

A photograph of three students sitting on a green metal bench outdoors. On the left is a young man with short brown hair, wearing a dark green polo shirt and khaki shorts, looking towards the camera. In the center is a young woman with long, dark, curly hair, wearing a black polo shirt and blue jeans, looking directly at the camera. On the right is a young man with short brown hair, wearing a white polo shirt with a small blue logo on the chest, smiling at the camera. The background shows a school building and trees under a blue sky with white clouds.

STRATEGIC PLAN 2020-2023

“Leading with Grace and Respect”

High-Quality
Instruction

High-Quality
Staff

Safe and Supportive
Environment

Resources and
Operational Processes

Communication
and Community
Engagement



School Board & Superintendent



**Jamie M.
Haynes**
District 1



**Anita
Burnette**
District 2



**Jessie
Thompson**
District 3



**Carl G.
Persis**
District 4



**Ruben
Colón**
District 5



**Dr. Carmen J.
Balgobin**
Superintendent

Vision Statement

Create life-long learners prepared for
an ever-changing global society.

Mission Statement

Volusia County Schools will ignite a passion for
learning in all students to be productive citizens.

Goals

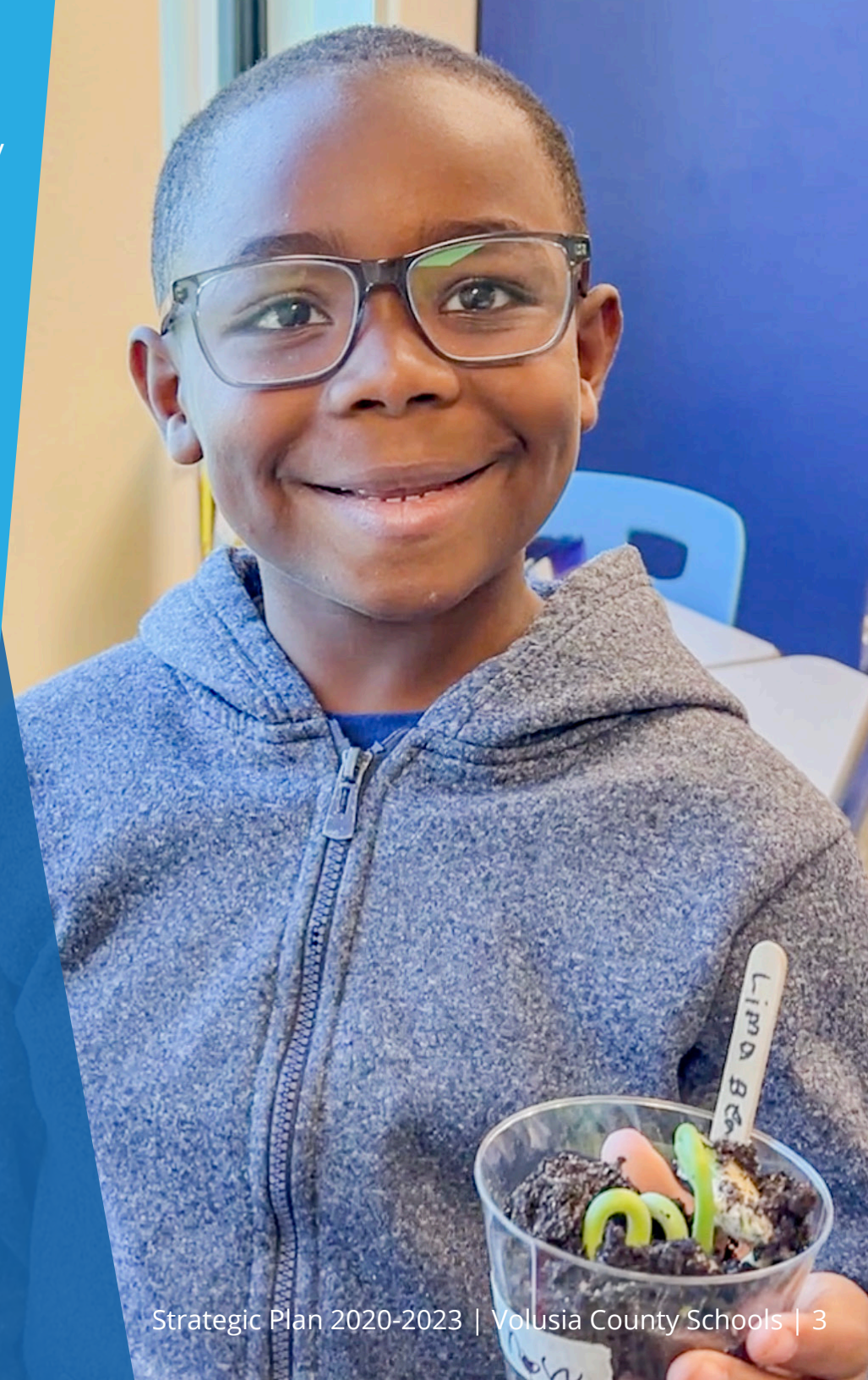
1. Engage ALL students in high levels of learning EVERY day
2. Recruit, retain and develop high-quality staff
3. Provide a safe, healthy and supportive environment
4. Ensure resources and operational processes are strategically aligned
5. Strengthen communication and community engagement



