

A Strategic Plan for Continuous Improvement

2018-2023



- A. Graduation
- B. High Standards and Student Achievement
- C. Innovation for College, Careers and Citizenship
- D. Conditions for Learning
- E. Human Capital
- F. Technology Innovation
- G. Fiscal Responsibility and Operations
- H. Parent, Business and Community

MISSION

The mission of the Seminole County Public Schools is to ensure that all students acquire the knowledge, skills, and attitudes to be productive citizens.

VISION

*Seminole County Public Schools (SCPS) will be the premier school district in the State of Florida. The district will be recognized **nationally** for high standards, academic performance and offering students customized educational pathways 24/7/365 in a safe and caring environment.*

BELIEFS and GUIDING PRINCIPLES

Seminole County Public Schools

- is committed to fostering genuine relationships with all stakeholders,
- is a diverse learning organization that operates from a growth mindset through collaboration and exploration,
- believes that students and staff learn and accelerate through academic play and discovery to develop their passions and sense of purpose,
- believes Seminole County Public School graduates should be prepared to be lifelong learners and productive citizens, and
- believes that the curricular offerings and programs are influenced by the demands of our workforce.

PRIORITIES

Excellence

- All schools will perform at the highest competitive levels on state, national and international assessments.
- All students will be provided with high quality, engaging rigorous instruction that fosters creativity and innovation.

Equity

- There is a commitment to closing the achievement gap and a consistency in expectations for all student sub-groups.
- There is a commitment to diversity in district leadership, school student enrollment, and instructional/support staffing.
- There is a commitment to attracting and retaining teachers for Title I and at-promise schools.

The Superintendent will submit reports to the Board no later than 60 days after receiving and/or validating the information. All reports will be presented to the Board at a public meeting and shared with the community. (Policy 2.60)

SYSTEM INITIATIVE A: GRADUATION

Seminole County Public Schools will prepare and support all Early Childhood Program and PreK through Grade 12 students to graduate with their age-appropriate cohort.

Performance Objective

Increase annually by one (1), the percent of students graduating from SCPS as measured by the *Federal Uniform Rate (FUR) (2014: 85.1% to 2019: 90.1%). **FUR Non-Grads: Certificates of Completion, Dropouts, 5th year Graduates, Transfers to Adult Education who are not standard diploma recipients, GED Students, Special Diploma Students are all counted as non-graduates.

Key Performance Indicators

1. Monitor annually the number and percentage of
 - a. Elementary school students who complete elementary school in six (6) years, and
 - b. Middle school students who complete middle school in three (3) years and earn a GPA of 2.0+.
2. Monitor annually the number and percentage of students who enter high school as a member of the At-risk cohort.

The At-risk cohort for graduation base years 2019 and beyond is defined as student who:

- i. earn a Level 1 on either the Grade 8 Reading or Math FSA exam, **or**
 - ii. earn a Level 2 on either the Grade 8 reading or Math FSA exam and have a GPA of 2.0 or below, **or**
 - iii. are absent 10% or more of the school year (unexcused and excused included).
- 3. Monitor annually the number and percentage of PreK students who participated in an SCPS PreK program and who are promoted to Grade 1 after one year of Kindergarten.
- 4. Monitor annually the number and percentage of students whose parents self-report no PreK experience and who are promoted to Grade 1 after one year of Kindergarten.
- 5. Monitor annually the number and percentage of students promoted to Grade 4 on time after one year of Grade 3.

SYSTEM INITIATIVE B: HIGH STANDARDS & STUDENT ACHIEVEMENT

Seminole County Public Schools will prepare each student for academic and job related success in the 21st century by offering rigorous learning environments that include Advanced Placement (AP), International Baccalaureate, Honors, Advanced Opportunities and Gifted and Talent Development programs.

Performance Objective 1: KPIs 1-2

Seminole County Public Schools will be ranked at the top in Florida* in English/Language Arts, Mathematics, and Science based on the current Florida Department of Education A+ Accountability Program data, and the Florida Standards Assessment (FSA).

*Comparison made to the Central Florida districts, the 17 largest districts state-wide and the 67 comprehensive school districts, as well as demographically-similar school districts.

Performance Objective 2: KPIs 3-7

Seminole County Public Schools will monitor student performance on nationally normed and locally created assessments to provide students, parents and community members with nationally comparative information and teachers with data to inform instruction.

