

### READING RECOVERY



Reading Recovery is a strategy to improve early literacy success for students entering 1st grade behind grade level in reading. In 2022-2023, Reading Recovery is expanding to 17 schools and 45 teachers will implement the researched-based program.



### B.E.S.T. STANDARDS



New standards and aligned curriculum materials expanding to all K-12 classrooms. Supporting teachers with large scale professional learning for all teachers.



# STRATEGIC GOAL 7

Develop and sustain diverse structures for communication that promote two-way engagement of students, staff, families and community in support of increased student achievement.

## INCREASING TWO-WAY ENGAGEMENT WITH STAKEHOLDERS

- 7.1** Implement Listen and Learn sessions to gather stakeholder feedback, as outlined in the Superintendent's Entry Plan.
- 7.2** Establish and implement staff advisory structures to gather input and feedback as it relates to the academic and operational continuous improvement efforts of the district.
- 7.3** Establish and implement structures to gather input and feedback from stakeholder groups as it relates to the academic and operational continuous improvement efforts of the district.
- 7.4** Increase district outreach efforts with community organizations, business partners and other external stakeholders to keep stakeholders informed of the programs, services and achievements of the district.
- 7.5** Build on positive communication with, and feedback from, students, families and employees through the alignment and implementation of strategic messaging tools.
- 7.6** Continue responsiveness and high-level of customer service to stakeholder inquiries by maintaining an average response rate of no more than two business days on all Let's Talk! Dialogues and maintaining a satisfaction rate at or above the national benchmark.
- 7.7** Increase the number and percentage of students connected to a caring adult through district-supported mentoring and/or tutoring programs, such as Lunch Pals and Take Stock in Children, by 10 percentage points.
- 7.8** Enhance the tools, resources, trainings and strategies that connect and welcome all families to ensure equitable access and outcomes for learning and achievement of all students.
- 7.9** Increase the participation in the district annual Stakeholder Survey by 2 percentage points for each stakeholder group (students, families and staff).

## PROMOTING ENDLESS OPPORTUNITIES

- 7.10** Continue to offer increased high-quality parental and student choice educational opportunities including district application and attractor programs to increase options and access for students and families.
- 7.11** Increase and promote opportunities for school choice for both application and home-zoned schools by offering an engaging curriculum, competitive school programs and attractive campuses and strategically marketing these schools and programs to target audiences.
- 7.12** Enhance the marketing and communications toolkit to school and department leaders to empower their stakeholders to be active advocates to share successes, demonstrate innovative practices and communicate with external and internal stakeholders.
- 7.13** Increase districtwide student enrollment to pre-pandemic levels through targeted outreach and communication to ensure every eligible student in Pinellas County is enrolled in and successfully receiving high-quality instructional services.
- 7.14** Continue to partner with the Pinellas Education Foundation to align efforts and initiatives that support leadership development, student achievement and multiple pathways for students.
- 7.15** Enhance and implement promotional strategies and campaigns promoting Pinellas County Schools as a regional, national and state leader for quality teaching and learning, student achievement and operational excellence.

# STRATEGIC GOAL 7

Develop and sustain diverse structures for communication that promote two-way engagement of students, staff, families and community in support of increased student achievement.

## ENHANCING COMMUNICATION STRUCTURES

- 7.16** Implement analytic review processes for all communication tools and platforms which drive decision-making, marketing and communication efforts across all stakeholder groups.
- 7.17** Increase and improve social media presence of both the district and individual schools to support communication with all stakeholders regarding the programs, services and news of the district.
- 7.18** Develop community-friendly and easily accessible resources regarding student learning, the Florida B.E.S.T. standards and targeted academic initiatives which allow families to engage and support their child(ren)'s academic growth at all grade levels.

## LEADING WITH INTEGRITY

- 7.19** Monitor the progress and communicate progress on the improvement plans for all schools designated by the Florida Department of Education (FDOE) as in need of Comprehensive School Improvement (CSI), formerly Differentiated Accountability (DA).



## SUPERINTENDENT SOCIAL

In an effort to connect more closely with the students, families, staff and community of Pinellas County Schools, Superintendent Kevin Hendrick is now on Twitter. The Pinellas County Schools community can now see exciting improvements, important updates and daily happenings from Mr. Hendrick. Follow him at @PinellasSuper to stay in the know.









## **SCHOOL BOARD OF PINELLAS COUNTY**

Eileen M. Long, Chairperson  
Lisa N. Cane, Vice-Chairperson  
Nicole M. Carr  
Carol J. Cook  
Bill Dudley  
Caprice Edmond  
Laura Hine

### **VISION**

100% Student Success

### **MISSION**

Educate and Prepare Each Student For College, Career and Life

**LEARN MORE ABOUT PINELLAS COUNTY SCHOOLS**

[pcsb.org](http://pcsb.org)