Core Beliefs

We believe...

- ... in maximizing our potential one student at a time
- ... people are our strength
- ... in trust and mutual respect
- ... in shared decision-making
- ... all systems impact student learning



Message from the School Board



(From left to right): Carl G. Persis (District 4), Jamie M. Haynes (District 1), Anita Burnette (District 2), Dr. Carmen J. Balgobin (Superintendent), Linda Cuthbert (District 3), and Ruben Colon (District 5)

Dear Friends of Volusia County Schools,

It is with great pleasure that we share our newly-adopted Volusia County Schools 2020-2023 Strategic Plan, focusing our work for the next three

years. A tremendous amount of collaboration guided the work of creating a plan that clearly communicates our redefined mission and vision, and our core beliefs that are the foundation for all our work.

Volusia County Schools has

implemented numerous opportunities for students which have fostered real-world skills and student achievement. While we celebrate our progress, we also recognize that there is a continuous need for improvement in our schools and in the outcomes for all students. We understand that the continued success of the district's mission can only be accomplished through a community-wide vision coupled with a commitment to action and sustained engagement.

Volusia County Schools enjoys strong support from all aspects of our community: local business partners, three institutions of higher learning, the non-profit sector, citizen-taxpayers, local government and countless volunteers who reinforce our schools with vital contributions of time,

expertise, services and financial investments.

We are thankful for a community that invests in our students and believe this Strategic Plan will focus our collective efforts creating life-long learners for an ever-changing global society. On behalf of all Volusia County School Board members, I want to express our sincere gratitude for the countless hours of time, energy, thoughtful deliberation and creativity shared by so many in the development of this plan and, most importantly, on behalf of our students.

Let's work together to positively impact student learning, and provide every student the best educational experience possible.

Sincerely,

Volusia County School Board

Message from the Superintendent



Dr. Carmen J. Balgobin
Superintendent of Schools

Volusia County Schools covers 16 municipalities and employs 7,800+ staff to serve a diverse population of about 63,000 students attending 85 schools. VCS is the 13th largest school district in Florida.

The district's students have a diverse ethnic makeup, with large populations of White, Hispanic and Black/African-American students, and smaller populations of multi-racial and Asian students. According to Florida Department of Education data, almost 60% of VCS students are economically disadvantaged. Students with disabilities account for almost 18% of all learners, and English

Language Learners make up 6.4% of students.

Currently a "B" district on the state's 2018-19 district report card, VCS celebrates an 84.5% graduation rate. Over the past three years, the district has achieved a nearly eight-point increase in this metric, while still not quite meeting the statewide average of 86.9% in 2018-19. Part of this success is due to numerous opportunities for students to engage in deeper learning, including enrollment in multiple Career and Technical Education (CTE) programs and career academies, Advanced Placement (AP) classes, International Baccalaureate (IB) courses, dual enrollment with local colleges and universities, and industry certifications.

