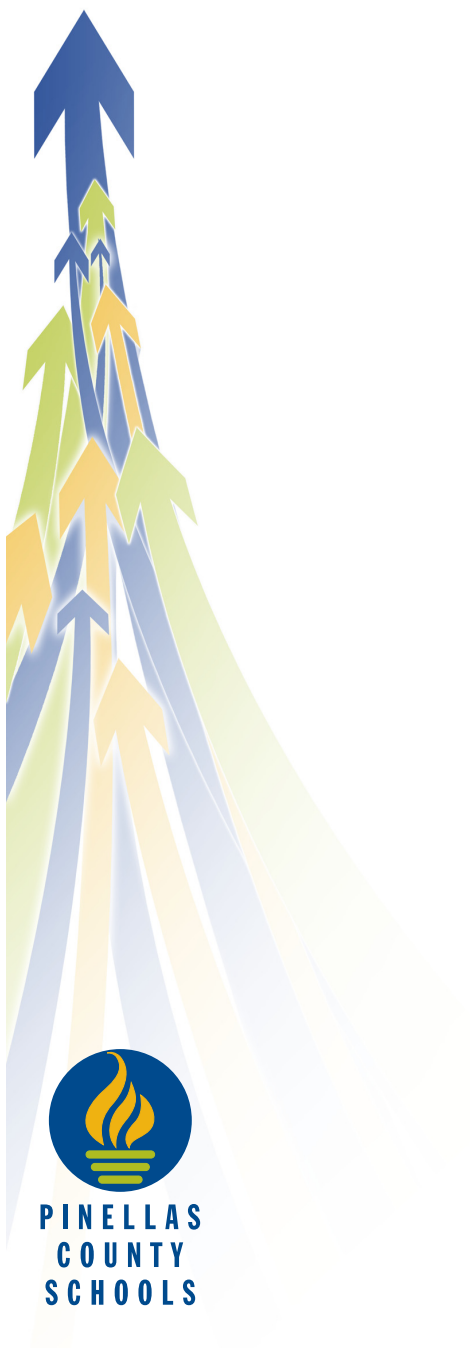


2016 - 2017
DISTRICT STRATEGIC PLAN





**PINELLAS
COUNTY
SCHOOLS**

Pinellas County School Board

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

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

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



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Overview

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

VISION -

100% Student Success

MISSION -

Educate and prepare each student
for college, career and life

CORE VALUES -

Commitment to Children, Families and Community

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

Respectful and Caring Relationships

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

Cultural Competence

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

Integrity

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


Responsibility

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

Connectedness

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

Strategic Directions



Strategic Direction 1 - Student Achievement

Strategic Direction 2 - Learning in a Safe Environment

Strategic Direction 3 - Equity with Excellence for All

Strategic Direction 4 - Career- and College-Readiness

Strategic Direction 5 - Effective and Efficient Use of Resources

Strategic Goals

Strategic Goal 1

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

Strategic Goal 2

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

Strategic Goal 3

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

Strategic Goal 4

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

Strategic Goal 5

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

Strategic Goal 6

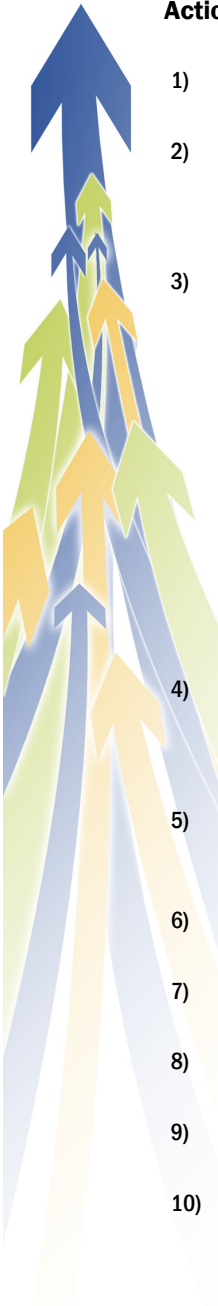
Develop and sustain effective and efficient use of all resources for improved student achievement and fiscal responsibility.

Strategic Goal 7

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

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

Action Goals:

- 
- 1) Increase successful promotion rates to achieve 95% for each grade K-11 and each student subgroup.
 - 2) Increase graduation rates for each student group leading to the achievement of at least 85% district wide graduation rate and increase the standard diploma graduation rates of students qualifying for Exceptional Student Education (ESE) services to at least 65%.
 - 3) Increase the percentage of students who are successful in internationally recognized program culminating assessments. Targets include:
 - 50% of all AP Capstone students earn an Advanced Placement (AP) Capstone Diploma or an AP Capstone Certificate
 - 90% of all IB Diploma candidates successfully earn an (International Baccalaureate) IB diploma
 - 75% of all AICE Diploma candidates successfully earn an Advanced International Certificate of Education (AICE) diploma
 - 5% increase for the PCS Advanced Scholar designations
 - 3% increase in the number of AP Exam scores of 3 or above
 - 3% increase in the percentage of students achieving AP Scholar status
 - 4) Increase the number of K-8th grade gifted students who score at the top levels of proficiency to meet or surpass the state average for gifted student achievement on the Florida Standards state tests in reading, math, science and writing and End of Course (EOC) exams in Algebra, Geometry and Civics.
 - 5) Increase the number of K-12th grade English Language Learners (ELL) who achieve proficiency on the required state assessments in English/Language Arts(ELA), math and science.
 - 6) Increase the number of K - 12th grade ESE students who achieve proficiency on the required state assessments in ELA, math and science.
 - 7) Increase ELA proficiency rates for each subgroup at each grade level to meet or exceed the state average using Florida Standards Assessment (FSA) comparisons.
 - 8) Eliminate gender achievement gaps in ELA as measured by ELA standardized assessments in grades K-5.
 - 9) Increase mathematics proficiency rates for each subgroup at each grade level to meet or exceed the state average using FSA comparisons.
 - 10) Increase the percentage of students scoring proficient on Science Standards Assessment (SSA) in grades 5 and 8 to meet or exceed the state average; and increase the percentage of students scoring proficient on the Biology End of Course (EOC) in high school to exceed the state average by 3%.

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

**STRATEGIC
GOAL**

1

Action Goals:

- 11) Increase the percentage of students scoring proficient on the US History EOC and Civics EOC to exceed the state average by at least 3%.
- 12) Increase participation in and scores for Music Performance Assessments (MPA), All-State Auditions and Ensemble Participation, Thespian Festival events and participation and music achievement levels for elementary music.
- 13) Increase participation in and selections for Visual Arts exhibits and participation and passing scores for AP Art courses.
- 14) Increase the percentage of freshmen earning at least 6 credits by the end of freshman year and the percentage of freshmen maintaining a 2.0 minimum Grade Point Average (GPA) to 85% by continuing to implement and monitor a District-wide freshmen orientation and mentoring process to ensure that the transition of students from middle school to high school is successful.
- 15) Increase the percentage of District VPK students who score at or above the state set requirements as measured by the VPK Assessment for each assessment period (AP2, AP3).
- 16) Increase the percentage of District Students With Disabilities (SWD) who score at or above grade level to 85% as measured by the GOLD Assessment.
- 17) Increase the graduation rate for students who are in AVID programs for at least two years to 97%.
- 18) Increase completion rates for students enrolled in Pinellas Virtual School to 75% to accelerate or maintain grade level performance.
- 19) Maintain a District attendance rate of 95% for all schools and implement an attendance incentive program and conduct attendance monitoring for students missing 10% or more days in order to reduce the number of students with absences of 21 or more days.
- 20) Use yearly comparisons of Stanford Achievement Test (SAT) 10 results to determine readiness for grades 2 and 3 as measured by the percentage of students performing at progressively higher stanine levels.

Results Through 2015-2016

All student subgroups in the District have trended positively in graduation rates since 2011 with special promise shown among minority students. African-American and Multi-Racial students increased their graduation rate by nearly 18 percentage points and Hispanic students increased their graduation rate nearly 19 percentage points. Overall, the District has increased its graduation rate by 13 percentage points since 2011 to 78.3%, exceeding the state graduation rate for the last two years. The 16 traditional high schools in Pinellas County have a graduation rate of 88.65%.

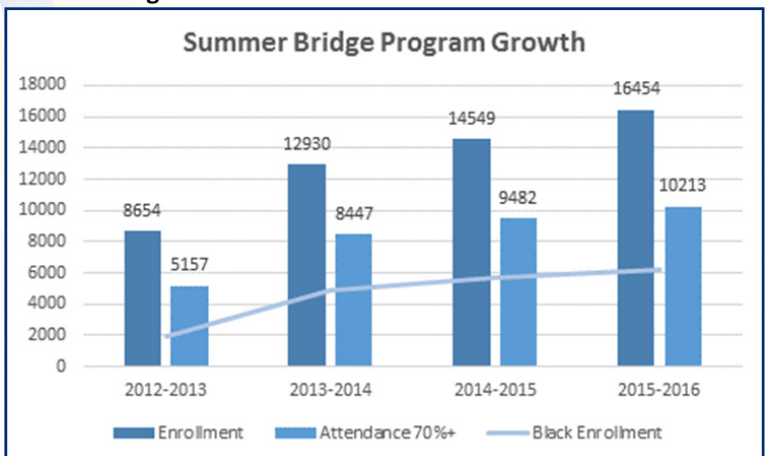
STRATEGIC GOAL 2

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

Action Goals:

- 1) Increase the percentage of aligned standards-based instruction and tasks, rigor and student-centered learning as measured by Instructional Support Model (ISM) visit data collection.
- 2) Analyze Summer Bridge pre-post assessment data to ensure students demonstrate academic growth throughout the summer.
- 3) Increase enrollment and attendance of targeted students participating in Summer Bridge to ensure increased opportunities for improving proficiency levels.
- 4) Increase the number of opportunities for and participation in District-wide summer reading and math programs for students and schools.
- 5) Reduce the number of students in Level 1 FSA by monitoring specific interventions for overage students who are academically behind by two to three years.
- 6) Increase participation in Beyond the Classroom activities for all students by monitoring usage reports for students and schools
- 7) Ensure effective instructional decisions by collecting data during ISM visits that demonstrate the use of formative assessments aligned to Florida Standards in ELA, math and science at all levels and as demonstrated in the District assessment plan.
- 8) Increase the alignment of comprehensive curriculum guides to appropriate formative and summative assessments in all subject areas and support teachers in using the curriculum guides through professional development.
- 9) Increase the number of science labs in elementary schools and track student achievement data and information through weekly progress monitoring.

Results Through 2015-2016

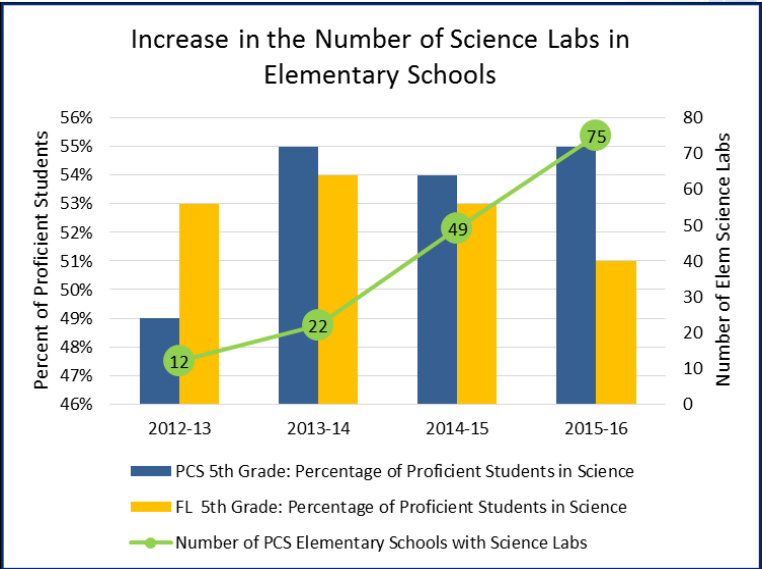


Ensure curriculum, instruction and assessment are designed and delivered with a focus on content rigor, student engagement and continuous improvement of academic achievement.

Action Goals:

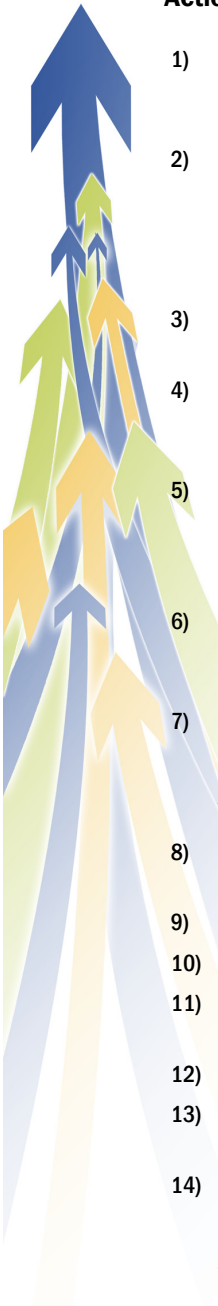
- 10) Increase participation in Pinellas Talented Identification Program (TIP) to 800 7th grade students resulting in an increase in the number who sit for the SAT exam and participate in the Summer TIPs program.
- 11) Strengthen the correlation between identified students' potential for rigorous courses and their enrollment in those courses to ensure appropriate placement of secondary students in rigorous courses.
- 12) Increase the number of opportunities for participation in enrichment and academic opportunities in mathematics, science and technology competitions, fairs and clubs at the elementary, middle and high school levels.
- 13) Improve instructional leadership skills of principals and assistant principals through monthly curriculum professional development as observed during school visits and informed by the Administrative Appraisal trend data.
- 14) Increase student proficiency levels in ELA by expanding the implementation of professional development for teachers in targeted grades during the summer with follow-up opportunities during the school year.
- 15) Increase the number of students attaining proficiency in core academic courses and courses recovered by monitoring and improve Extended Learning Programs (academic remediation and/or academic enrichment) in all schools.