Key Performance Indicators

State Accountability System Indicators

1. All Seminole County Public Schools and the Seminole County School District will achieve a Florida Standards Assessment (FSA) grade of “A” for the 2018-19 school year.
 - a. To increase from 38% to 100% the percent of elementary schools earning an “A” in 2018-19.
 - b. To increase from 25% to 100% the percent of middle schools earning an “A” in 2018-19.
 - c. To increase from 33% to 100% the percent of high schools earning an “A” in 2018-19.

Action

Each school’s School Improvement Plan (SIP) will address improvement by subgroup in each accountability cell and improvement in attendance, achievement gap, and advanced opportunities.

2. Increase annually by two (2), the percent of student’s scoring Level 3+ on the FSA Algebra I End of Course (EOC) exam by the end of Grade 9.

Local Accountability Indicators

3. Monitor annually each iReady Diagnostic Assessment K-5 by grade and 6-8 for participating students to determine progress toward the goals of:
 - a. a minimum of 65% of students scoring at grade level and above, and

a minimum of 65% of students earning one year's growth in one year's time.
(Baseline 2018-19)

4. Monitor annually the aggregated standards assessed on the first, second and third Common 9-week Exams in English Language Arts (grades 6-10) , Mathematics (grades 6-8) and End of Course Assessments in Algebra I and Geometry to ensure that a minimum of 65% of students achieve on grade level performance. (Baseline 2018-19).
5. Increase annually by one (1), the percent of Grades 10, 11-and 12 students who are designated as College Ready based on their PSAT or SAT performance.
6. Increase annually by one (1), the percent of free/reduced lunch students enrolled in gifted programs.
7. Monitor annually the percentage of Advanced Opportunity (AO) students participating in and successfully completing (grade of C or higher) advanced courses. (Baseline 2018-19)

SYSTEM INITIATIVE C: INNOVATION FOR COLLEGE, CAREERS & CITIZENSHIP

Seminole County Public Schools will implement district and school innovations, including elements of ePathways and digital learning that prepare students for college and careers, and to be productive citizens in our great country and the future economy.

Performance Objective

Increase opportunities annually for students to engage in activities that develop the skills identified in the *ePathways Skills for Future Ready Graduates* model by expanding innovative instructional delivery using critical thinking, teamwork, and technology, developing new and expanding current career/technical education programs, and increasing student access to, and use of, technology through interactive learning devices.

Key Performance Indicators

1. K-12: Increase the number and percentage of schools and students participating in district-initiated digital learning, including virtual, blended, and digitally-enhanced learning.
2. Elementary: Increase the number and percentage of schools and students participating in ungraded enrichment activities during the school day, including world languages, programs of enrichment, and computer science.
3. Middle: Increase the number and percentage of students who earn one or more digital tool certificates and/or industry certifications.
4. High: Increase the number and percentage of students who complete high school with a monetized post-secondary benefit (e.g. passed an Advanced Placement, International Baccalaureate Course, or Career Pathways exam that articulates for college credit, passed a dual enrollment course, earned an industry certification or workforce credential/license, or participated in a high school internship).

SYSTEM INITIATIVE D: CONDITIONS FOR LEARNING

Seminole County Public Schools is an academic institution comprised of students who succeed when conditions for learning are optimized. The district has identified the conditions for learning as physical safety, student wellness, attendance, teacher-student relationships, social-emotional learning and student conduct. System focus on continuous improvement of these conditions will benefit student learning and therefore, graduation (System Initiative A), student achievement (System Initiative B), and college, career, and citizenship readiness (System Initiative C).

Performance Objective

A positive school culture and climate will assist students in optimizing their learning. Seminole County Public Schools will monitor the aggregate score on the 5Essentials Survey for Supportive Environments in schools.

Key Performance Indicators Key Performance Indicators

1. Increase by two (2) percent, the aggregate score of all schools on the learning condition of physical safety as measured by the 5Essentials Survey. (Baseline 2017-18)
2. Monitor quarterly the chronic absenteeism (10% or more absences) of students. (Baseline 2017-18)
3. Increase by two (2) percent, the aggregate score of all schools on the learning conditions of student-teacher relationships and academic personalism as measured by the 5 Essentials Survey. (Baseline 2017-18)
4. Monitor quarterly suspension (in-school and out-of-school) data for all subgroups. (Baseline 2017-18)

SYSTEM INITIATIVE E: HUMAN CAPITAL MANAGEMENT

Seminole County Public Schools will build a highly effective, performance based organization by recruiting, acquiring, motivating, training and rewarding a high performing workforce.

