

# Sarasota County School District 2015-2016 Strategic Plan

## Strategic Focus Areas (Pillars), Goals, Objectives, Initiatives & Projects

*Quality: Maintaining intense focus on measured results for student achievement*

**Goal 1** Manifest the potential for excellence in all students and continuous improvement of student achievement through rigorous curriculum, high-quality instruction, targeted assessment and application of data

**Objective 1** Improve the percentage of students who are at proficient levels or greater in reading, math, science and writing and are making annual learning gains in reading and math

### Initiative

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| Develop and implement instructional models to support student achievement |
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### Projects

- Design and integrate collaborative technology-infused English language arts and social studies learning environments in all eight middle schools through a three-year partnership with the Gulf Coast Community Foundation and the Charles and Margery Barancik Foundation
- Partner with donors at the Gulf Coast Community Foundation and the Charles and Margery Barancik Foundation to pilot a Reading Recovery program at Atwater, Cranberry and Tuttle that will support at-risk first graders
- Implement an International Baccalaureate Program (IB) at Venice High School to provide VHS students access to a highly rigorous diploma program
- Partner with Office Depot, Inc. in collaboration with IBM to use district data and feedback for the creation of a web-based personalized learning system. The scope of the project will be initially focused on Algebra I students and teachers at one middle school and high school.
- Implement the Project Elevate program to design and apply the arts integration instructional approach for teaching and learning to promote student engagement and academic performance in the arts and other content areas
- Implement iReady at all elementary schools K-5 for diagnostic and targeted instructional support in reading and mathematics as well as for progress monitoring
- Implement Achieve 3000 for all middle and high school Intensive Language Arts students to provide scaffolded access and instruction of informational text aligned to mastery of standards
- Provide support to all math teachers K-12 in the implementation of the NEW math textbook series based on alignment of standards and best practices of instruction and assessment
- Expand volunteer tutor programs to include volunteer math tutors for middle schools and volunteer reading tutors for second and third grade using a revised program grounded in Florida State Standards

### Initiative

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| Establish comprehensive assessment, monitoring and accountability system to support student learning |
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- Design and develop summative assessments for subjects and grades not assessed by FCAT and the “hard to assess” areas.
- Develop and implement the delivery of a digital report card for grades K-12 in the Parent/Student Portal

**Objective 2** Reduce the performance gap between subgroups of students

### Initiative

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| Establish a Task Force to research and make suggestions to address the issues affecting the achievement gap in elementary schools |
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### Projects

- Evaluate and address the issue of chronic absenteeism in elementary schools (i.e., begin an “Every Day Counts” campaign)

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- Evaluate and expand mentoring, mental health services, enrichment and remediation opportunities (including before and after school) in our elementary schools
- Provide Summer Learning Academies (i.e., the Eagle Academy) at our four highest poverty elementary schools
- Develop partnerships between PK/VPK programs and elementary schools, and expand VPK opportunities

### Initiative

Implement and monitor a district-wide system supporting the District's Multi-Tiered System of Supports

### Project

- Implement and monitor the transition of paper to digital access for teachers to document the process of MTSS interventions

**Objective 3** Increase student participation and success rates in rigorous courses

### Initiative

Increase traditionally underrepresented populations in rigorous courses (6-12)

### Project

- Develop and refine the "Project Success" initiative within all eight middle schools to accelerate student success and access to rigorous courses and to generate a focus on college and career planning through a partnership with the Education Foundation
- Develop a process to include research-based student identification and course scheduling practices to support increased access and participation in college level coursework

**Objective 4** Increase the graduation rate and increase options for students to pursue multiple pathways for success and advancement

### Initiative

Design or enhance opportunities for students to experience relevant, rigorous instruction that connects to their career interests and post-secondary aspirations

### Projects

- Develop and implement the monitoring and training process for Project 10 to support increased graduation rates and decreased dropout rates
- Develop career explorations and opportunities for real world connections in learning through the EdExploreSRQ platform
- Design and implement a vertical academy between McIntosh Middle School, Sarasota Middle School, and Sarasota High School to instruct students in grades 6-12 on coding and the employment opportunities in the greater Sarasota area
- Enhance the TeamUP! portal to include a path to recruit specifically for CTE support from business partners
- Develop a Community-Based Career Academy that leverages the Performance Based Diploma (PBD) program by pairing it with instruction in the construction trades. Academic instruction will be integrated with career skills and work-based learning to enable fourth-year high school students to graduate on time with marketable skills in the construction trades.