Results Through 2015-2016



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

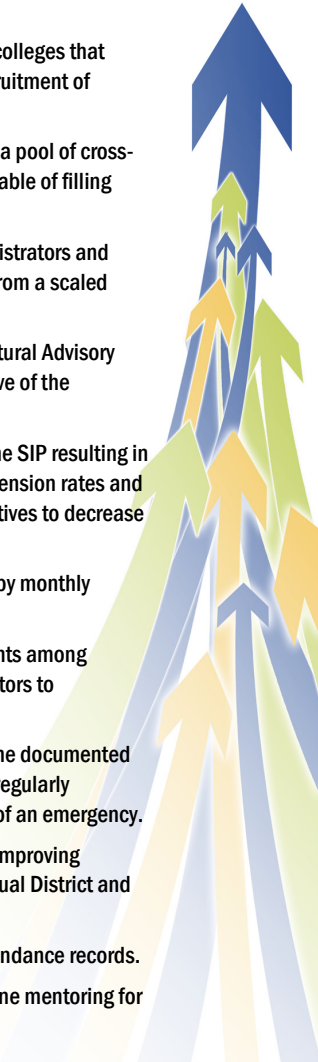
Action Goals:

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- 1) Ensure that 100% of School Counselors are trained and complete a Comprehensive School Counseling Program following Florida Core Standards to better serve students and parents/guardians.
 - 2) Provide a continuous support system through a high quality teacher induction program (Embrace Pinellas) focused on effective and equitable instruction for all students by incrementally building the expertise of our developing teachers in their first three years using mentoring, coaching and job-embedded professional development.
 - 3) Develop required qualifications and monitor the role and effectiveness of all academic coaches using achievement levels of subject areas of assignment.
 - 4) Provide professional development offerings based on prioritized needs identified through teacher appraisal data and deliberate practice processes evaluated by teacher survey results.
 - 5) Ensure all teachers who are new or veteran to a Pinellas Innovates school program participate in Personalized Learning and Project-Based Learning professional development and have access to continuing in-service professional development in these areas.
 - 6) 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.
 - 7) Engage schools in wellness efforts through the Alliance for a Healthier Generation's Healthy Schools Program and provide all physical education students the opportunity to achieve the level of Healthy Fitness Zone (HFZ) in the Presidential Youth Fitness Program.
 - 8) Continue School Board members' participation in Florida School Boards' professional development.
 - 9) Conduct Parent/PTA cadre meetings throughout the District.
 - 10) Conduct speaking engagements at Chambers of Commerce and Rotary meetings.
 - 11) Participate in meetings with local and state officials on issues directly impacting education and the community.
 - 12) Participate in meetings with state, college and university officials.
 - 13) Participate in meetings with various education and business groups throughout the community, state and nation to represent the District.
 - 14) Improve the selection process and increase the percent of District and site administrators including minority candidates selected to receive training on effective school's research in Level 2 Principal Preparation, The Aspiring Leaders; Targeted Selection and Turn-Around Leader's Programs.

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

**STRATEGIC
GOAL
3**

Action Goals:

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- 15) 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.
 - 16) Develop a succession plan that includes criteria for candidates and a pool of cross-trained successors for employees at every level with candidates capable of filling identified positions.
 - 17) Conduct progressive discipline professional development for administrators and staff using an effective training model and monitor training results from a scaled survey for effectiveness from the administrators and staff attending.
 - 18) 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.
 - 19) Ensure all schools have fully operational behavior plans as part of the SIP resulting in improved student behavior, reduction of referrals, reduction of suspension rates and the use of recommended practices for in-school suspension alternatives to decrease out-of-school suspensions.
 - 20) Decrease the number of infractions leading to arrests as measured by monthly reports of arrests and year-to-date comparisons.
 - 21) Increase safety in each school through collaborations and agreements among administrators, School Resource Officers and Campus Activity Monitors to proactively address behavior and safety issues.
 - 22) Monitor and review District and school emergency plans to ensure the documented plans: address the unique issues and locations of each school, are regularly reviewed by school personnel and are ready to execute in the event of an emergency.
 - 23) Improve the professional culture and morale at each school site by improving identified areas of improvements in the SIP using data from the annual District and school-based AdvancED survey.
 - 24) Establish a recognition process for employees with outstanding attendance records.
 - 25) Establish and implement a District-wide process to access one-to-one mentoring for students throughout the District.

Results Through 2015-2016

The District offered 1,100 teacher training sessions with more than 18,000 registrations in 2014-15 increasing to 1,280 sessions with more than 20,200 registrations in 2015-2016 for these opportunities. These numbers reflect teachers taking advantage of multiple sessions. For these same years, 92% of AP teachers attended College Board trainings in their subject areas with all high school guidance counselors trained in the analysis of student performance to understand AP potential and provide recommendations for AP classes.