With this new Strategic Plan, there is a strong focus and desire to address persistent and substantial achievement gaps that exist between key subgroups, most notably between White and Black/African-American students and between Non-English Language Learners and English Language Learners. In addition, the district is focused on improving meaningful learning gains for students in the lowest 25% of learners. In addition to academic achievement and life-readiness for all students, the district has a renewed focus on reducing chronic absenteeism and suspension rates. The district has already tested several campaigns targeting specific populations such as students who are homeless.

While progress has been made, leadership has made attendance, suspensions and behavior a significant focus for the new Strategic Plan.

District Grade:
"B"

Number of Students:
63,000

Number of Employees:
7,800

Number of Schools:
85

Graduation Rate:
84.5%

13th largest
school district in the
State of Florida

The Volusia County School District strategic plan was developed through a collaborative process that regularly engaged community and staff members.

The process began with a comprehensive assessment of current and historical data related to student outcomes, program implementation, and district performance. This information was then coupled with stakeholder perspectives collected through a series of focus groups and interviews with the school board, district leaders, school leaders, educators, families, and community members. An all-staff survey rounded out the initial data collection to ensure multiple opportunities for input

and feedback.

Based on the strengths and opportunities identified during this initial phase, an external consultant facilitated the school board through a workshop to re-define the district's vision, mission, and core belief statements. After that, district leadership dug into the barriers and root causes of stakeholder-identified areas of opportunity and used these as a basis for articulating specific goals and strategies for the strategic plan. It is important to emphasize that the strategic plan does not represent all of the work underway in the district, but focuses instead on those areas that must be prioritized with additional focus and effort in order to achieve our mission.

The plan itself was created during the height of the

COVID-19 pandemic, drafted through a series of virtual workshops with district goal teams and input from board members. At key points throughout the plan's development, the team held focus groups with school leaders and teachers for feedback and to ensure their voices were meaningfully incorporated.

This strategic plan is the result of this several-month process that has consistently emphasized stakeholder engagement and district ownership of the plan; it is our intention that this plan is a living, breathing document that will be regularly reviewed and updated throughout implementation.

To ensure this, we will implement a series of

performance management routines to have regular conversations about progress, known as stocktakes. Stocktakes include monthly conversations between the accountable leaders of rotating goal areas and the Superintendent, as well as semi-annual summary reports to the School Board on progress to date. While this plan is the result of a months-long process, it is truly in the fidelity of implementation over the next three years where the challenges lie. VCS leadership and staff have exhibited a strong commitment to ensuring the goals, metrics and strategies in this plan are aligned with the overall mission of the district and can be regularly checked for progress or modification.

GOAL 1:

Engage all students in high levels of learning every day

Ensure every student receives high-quality, equitable, standards-based curriculum and instruction that is consistent throughout the district.

Metrics of Success:

1. Improve our district grade from 57% (SY 19-20) to 62% (SY 22-23).
2. Increase our graduation rate from 84% (SY 19-20) to 90% (SY 22-23) to meet or exceed the state average.
3. Increase our college and career ready acceleration rate from 49% (SY 19-20) to 60% (SY 22-23) to meet or exceed the state average.

Priority Strategies:

- A. Engage ALL students in high levels of learning in **English Language Arts** EVERY day resulting in increased proficiency and growth.
- B. Engage ALL students in high levels of learning in **Mathematics** EVERY day resulting in increased proficiency and growth.
- C. Engage ALL students in high levels of learning in **Science** EVERY day resulting in increased proficiency and growth.
- D. Increase access and equity for ALL students through intervention and remediation EVERY day to close the achievement gap.
- E. Increase enrichment and acceleration opportunities for ALL students EVERY day that will lead to college, career and life readiness.

