

Sarasota County School District

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.

Performance Measures:

Percent of students proficient in reading and mathematics at grades 3-5, 6-8 and 9-10
Percent of students making annual learning gains in reading and mathematics
Performance gaps between African-American and Hispanic subgroups in the percent proficient in reading and math
Participation in accelerated courses: Percent enrolled in Advanced Placement (AP), International Baccalaureate (IB), Dual Enrollment (DE), Honors
Graduation rate
Percent ready for college (based on CPT, ACT and/or SAT)

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:

Develop and implement instructional models to support student achievement

Projects:

- Align the district curriculum and instructional program to the Next Generation Sunshine State Standards (NGSSS) in Mathematics and Science
- Develop and implement a district-wide model for high school FUSION classes, Intensive Reading classes and CAR-PD intervention classes
- Enhance STEM (Science, Technology, Engineering and Mathematics) opportunities for students that increase achievement and promote readiness for STEM-related postsecondary programs and careers
- Develop and implement sustainable arts, science and history cultural programs that are integrated with the NGSSS curriculum through a partnership with the Patterson Foundation

Establish comprehensive assessment, monitoring and accountability system to support student learning

Projects:

- Develop an instructional reporting system that informs teachers' instructional decisions, monitors student progress and supports the problem solving focus of RtI
- Develop and implement an integrated mathematics and science formative assessment system that is aligned to the instructional focus calendar to support and guide instruction

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Objective 2. Reduce the performance gap between subgroups of students as defined by No Child Left Behind (NCLB).

Initiative:

Develop, implement and monitor a district-wide system supporting the District's response to intervention (RTI)

Projects:

- Design and deliver comprehensive training and support to all school behavior coaches in the process of RtI relevant to behavior intervention

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

Initiative:

Increase traditionally underrepresented populations in rigorous courses (K12)

Projects:

- Refine and monitor the implementation process for the identification and placement of students in Algebra and accelerated middle school mathematics courses
- Implement procedures that support increased opportunities for high school students to successfully complete AP, DE, Honors courses and courses leading to industry certification

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 CAPE Academy models within our current comprehensive high school Small Learning Communities structure
- Design and pilot alternative instructional delivery models using technology tools (i.e., Safari Montage, AngelWeb)

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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.

Performance Measures:

Customer service ratings on climate surveys
Parent evaluations or results
Professional Development participation
Leadership Development participation

Objective 1. Develop a high quality workforce.

Initiative:

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

Projects:

- Implement leadership learning communities using problems of practice, collaboration, relevant data and action research

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

Initiative:

Establish technology access at every cost center for all staff

Projects:

- Analyze and prioritize technology needs in the district

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

Performance Measures:

Parent & community involvement and partnerships:
Number of mentor matches/volunteers & number of school-business partnerships
Number of parents registered to access student information.

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

Initiative:

Provide opportunities for the development of parent education skills

Projects:

- Conduct Parent Education events with increased offerings to further educate parents

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Objective 2. Increase/strengthen community and business partnerships.

Initiative:

Develop increased opportunities for business/community/government partnerships

Projects:

- Implement an online system to connect schools with potential business and community partners

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

Performance Measures:

Employee retention rates and average length of service
Diversity of staff - % minority staff to % student population
Percent of instructional staff with advanced degrees

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

Initiative:

Develop processes and procedures that support hiring, retention and development of the workforce

Projects:

- Revise the evaluation process for classified staff members
- Develop a comprehensive, multi-dimensional process for the hiring of principals

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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.

Performance Measures:

Climate survey ratings on *Communications* correlate
Points of contact with community
Customer Service ratings

Objective 1. Provide consistent, high levels of service to meet and/or exceed realistic customer expectations.

Initiative:

Monitor and evaluate customer service interactions utilizing well-defined employee expectations and training, consistent customer service language and behaviors, and expanded customer feedback systems

Projects:

- Deliver customer service training for administrative and classified staff

Objective 2. Provide continuous and effective communications.

Initiative:

Create, implement and refine a District communication system that is developed to the school level

Projects:

- Implement key elements of the District Comprehensive Communications Plan, including provisions for staff training and periodic system evaluation

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

Performance Measures:

Efficiency and on-time delivery of service

Objective 1. Create and sustain a service driven culture that supports the education of students.

Initiative:

Streamline customer service management processes

Projects:

- Expand and enhance Archibus utilization to further optimize Facilities work management processes
- Expand and enhance Sharepoint utilization to optimize work management processes

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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.

Performance Measures:

Cost savings on business processes: Energy-cost avoidance indicator

Access to technology & electronic solutions: % with access using 4:1 ratio

Labor productivity index

Objective 1. Maintain, enhance or upgrade capital assets.

Initiative:

Develop a comprehensive capital asset management plan

Projects:

- Implement enhancement capabilities in Archibus to improve budget tracking for capital projects
- Document and communicate processes for capital project management.

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

Initiative:

Establish integrated information systems

Projects:

- Implement Phase 1 CrossPointe.net for Finance, Human Resources and Payroll
- Implement Phase 2 CrossPointe.net for Student Information System, Gradebook and Parent Portal
- Implement processing efficiencies and automate manual process to provide our customers and partners with access to information (i.e. self-service portal)
- Implement standard model for design and development of school websites

Initiative:

Establish processes and procedures that support operational efficiencies

Projects:

- Identify productivity and process improvements that result in cost savings to the district

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

Performance Measures:

Percentage of instructional expenditures per student relative to previous year
Percent of variance from original budget to final budget
Unreserved fund balance maintained within School Board policy requirement

Objective 1. Enhance district wide financial management services.

Initiative:

Create and standardize district financial, technology and business policies

Projects:

- Develop standards with regards to technology purchases for software and printers
- Update financial policies and procedures for both District and Internal Funds
- Revise, develop and implement policies involving the use of technology

Objective 2. Effectively manage and control operating expenditures and capital costs.

Initiative:

Improve transparent fiscal management with proactive budget monitoring

Projects:

- Implement methods to monitor budget proactively

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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.

Performance Measures:

Climate survey ratings on *Health & Safety* correlate

Student conduct & discipline: percent absent 20 or more days
discipline infractions/referrals
out-of-school suspensions

Number of security incidences

Objective 1. Integrate best practices that encourage positive behavior.

Initiative:

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

Projects:

- Monitor and evaluate the implementation of the positive behavior support system
- Review and revise policies/procedures and design appropriate training regarding security awareness in the use of electronic devices and the internet

Objective 2. Maintain school wide safety

Initiative:

Develop systems and infrastructure that support school wide safety

Projects:

- Develop plan to support the achievement of NIMS compliance for the district
- Evaluate Continuation of Operation Plan (Co-Op)