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

Action Goals:

- 1) In recognition of the District's ongoing commitment to its African-American community and as further described in the Bridging the Gap plan, the District shall:
 - Eliminate the gap between the graduation rate for black and non-black students.
 - Eliminate the gap between the proficiency rates on state required assessments for black and non-black students.
 - Eliminate the gap between accelerated participation and performance rates for black and non-black students.
 - Reduce the disparity in the rates of disciplinary infractions between black and non-black students.
 - Reduce the number of black students being found eligible for Exceptional Student Education programs.
- 2) Increase the number of K-12th grade minority students who score on or above grade level on the Florida Standards state test and EOC exams in reading, math and science by providing needed resources, research-based strategies and needed support to students, teachers and staff.
- 3) Increase the enrollment of minority students in effective PreK programs and the percentage of minority students who score at or above the state set requirements on the VPK assessment (AP2, AP3).
- 4) Increase the percentage of minority and socio-economically disadvantaged students in gifted and talented programs at the elementary level by 3% annually.
- 5) Increase the percentage of minority and socio-economically disadvantaged students in high school courses at the middle school level by 3% annually.
- 6) Increase the percentage of minority and socio-economically disadvantaged students in AP and Dual Enrollment courses at the high school level by 3% annually.
- 7) Increase the number of minority and socioeconomically disadvantaged students earning college credit while in high school.
- 8) Develop, implement and monitor plans to increase the percentage of minority students who demonstrate readiness for college and careers upon graduation as measured by the PSAT, SAT, ACT, or PERT.
- 9) Develop, implement and monitor plans to provide specific interventions for minority students who struggle to be successful (earn a C or better) in accelerated courses.
- 10) Ensure the implementation of plans to provide one-to-one and group mentoring for minority students.

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

**STRATEGIC
GOAL
4**

Action Goals:

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

Results Through 2015-2016

Advanced Placement passing rates show positive trends for the past four years for each student subgroup with passing scores increasing from 4,431 in 2012-13 to 5,375 in 2015-16. Additionally, the number of students taking AP exams improved by 3.81% last year increasing from 6,617 to 6,869. The number of minority students taking AP exams increased in 10 high schools with 2,228 minority students sitting for at least one exam. Minority students accounted for more than 32% of AP students.

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

Action Goals:

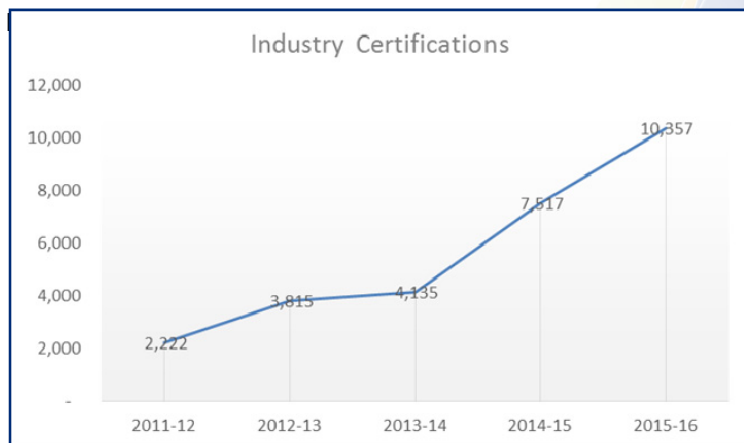
- 1) Increase yearly the number and percentage of students earning industry certifications to enable each school to reach 35% of graduates receiving industry certification.
- 2) Administer Future Plans to ensure all students have a plan to enter either colleges/universities, the military, career technical schools, or employment after graduation.
- 3) Increase the effectiveness of school counselors' use of student performance data as indicated by the correlation between potential for AP courses and enrollment in AP courses. (e.g., 9th/10th PSAT) to more effectively advise students on their College Board Advance Placement potential
- 4) Increase the percentage of students receiving industry certification by providing industry certification exam prep for all available exams to Career Technical and Adult Education (CTAE) teachers so that 100% of the teachers are certified in two years.
- 5) Increase the number of students participating in youth pre-apprentice work-based learning programs in all appropriate occupational areas with an emphasis on high demand occupations.
- 6) Increase the number of industry/corporate advisory committees for all high school career technical programs of study ensuring all career technical programs of study have an industry/corporate advisory committee.
- 7) Increase the number of feeder middle school academy programs to Academies of Pinellas high school programs.
- 8) Administer the SAT Suite of Assessments to at least 90% of all students in grades 8-11 and utilize the results to inform course offerings, professional development offerings, curriculum and instruction improvement efforts and personalized counseling for students.
- 9) Partner with St. Petersburg College (SPC) to administer the PERT to 10th grade students who have a cumulative unweighted GPA of 3.0 or higher for dual enrollment qualification.
- 10) Maintain AVID Site Certification for 35 traditional secondary schools and continue to expand AVID Elementary to two additional sites annually.
- 11) Administer the PSAT/NMSQT to at least 30% of all 11th grade students in order to increase student access to collegiate opportunities through scholarships (National Merit, Hispanic Scholars, etc.), fee waivers and AP credit.
- 12) Increase the post-secondary readiness rates in reading and in mathematics of AVID seniors to at least 5% greater than non-AVID seniors as measured by college ready cut scores for the American College Test (ACT) and Scholastic Assessment Test (SAT).