GOAL 1A

Strategy:

Engage ALL students in high levels of learning in **English Language Arts** *EVERY day* resulting in increased proficiency and growth.

Description:

Ensure all students are engaged in high-quality, standards-aligned **English Language Arts** instruction, utilizing the curriculum maps and assessment resources district-wide.

Activities:

1. Review and revise curriculum maps and provide training and coaching for effective implementation to impact learning (Curriculum).
2. Provide content-focused professional learning that results in effective implementation of high-impact, standards-aligned instructional strategies (Instruction).
3. Analyze student assessment data to provide differentiated support based on students' needs (Assessment).

Rationale:

As a result of professional development focused on high-quality standards-aligned instruction, and use of high-quality standards-aligned instructional materials as outlined in the Volusia Curriculum Maps, a higher percentage of students will become proficient readers and writers according to State and National Assessment outcomes.

GOAL 1B

Strategy:

Engage ALL students in high levels of learning in **Mathematics** *EVERY day* resulting in increased proficiency and growth.

Description:

Ensure all students are engaged in high-quality, standards-aligned **Mathematics** instruction, utilizing the curriculum maps and assessment resources district-wide.

Activities:

1. Review and revise curriculum maps and provide training and coaching for effective implementation to impact learning (Curriculum).
2. Provide content-focused professional learning that results in effective implementation of high-impact, standards-aligned instructional strategies (Instruction).
3. Analyze student assessment data to provide differentiated support based on students' needs (Assessment).

Rationale:

This strategy is aligned to the goal to support Mathematics instruction through the continuum of K-12 mathematics to prepare students for college and career readiness.

GOAL 1C

Strategy:

Engage ALL students in high levels of learning in **Science** *EVERY day* resulting in increased proficiency and growth.

Description:

Ensure all students are engaged in high-quality, standards-aligned **Science** instruction, utilizing the curriculum maps and assessment resources district-wide.

Activities:

1. Review and revise curriculum maps and provide training and coaching for effective implementation to impact learning (Curriculum).
2. Provide content-focused professional learning that results in effective implementation of high-impact, standards-aligned instructional strategies (Instruction).
3. Analyze student assessment data to provide differentiated support based on students' needs (Assessment).

Rationale:

By providing Professional Learning Standards-aligned teacher training focused on improving teachers' content knowledge, improving instructional delivery practices and effectively utilizing data from standards based assessments, a higher percentage of students will obtain the knowledge and skills required by the state standards.

GOAL 1D

Strategy:

Increase access and equity for *ALL students* through intervention and remediation *EVERY day* to close the achievement gap.

Description:

Ensure all schools provide targeted intervention and remediation for *ALL students* to close identified achievement gaps.

Activities:

1. Provide timely disaggregated formative and summative assessment data to make informed instructional decisions that increases student proficiency and narrows the achievement gaps.
2. Ensure consistent intervention, remediation and ongoing progress monitoring processes are utilized at every school to increase student proficiency and narrow achievement gaps.
3. Establish consistent inclusive practices to ensure that the continuum of services is provided to meet the individual needs of students with disabilities in the least restrictive environment.

Rationale:

By ensuring that all schools follow data-driven intervention and remediation processes along with inclusive practices, students in our lowest performing subgroups will increase achievement.

GOAL 1E

Strategy:

Increase enrichment and acceleration opportunities for *ALL students EVERY day* that will lead to college, career and life readiness.

Description:

Ensure all schools provide enrichment and acceleration opportunities for *ALL students* that will lead to college, career and life readiness.

Activity:

Increase student enrollment and success in enrichment opportunities and acceleration courses to enhance college and career readiness and to ensure access and equity.

Rationale:

By ensuring a data-driven process we will increase student achievement and will provide access and equity in enrichment and acceleration courses to enhance college and career readiness.

GOAL 2

Recruit, retain and develop high-quality staff

Ensure that systems are designed and implemented to recruit, retain and develop high quality staff.