Performance Objective

Seminole County Public Schools will build and maintain a more diverse and healthy workforce and retain a highly developed and skilled teaching force that is present and engaged with students, increasing our recruitment of minority instructional personnel, developing instructional and administrative leadership capacity, and creating a district-wide culture of health and wellness.

Key Performance Indicators

1. Improve teacher retention by 10% when comparing the percentage of teachers who were hired in 2014 – 2015 and still with SCPS in 2018-2019 as compared to the percentage of teachers who were hired in 2013-2014 and still active with SCPS in 2017-2018.
2. Increase by 10% the number of minority teacher applicants for the 2019-2020 school year as compared to the 2018-2019 school year.
3. Increase by 10% the number of minority school-based administrator applicants for the 2019-2020 school year as compared to the 2018-2019 school year.
4. When comparing 2018-2019 data to 2017-2018 data, increase by 5% the number of instructional personnel who were engaged in Distributive Leadership opportunities provided through Leadership Pathways.
5. When comparing 2018-2019 data to 2017-2018 data, increase by 5% the number of administrative personnel who were engaged in Distributive Leadership opportunities through Leadership Pathways.
6. When comparing 2018-2019 data to 2017-2018 data, decrease by 10% the aggregate number of student attendance days that classroom teachers were absent from their classrooms.
7. When comparing open enrollment data for insurance plan year 2019 to open enrollment data for insurance plan year 2018, increase by 10% the number of participants in the School Board insurance program who have met the Wellness Incentives.

SYSTEM INITIATIVE F: TECHNOLOGY INNOVATION

Seminole County Public Schools will provide a reliable, technology-rich environment that supports learning, creativity, and productivity.

Performance Objectives

1. SCPS will provide sufficient **network** resources that support teaching, learning, and operational aspects necessary within a future ready public school district.
2. SCPS will provide and support technology **devices** as tools that enhance the learning of all students and maximize the efficiency and productivity of its employees.
3. SCPS will plan for, deliver, and support **applications** embedded within teaching and learning as well as the operational spaces of a high performing public school district.

| Key Performance Indicators | | |
|---|--|---|
| Network | Devices | Applications |
| <p>1a – Network availability will improve to and be maintained at the “triple 9s” level (99.9%).</p> <p>1b – Conduct an annual security threat analysis on network vulnerability.</p> | <p>2 – Given sufficient funding, the modern student-to-computer ratio will be adjusted to 3:1 and all schools will meet the adjusted ratio by the end of the 2019-20 academic year.</p> | <p>3a – Provide all students with the district’s current enterprise communication and collaboration toolset; Microsoft® Office365.</p> <p>3b – Design, develop, and deliver training on feature sets provided within the new unified communications applications.</p> |

Maintenance Statement

1a. Network Availability– The SCPS data network availability fell short of the “triple 9s” goal, reaching an uptime of 99.2%. The metric for this goal removes planned outages, which are necessary to perform scheduled maintenance on the network. The SCPS network has fiber running to all schools and has enlisted Spectrum mitigation services for reducing the impact of external attacks to our network. However, the district experienced several Distributed Denial of Service (DDoS) attacks during 2017-18, resulting in nearly 6 hours of unplanned network downtime within 30 consecutive days and a total of 60 hours from August, 2017 through May, 2018. Information Services has recently engaged Spectrum’s management and security groups to ensure that mitigation services are properly configured to reduce the impact of future events, but this remains an ongoing process. SCPS purchases 1,517,146 linear feet of fiber from the county government at a cost of \$212,400/annually.

1b. Network Security – SCPS conducted an internal penetration and vulnerability test during

SYSTEM INITIATIVE F: TECHNOLOGY INNOVATION (continued)

2017-18. Effort and resources spent on this objective helped identify potential gaps in network security, specifically from inside threats. Continued effort was also spent on educating SCPS employees regarding the increase of phishing attempts in email messages. Next steps for 2018-19 including conducting a “Purple Team” assessment. This collaborative exercise will aid SCPS in evaluating effectiveness of its security applications and its cybersecurity team’s incident response plan. Purple Teaming is a deliberate execution of tests to assess the organization’s processes and technologies and how our team reacts to cybersecurity threats and attacks. The outcome will improve our processes by identifying and reducing gaps in security practices.