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

**STRATEGIC
GOAL
5**

Action Goals:

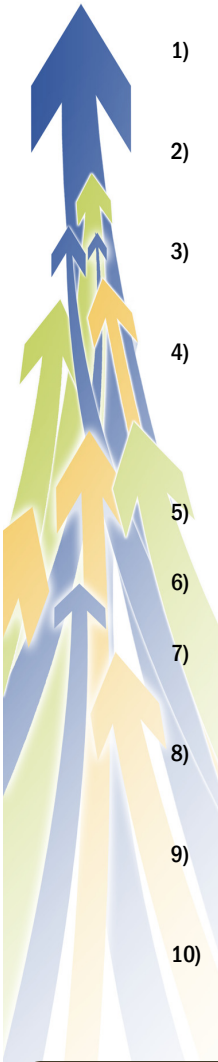
- 13) Increase the post-secondary readiness rates five percentage points in reading and in mathematics as measured by the college ready cut scores for the ACT and SAT.
- 14) Increase the percentage of ESE students who had Individual Education Plans (IEP) in effect at the time they left secondary school 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 surpass the state average for students with disabilities.
- 15) Increase the percentage of PCS graduates who attend Pinellas Technical College.
- 16) Increase the percentage of students scoring at or above the benchmark in Evidence-Based Reading & Writing and Mathematics to exceed the state average on the SAT Suite of Assessments for each grade in grades 8-11.
- 17) Increase the percentage of eighth grade students with a completed four year high school plan to 100%.
- 18) Increase the number of seniors who meet the standardized test eligibility and community service requirement for Medallion and Academic Bright Futures.
- 19) Increase the number of graduating students with a completed Florida Financial Aid Application.
- 20) Increase the number of students with a completed Free Application for Federal Student Aid (FAFSA).
- 21) Increase the percentage of graduating seniors who apply to a four year post-secondary institution to 60%.



STRATEGIC GOAL 6

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

Action Goals:

- 
- 1) Ensure that 100% of all Title I and IDEA expenditures can be correlated with student growth scores or learning gains using reviews of progress monitoring data with school staff to track student progress and make necessary adjustments.
 - 2) Maintain 100% compliance of the Pinellas County Early Childhood Education Plan through progress monitoring and regular status checks of programs (sites, numbers, funding, effectiveness) with VPK/ Early childhood providers.
 - 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.
 - 4) Increase and promote the opportunities for school choice in the District by offering an engaging curriculum, competitive school programs and attractive campuses selected by parents and students. Develop a local definition of school program/ functional capacity and post schools with available seats on the student Assignment website to comply with the new school Choice law.
 - 5) Continue to reduce the number of leased Portable Classrooms to realize a cost savings to the District and keep students in the main school building(s).
 - 6) Maintain and continuously improve the established process for class size as measured by the number of schools meeting class size.
 - 7) 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.
 - 8) Provide safe, healthy and efficiently operated schools including the recommended "Green" initiatives and sustainable design certifications in new construction, retrofits and maintenance activities.
 - 9) Provide safe and efficiently operated bus transportation to ensure the success of our students by increasing on time performance, reducing accidents, breakdowns and fuel costs.
 - 10) Decrease the number of vacant teacher positions daily in each school from the first day of school and improve teacher attendance overall.

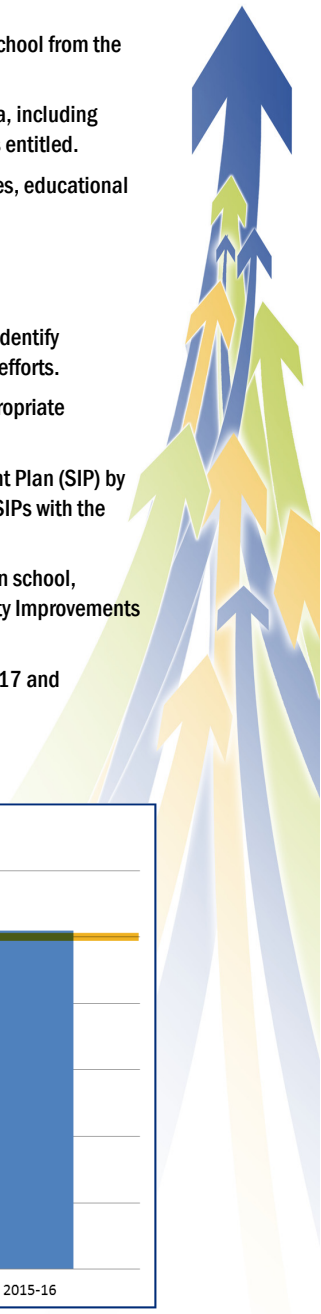
Results Through 2015-2016

The District continues to maintain the AdvancED Accreditation Commission's Systems Accreditation. This distinction is the highest level of accreditation that a school system can receive from the organization. Accreditation through AdvancED provides each of our 130 school sites with a globally recognized distinction of quality. It demonstrates commitment to continuous improvement to the five AdvancED standards and provides tools to monitor progress toward the standards as well as technology to survey students, staff and families in a systematic manner.