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## *People: Maximizing the value of our staff, partners and stakeholders*

**Goal 1** Develop and nurture a professional and high-performing workforce based on trust, compassion, mutual respect and integrity

**Objective 1** Develop a high quality workforce

### **Initiative**

Align Leadership Development with national trends, state standards and district priorities

### **Projects**

- Develop and implement professional learning for school leaders that will promote high quality coaching and differentiated feedback resulting in improved instructional practice. The strategies, tools, and systems implemented will be aligned to the major areas of focus, including accountable talk, math fluency and vocabulary investigation
- Redesign the Preparing New Principals program to follow new Florida Department of Education leadership standards

**Objective 2** Create conditions that foster a high quality work environment

### **Initiative**

Establish technology access at every cost center for all staff

### **Projects**

- Initiate and coordinate the replacement cycle of inter-active whiteboards to inter-active led display panels in classrooms across all schools in the district
- Establish a program for teachers to implement new technologies to evaluate the impacts on instruction and learning in a variety of curricular areas across different grade levels

**Goal 2** Expand and strengthen community and family involvement to foster ownership and shared responsibility for student success

**Objective 1** Increase/strengthen parent/family school partnerships

### **Initiative**

Provide opportunities for the development of parent education skills

### **Project**

- Expand parent education offerings similar to the Alta Vista Eagle Academy's "Parent University" to multiple elementary schools

**Objective 2** Increase/strengthen community and business partnerships

### **Initiative**

Develop increased opportunities for business/community/government partnerships

### **Projects**

- Establish a collaboration between the United Way of Sarasota County and Booker Middle School to design and implement an on-site Place-Based Initiative that involves local non-profit agencies to support students and families in the BMS geographic area
- Support and grow the Campaign Against Summer Hunger collaboration between the All Faiths Food Bank and the district Food and Nutrition Services Department.
- Develop and nurture relationships with the City of North Port and Sarasota County government that ensure a Suncoast Technical College presence in the city of North Port, accompanied by a county library and city conference center
- Partner with the Suncoast Campaign for Grade-Level Reading to implement strategies that address absenteeism, summer learning loss, and early learning opportunities in order to increase the percentage of third graders who read on grade-level

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- Establish cooperative development plan with USF to recruit and retain quality teachers
- Develop and launch a marketing campaign to inform current and potential business/ government/ community partners of the TeamUP! Portal
- Work in concert with the Florida House Institute and Sarasota County Government to implement the “Home on Earth” initiative funded through a grant from the Toyota America Foundation. The program will use the Florida House on the Suncoast Technical College campus to teach fifth-grade students how energy interacts with the home.

**Goal 3** Recruit, hire and retain a diverse, high-performing workforce aligned with district values.

**Objective 1** Enhance recruitment efforts to increase and retain a diverse and high-quality workforce

### **Initiative**

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| Develop processes and procedures that support hiring, retention and development of the workforce |
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### **Projects**

- Redesign the evaluation process in collaboration with SC/TA and those most affected by the evaluation process
- Continue negotiations with SC/TA to develop a merit-pay system for teachers
- Create a connected system between the Instructional Improvement System and the Professional Development System that aligns professional learning opportunities with teachers’ areas of need, provides support for new teachers, and encourages self-reflection and growth

## Sarasota County School District 2015-2016 Strategic Plan

***Service: Promoting courteous, professional, efficient and productive interactions among our staff, students, parents and visitors***

**Goal 1** Ensure that all staff interactions with our district employees, students, families and community members are courteous, professional, efficient and productive

**Objective 1** Provide continuous and effective communications

**Initiative**

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| Expand and enhance district communication and engagement with students, staff and community stakeholders |
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**Projects**