Metrics of Success:

1. **Improve recruitment** by reducing the number of vacancies on the first day of school from 75 (SY 19-20) to 45 (SY 22-23).
2. **Enhance staff development** by increasing the percentage of staff indicating they are supported as professionals and regularly receive feedback on their practice from 51% (SY 19-20) to 67% (SY 22-23).
3. **Increase retention of effective or highly effective staff** retained year over year from 85% (SY 19-20) to 95% (SY 22-23).

Priority Strategies:

- A. Build a cohesive recruitment system that includes innovative recruitment strategies.
- B. Develop instructional leadership knowledge and capacity in current and aspiring leaders to create a strong talent pipeline.
- C. Strengthen professional learning system.
- D. Focus on providing actionable, meaningful feedback that leads to an increase in employee engagement, retention and performance.

GOAL 2A

Strategy Statement:

Build a cohesive recruitment system that includes innovative recruitment strategies.

Description:

Designing and implementing multiple recruitment strategies will develop a larger, more talented, racially and ethnically diverse teacher candidate pool, from which to adequately staff the needs of the district by the start of the school year.

Activities:

1. Establish and maintain a diverse recruitment team and process with the purpose of creating a diverse instructional pool.
2. Attend and provide a variety of recruitment events and activities, tracking data to determine event return on investment.
3. Early and close association with student interns and potential future teaching candidates.

Rationale:

By recruiting a diverse and qualified teacher pool, our instructional vacancies will decrease, which will have a direct impact on instruction (Goal 1). Research shows that teachers of color help close achievement gaps for students of color in a safe and supportive environment (Goal 3). Focusing on hiring a diverse teaching population will have a positive impact on student achievement as well as workforce equity (Goal 2).

GOAL 2B

Strategy Statement:

Develop instructional leadership knowledge and capacity in current and aspiring leaders to create a strong talent pipeline.

Description:

Volusia County School's leadership development programs will produce instructional leaders who are prepared to implement the district's vision and will support the development of a strong talent pipeline for future generations of leaders.

Activities:

1. Develop a transparent and consistent leadership pathway to include eligibility requirements and a process to properly vet candidates.
2. Strengthen instructional and operational knowledge and capacity in newly assigned, current, and aspiring leaders.
3. Develop and foster relationships with colleges, universities and professional organizations to support leadership development.

Rationale:

Developing current and aspiring leaders will lead to producing high quality staff (Goal 2) and ensure individuals are prepared to lead and support high quality instruction (Goal 1) in a safe and orderly environment (Goal 3). Overall, this will impact the efficacy of talent management in the district.

GOAL 2C

Strategy Statement:

Strengthen professional learning system.

Description:

Volusia County Schools' professional learning system for all instructional and non-instructional employees will provide ongoing support by increasing the cohesiveness between Human Resources processes and professional learning opportunities.

Activities:

1. Strengthen school-based induction guidelines to ensure all new teachers are assigned a mentor and engaged in suggested induction practices on their school campus.
2. High-impact professional learning opportunities will be provided to all instructional employees throughout the school year utilizing a variety of delivery methods.
3. Training bundles will be identified and built for non-instructional clerical staff and will be delivered in a blended learning model throughout the school year.

Rationale:

Properly onboarding, supporting and developing instructional and non-instructional employees will lead to producing high quality staff (Goal 2) and ensure new teachers are prepared to engage students in high-quality instruction (Goal 1). Overall, this will positively impact retention because staff that feels safe and supported are more likely to continue working in the school district (Goal 2 and 3).

GOAL 2D

Strategy Statement:

Focus on providing actionable, meaningful feedback that leads to an increase in employee engagement, retention and performance.

Description:

Strengthen the capacity of all stakeholders to give and receive actionable, meaningful feedback resulting in increased job satisfaction, employee retention and student achievement.

Activities:

1. Develop a process to ensure frequent and meaningful feedback to employees.
2. Establish steering committees for all the evaluation instruments.
3. Strengthen training provided to all stakeholders focused on actionable and timely feedback in the evaluation process.