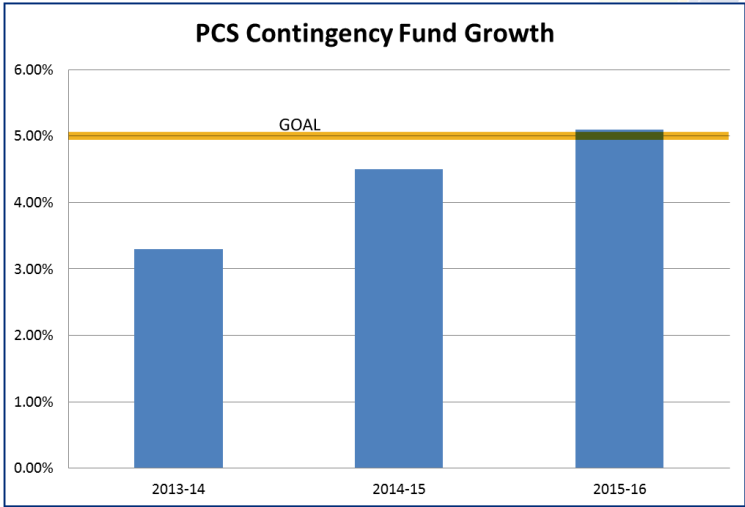
Develop and sustain effective and efficient use of all resources for improved student achievement and fiscal responsibility.

Action Goals:

- 11) Decrease the number of unfilled substitute positions daily in each school from the first day of school by monitoring the substitute fill rate.
- 12) Improve the review and processing of Full-Time Equivalent (FTE) data, including transportation records, to ensure the district receives all FTE monies entitled.
- 13) Conduct revenue vs. expenses analysis of school sites, District offices, educational programs and District operations.
- 14) Ensure a minimum of 5% contingency is accomplished by 2016.
- 15) Ensure any audit comments are corrected within a calendar year.
- 16) Examine all new state mandates to determine funding sources and identify significant unfunded mandates as a part of the District's legislative efforts.
- 17) Ensure that the budget process includes steps that incorporate appropriate stakeholders and a timely sequence of all essential components.
- 18) Improve the development and monitoring of the School Improvement Plan (SIP) by plan reviews of SIP goals, action plans, timelines and alignment of SIPs with the District Strategic Plan.
- 19) Incorporate the AdvancED Report in the District Strategic Plan and in school, department and work site plans to ensure accomplishment of Priority Improvements and to maintain successful Powerful Practices.
- 20) Monitor the progress on the plans for Turnaround schools for 2016-17 and communicate improvements for Turnaround schools.



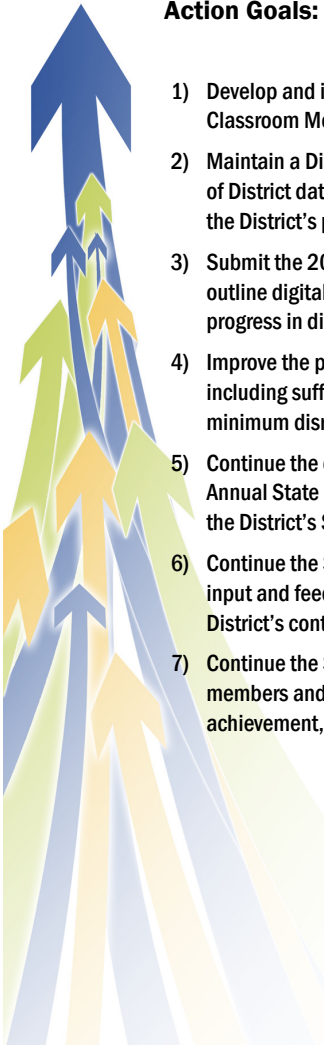
Results Through 2015-2016



STRATEGIC GOAL 7

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

Action Goals:

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- 1) Develop and implement the computer refresh based on the Technology Needs for Classroom Model.
 - 2) Maintain a District dashboard of Key Performance Indicators for the communication of District data to inform the Board, administrators, teachers, staff and the public on the District's progress.
 - 3) Submit the 2016-17 Pinellas County Digital Classroom Plan to the Florida DOE to outline digital learning and student performance outcome improvement metrics for progress in digital learning.
 - 4) 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.
 - 5) Continue the communication and number of offerings of the Superintendent's Annual State of the District event to address community leaders of the progress on the District's Strategic Plan.
 - 6) Continue the Superintendent's Educator of the Year Teacher Task Force to provide input and feedback as it relates to student achievement, instruction and the District's continuous improvement efforts.
 - 7) 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.