2. Devices – The definition of a “Modern Computer” can be defined two ways, either by using the age of the device or by using the computing power, in terms of processor and RAM memory.

| Student-to-Modern Computer Ratio | |
|----------------------------------|---|
| <= 5 Years | iSeries Processor + 4 GB RAM Memory |
| 2:1 | 3:1 |

a) Modern Computer = 5 years or newer = 2:1 (students: computer)

b) Modern Computer = iSeries Processor + 4 GB RAM = 3:1

3a. All secondary students now have Microsoft Office365 accounts and access to the Microsoft suite of products. As of 2018-19, 5th grade students have access to Microsoft Office365 accounts. Current considerations are for a rollout of accounts to 4th grade students during the 2018-19 academic year.

3b. Training for the VoIP Unified Communications System entered its pilot phase on Monday, July 10, 2017. Pilot participants include the Information Services Department and Seminole County Virtual School. The Lake Mary and Seminole cluster schools had VoIP implemented and training for staff in 2017-18. The Oviedo Cluster is scheduled for implementation and training prior to Winter Break, 2018.

SYSTEM INITIATIVE G: FISCAL RESPONSIBILITY AND OPERATIONS

Seminole County Public Schools will strive to ensure that financial and operating resources are optimally utilized to serve each student in a safe, healthy and secure environment.

Performance Objectives

1. Continue to develop and provide training in standardized financial and procurement practices, processes, and reports in order to improve economic efficiency, decision making, and accountability.

Key Performance Indicators

- a. Ensure use of standardized purchasing, contracting and competitive solicitation practices by operations, facilities and all cost centers.
 - i. Agreed upon procedures engagement by an independent accounting firm
 - ii. Surveys measuring responsiveness and clarity
 - b. Ensure transparency and improve efficiency by creating standard financial reports and making them accessible to all cost centers to provide information to monitor staffing and expenditures.
 - i. Identify unmet needs through surveys
2. Explicitly plan for the cost of new facilities to accommodate projected enrollment growth through the integration of budgeting and financial planning across all funds and revenue sources.

Key Performance Indicator

Create and annually increase the amount in the new construction project.

3. Consistent operational procedures and practices will be established and refined to focus on retention of asset value and asset adequacy to support school innovation and student achievement.

Key Performance Indicators

- a. Decrease average number of days required for Work Order completion by 5% annually.
- b. Improve, refine, and enhance the school based administrator training for the developed quality of service instruments to establish trending of key quality indicators relative to custodial cost per square foot and cost per student.
- c. Continue the introduction of custodial service technology (software & equipment).
- d. Refine and update the budget baseline for tracking and reducing the level of deferred maintenance districtwide through the established key elements in the Capital Improvement Budget.
- e. Reduce transportation fleet age by 5% annually through reinvestment and reduce maintenance expenditures (cost per bus & cost per student transported)

- by 2% annually.
 - f. Reduce the Maintenance white fleet age by 5% annually through reinvestment and reduce maintenance expenditures (cost per vehicle) by 2% annually.
4. Critical factors that contribute to safe, healthy and secure learning and work environments will be consistently improved in order to provide optimal conditions for students and staff.

Key Performance Indicators

- a. Increase training program opportunities for operational staff and establish annual staff progression plans - Leadership, OSHA, Equipment, & Materials.
- b. Decrease completion rate/time of work tasks identified in the Annual District Safety Surveys and Risk Management Reports by 2% annually.
- c. Establish a condition/assessment baseline for media centers and classrooms districtwide and create a renewal plan to support future funding in the Capital Improvement Budget. (Media Centers Baseline 2018-2020; Classroom Baseline 2019-2021)
- d. Refine and update developed campus security analysis and priorities.
- e. Increase in miles between preventable accidents for Transportation fleet by 5% annually.
- f. Implement and upgrade technology in Transportation fleet (GPS & video) by 10% annually.

SYSTEM INITIATIVE H: PARENTS, BUSINESS & COMMUNITY

Seminole County Public Schools will work to develop an overall communications plan that will incorporate a variety of new marketing tools/resources in an effort to further enhance and promote the district.