Rationale:

By improving the evaluation process, we will develop high-quality staff (Goal 2). By focusing on meaningful and actionable feedback, it will lead to increased employee performance (Goal 1). Overall, this will strengthen relationships between staff and supervisors creating safe and supportive environments that will increase retention (Goal 3).

GOAL 3

Provide a safe, healthy and supportive environment

Ensure all students and staff are provided with a safe, healthy and supportive environment focused on learning.

Metrics of Success:

1. Reduce the number of suspensions district-wide from 5,874 (SY 19-20) to 3,000 (SY 22-23).
2. Mitigate COVID-related spikes in chronic absenteeism to pre-pandemic levels for the number of students that are missing 10% or more of school for any reason, returning to 14.2% (SY 22-23).
3. Increase the positive outcomes in healthy referrals for Vision from 57.75% (SY 19-20) to 67.75% (SY 22-23) and Hearing 51.07% (SY 19-10) to 61.07% (SY 22-23).
4. Increase the percentage of students who feel safe in their classrooms for the elementary and secondary level by 5% (from TBD baseline collected in SY 20-21).

Priority Strategies:

- A. Utilize district-supported multi-tiered systems of support (MTSS) and social-emotional learning (SEL) practices.
- B. Standardized discipline processes and provide consistent alternatives to suspension.
- C. Support school leaders to build a positive school culture at their buildings.
- D. Enhance support around school safety.

GOAL 3A

Strategy Statement:

Utilize district-supported multi-tiered systems of support (MTSS) and social-emotional learning (SEL) practices.

Description:

Develop the capacity of school-based staff to identify and support students' social-emotional learning needs through tiered interventions.

Activities:

1. Deliver differentiated staff trainings on SEL and mental health interventions.
2. Review existing SEL-related initiatives and efforts, as well as other evidence-based SEL programs.
3. Develop and implement a comprehensive school counseling program.
4. Implement peer counseling and mediation programs at all schools.

Rationale:

Implementing SEL interventions has improved the school environment which results in better social and academic outcomes for students. Students participating in SEL programs also showed improved classroom behavior, an increased ability to manage stress and depression, and better attitudes about themselves, others and school.

Since implementing SEL, districts improved reading and math scores. Attendance, graduation and GPA increased, as well as teacher effectiveness. Suspensions and expulsions decreased. Students felt safer and more connected to school.

GOAL 3B

Strategy Statement:

Standardize discipline processes and provide consistent alternatives to suspension.

Description:

This strategy will attempt to align discipline processes across the county using one master discipline matrix. We will also focus on integrating and implementing Social-Emotional Learning (SEL) strategies in our discipline process with a focus on: consequences not punishment, suspension as a last resort, personal responsibility, and growth.

Activities:

1. Create Discipline Matrix to be used district-wide.
2. Support and monitor implementation of revised matrix.
3. Revamp In School Suspension (ISS) program to include “Why try” program.
4. Ongoing Restorative Practice training with all staff.

Rationale:

An increase in positive relationships between students and staff will decrease referrals and suspensions (in school and out) which will allow for more in-class learning and instruction, and will create a more positive culture.

GOAL 3C

Strategy Statement:

Support school leaders to build a positive school culture at district facilities.

Description:

Positive school culture focuses on establishing shared norms, traditions and belief systems that result in positive experiences for all stakeholders. By developing a peer-to-peer learning model, school leaders are empowered to share best practices in the implementation of effective culturally responsive instruction, discipline and community building practices.

Activities:

1. Provide school leaders with support and training in best practices for improving school climate.
2. School leaders ensure teachers are infusing culturally responsive practices in their classroom management system, identifying potential implicit bias and ensuring they provide equitable learning opportunities for all students.
3. School leaders establish a mentoring program in conjunction with the district's VIPS coordinator to ensure students have a positive relationship with at least one adult on campus.