Results Through 2015-2016

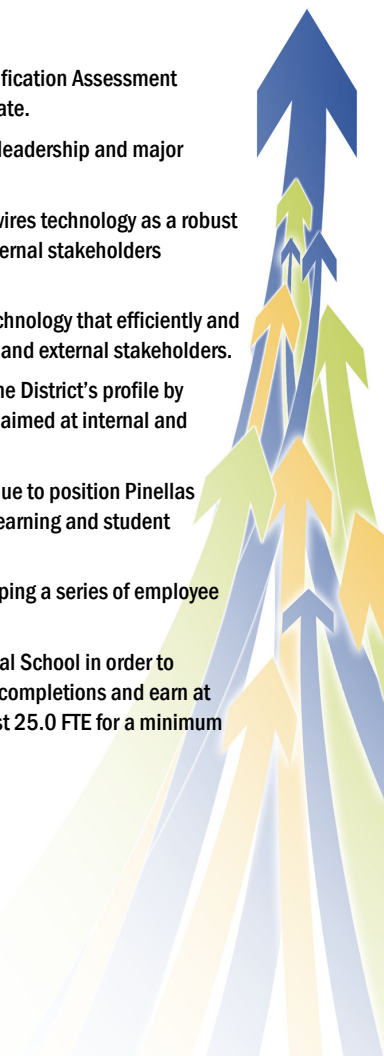
The District completed its redesign of the District and school websites to create a vital communication hub for the public education community with a focus on better connecting with families. In the first two years since the District site launched on August 1, 2014, the site received 20.76 million homepage visits. The District site and school sites are continuously updated by a network of 531 trained content managers.

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

**STRATEGIC
GOAL
7**

Action Goals:

- 8) Continue to implement an Instructional Technology (IT) Simplification Assessment Initiative as recommended by the program review as appropriate.
- 9) Ensure that each school has an updated brochure identifying leadership and major accomplishments, programs and needed parent information.
- 10) Continue to improve the new District website utilizing Schoolwires technology as a robust communication and promotional tool to keep internal and external stakeholders apprised of District progress, programs and initiatives.
- 11) Ensure that all schools have websites utilizing Schoolwires technology that efficiently and effectively communicates information to the schools' internal and external stakeholders.
- 12) 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.
- 13) Utilize best practices in promotional communication to continue to position Pinellas County Schools as the district of choice for quality teaching, learning and student achievement.
- 14) Provide communication training for PCS employees by developing a series of employee communication workshops and marketing them to staff.
- 15) 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 275.0 FTE in 2016-17 with an annual increase of at least 25.0 FTE for a minimum of three years.



Results Through 2015-2016

The District's Office of Strategic Communications promotes major initiatives, announcements and news items through the PCS Newsroom, District website, videos, newsletters and social media. Approximately 500 news articles and 50 videos were posted online during the 2015-2016 school year. The PCS Newsroom received 247,666 total webpage views.

Model for Successful Strategic Plan Implementation

Strategic Planning

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

Project Management

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

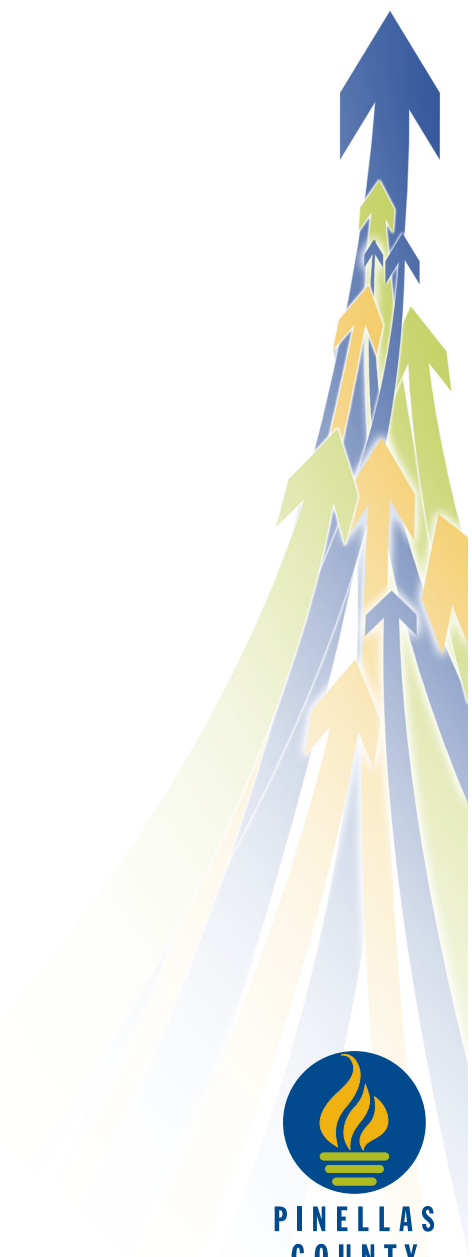


Improvement Activities

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

Periodic Plan Checks

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



**PINELLAS
COUNTY
SCHOOLS**

PINELLAS COUNTY SCHOOL BOARD

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