Performance Objectives:

1. Develop consistent SCPS branding throughout the district to include, but not limited to: newsletters, flyers, brochures, emails, web presence, and other external/internal communications tools.

2. Create the following new communication resources:
 - Individual School Websites for all 67 locations
 - Transition from Synrevoice to SchoolMessenger for email & phone blasts
 - Develop District Graphics Style Guide
 - Social Media Archiving for all SCPS school and district social media sites
 - Interactive videos on SCPS programs and initiatives

3. Improve media and community relations through the use of proactive communication tools such as social media, phone/email blasts, press releases, public forums, special events, web and professional marketing efforts.

2018-2023 Strategic Plan

Appendix

Key Performance Indicator (KPI) Definitions

System Initiative A

- KPI 1.a. By September 1st entering 6th grade students over 12.5 years old are considered overage. Indicator = number of non-overage students/ total 6th grade enrolled students from survey 2.
- KPI 1.b. *Numerator:* students with promotion status “P” (promoted) at the end of 8th grade; Year to Date (YTD) Grade Point Average (GPA) 2.0 and higher, and has a 6th grade record 2 years prior on survey 5. *Denominator:* students with promotion status available at the end of 8th grade and has a record 2 years prior on survey 5.
- KPI 2. For students in the 2015-2018 cohorts, the definition of At-risk will remain the previous Florida DOE definition of Level 1 or 2 on FCAT 2.0 Reading and Math.
- For students in the 2019 cohort and beyond, students will be considered At-Risk if they: earn a Level 1 on either the grade 8 Reading or Math FSA exam, OR if they earn a Level 2 on either the grade 8 reading or Math FSA exam AND have a GPA of 2.0 or below OR are absent 15% or more of the school year (unexcused and excused included).
- An At-risk graduation rate will be reported for the prior year graduating cohort. Cohort sizes will be reported for all other years.
- KPI 3. Numerator: number of KG students promoted to 1st grade with SCPS PreK records. Denominator: number of KG students with SCPS PreK records. (Any students with promotion status code “P” after finishing KG will be included in numerator)
- KPI 4. Numerator: number of KG students promoted to 1st grade with self-report no PreK experience. Denominator: number of KG students with self-report no PreK experience.
- KPI 5. Baseline 2015-16 assuming 3rd grade mandatory retention reinstated.

System Initiative B – State and Local Accountability System Indicators

- KPI 1a-c. All Seminole County Public Schools and the Seminole County School District will achieve a grade of “A” in 2019. (As reported by the Florida Department of Education)
- KPI 2. Increase annually by 2 the percent of student’s scoring Level 3+ on the FSA Algebra I End of Course (EOC) by the end of Grade 9. Report by subgroup (Black, Hispanic, White, SWD, ELL and FRL) and by grade level (7, 8, 9). Denominator: the number of 7th/8th/9th graders actively enrolled in SCPS by the end of school year. Numerator: Students earned level 3 and above on Algebra I EOC Exam (multiple years test scores in skyward, add PERT and old Alg1 scores for Meeting Grad Req)
- KPI 3. Monitor annually K-5 by grade level and 6-8 for participating students for each iReady Diagnostic Assessment that;
- 65 percent of students score at grade level or above.
 - 65 percent of students achieve the growth target of one year’s growth in one year’s time.

Report Growth by Typical and Stretch

- KPI 4. Monitor annually that 65 percent of students achieve on grade level performance based on the aggregated standards assessed on the first, second and third Common 9-week Exams in English Language Arts (grades 6-10), Mathematics (grades 6-8) and End of Course Assessments in Algebra I and Geometry.
"On grade level performance" is determined by students mastering 50% of the aggregated standards on all three Common 9-week Exams.
- KPI 5. Increase annually by 1 the percent of Grades 10-12 students who are designated as College Ready assessed on their SAT or PSAT performance. Denominator: the number of actively enrolled 10th, 11th and 12th graders by the end of school year. Numerator: students whose highest SAT EBRW/Math scores meet the college ready benchmark.
- KPI 6. Increase by one the percent of FRL students enrolled in gifted programs. Denominator: the number of FRL students in prior year survey 3. Numerator: the number of FRL students with "L" as exceptionality
- KPI 7. Monitor the percentage of Advanced Opportunity (AO) students participating in and successfully completing (grade of C or higher) advanced courses. Baseline will be determined in 2018-2019.