- Design and conduct community engagement sessions in the Venice Middle School area to help determine the thoughts, desires, and priorities of the local community
- Design and conduct community engagement sessions with the Alta Vista Home Owner's Association and surrounding communities to find ways to better connect local schools (SHS and Alta Vista) to the community
- Initiate marketing campaign with development and implementation of re-designed district logo
- Complete integration of all school and department websites into re-designed, responsive district website

**Goal 2** Deliver high-quality support services that are essential to the educational success of students.

**Objective 1** Sustain the highest possible level of customer service while continuously reducing costs

**Initiative**

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| Streamline customer service management processes |
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**Projects**

- Improve and expand the use of building-related data by expanding the use of Archibus to improve customer response and capital budgeting and by implementing DOCUPRO to improve and speed interactions between Construction customers and partners
- Develop a data base to track space availability related to student generation from developments to be used in school concurrency evaluations

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## *Resources: Ensuring full and equitable use of our facilities, systems and funding*

**Goal 1** Secure, organize and optimize resources for supporting high-quality instruction and improved academic results

**Objective 1** Maintain, enhance or upgrade capital assets

**Initiative**

Develop a comprehensive capital asset management plan

**Project**

- Evaluate the best long-term solution for the fiber connectivity between all school and department sites across the district

**Objective 2** Employ strategies and technologies that encourage and aid process improvements

**Initiative**

Establish integrated information systems

**Projects**

- Integrate components of teacher evaluation, MTSS, professional development and assessment reporting into the MY Instructional Improvement System

**Initiative**

Establish processes and procedures that support operational efficiencies

**Projects**

- Pilot and implement automated timekeeping for those classified staff where it makes sense to streamline the process

**Goal 2** Sustain public trust and confidence in the school district through exercising sound financial practices and effective stewardship of funds

**Objective 1** Enhance district-wide financial services to effectively manage and control operating expenditures and capital costs.

**Initiative:**

Establish process and procedural improvements that create financial capacity

**Projects:**

- Complete an Impact Fee study to provide updated information required for the School Board to decide whether the current moratorium on school impact fees should be lifted and what the appropriate amounts of any new fees should be
- Open a Wellness Center at the Landings administrative complex to improve employee health and wellness through classes, exercise, and health screenings resulting in cost savings in healthcare expenses and lost time away from work
- Establish an inter-governmental Disaster Management Recovery Plan that includes standardized financial processes and procedures across all governmental agencies in Sarasota County to maximize cost recoveries in the event of a declared emergency
- Transition from a fully insured to a self-insured healthcare program to produce cost savings to the District by the assumption of risk and reduced fees associated with the Affordable Care Act

# Sarasota County School District 2015-2016 Strategic Plan

*Safety: Protecting our resources, staff, students, parents and visitors.*

**Goal 1** Provide a school environment that is safe, conducive to learning, and free from unnecessary disruption

**Objective 1** Integrate best practices that encourage positive behavior

**Initiative**

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| Implement programs that promote positive behavior for all district staff, students and parents |
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**Projects**

- Monitor and evaluate the implementation of the Positive Behavior Support system
- Implement Sarasota Against ViolenceE (SAVE) federal grant to work with community partners to develop anti-violence and character-building curricula; improve access to services and after-school programs; and develop training for teachers, administrators, mental health staff, parents, community partners and youth to create a safer school environment, reduce disruptive behavior, prevent violence, understand the consequences of exposure to violence and provide appropriate mental health screening
- Implement the coordination of integrating intensive support services between Board Certified Behavior Analyst and school staff to increase academic success and safety for students and staff
- Implement the process to coordinate services between the judicial system, community resources and schools to facilitate students remaining on track for college and becoming career ready
- Integrate restorative strategies in the school-based Positive Behavior Support system to increase student academic engagement, accountable talk and productive group work

**Objective 2** Maintain school-wide safety

**Initiative**

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| Develop systems and infrastructure that support school-wide safety |
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**Projects**

- Support the achievement of NIMS compliance for the district
- Evaluate Continuation of Operation Plan (COOP)
- Increase the number of schools configured to single-point visitor access
- Expand the use of practical and effective security technologies
- Strengthen partnerships with local, state and federal law enforcement and emergency management officials
- Expand application of safety protocols, provide additional training and increase the frequency of drills to ensure compliance with best practices

**Revised September 14, 2015**