Rationale:

By improving the overall school culture, we will produce high-quality instruction (Goal 1) which will in turn improve positive student outcomes. Improving the overall school climate will improve retention of minority and high-quality staff (Goal 2). By focusing on culturally responsive strategies, staff will be able to communicate and engage more effectively with all stakeholders (Goal 5).

GOAL 3D

Strategy Statement:

Enhance support around school safety.

Description:

This strategy focuses on ensuring administration support for safety and security initiatives, training staff to successfully implement them, and monitoring implementation using student and staff anonymous safety audits.

Activities:

1. Assess, monitor and enhance district safety practices, establish “golden rules” for school safety for principals to enforce, encourage management of “golden rules” by encouraging principals to conduct leadership walks around campus.
2. Increase training and Q&A opportunities on safety/security to create a “speak out” culture for stakeholders.
3. Student-specific and faculty/staff-specific anonymous safety audits.

Rationale:

By familiarizing stakeholders with their role in safety and security, everyone can contribute to providing a safe school environment while also helping to deter active assailant incidents on our campuses.

GOAL 4

Ensure resources and operational processes are strategically aligned

Ensure all resources and operational functions are efficient and aligned with the district vision and strategy.

Metrics of Success:

1. **Improve operational efficiency** by increasing the percentage of 10 key performance indicators being met from 40% (SY 19-20) to 70% (SY 22-23).
2. Maintain a minimum of 5% **unrestricted fund balance to revenue**.

Priority Strategies:

- A. Strategically deploy technology through equitable and standardized processes while empowering employees to access and utilize the resources effectively.
- B. Increase operational efficiency across departments.
- C. Analyze and reallocate revenue and expenditures in alignment with strategic priorities.

GOAL 4A

Strategy Statement:

Strategically deploy technology through equitable and standardized processes while empowering employees to access and utilize the resources effectively.

Description:

Provide student device access with appropriately aligned digital resource access for all K-12 students to promote personalized learning opportunities that extend educational experiences beyond the traditional school day and environment. Develop a continuum of training to help educators leverage a technology environment to influence learners.

Activities:

1. Use predictive purchasing strategies to plan and sustain increased device access for all K-12 students to achieve 1:1 access by the school year 2022-2023 and appropriate refresh of technology hardware.
2. Increase technology support staff.
3. Create a software acquisition process.
4. Identify current and future needs of end users and create training to support implementation and usage.
5. Clearly define business processes, expectations of usage and work toward improving efficiency.

Rationale:

The availability of technology for all students can enhance learning opportunities when incorporated with high-quality instructional practices. By identifying user needs, defining processes and expectations, sustainable resources will be developed that **align resources and operational processes** (Goal 4). The regular delivery of training will **develop high-quality staff** (Goal 2) who are equipped to either **support or deliver high-quality instruction** (Goal 1).

GOAL 4B

Strategy Statement:

Increase operational efficiency across departments.

Description:

Operational efficiency within all departments will maximize the district's fiscal responsibility, while providing our customers superior facilities and/or service.

Improve operational efficiency across departments (Transportation, Maintenance, School Food Services, Facility, Purchasing and Warehouse, Finance, and Technology Services) through the utilization of Key Performance Indicator data. KPI's would allow for departments to dissect data and make effective and efficient business decisions.

Activities:

1. Each operational department will develop key performance indicators (KPIs) to measure operational efficiency.
 - a. Departments will monitor designated KPI's quarterly.
 - b. Departments will report data quarterly.
2. Each department will develop standard operating procedures (SOP) that align with KPI's to measure operational efficiencies.

Rationale:

The use of designated KPI's will be used to make data-driven decisions, thus providing departments guidance for efficient operations. This will allow departments to adjust their business processes and streamline operations to meet the needs of all Volusia County schools.

GOAL 4C

Strategy Statement:

Analyze and reallocate revenue and expenditures in alignment with strategic priorities.

Description:

In order to strategically leverage funds, expenditures will be analyzed and those not aligning with the strategic plan or having a low return on investment will be reprioritized. Additionally, opportunities to generate cost-saving efficiencies will be identified to support strategic plan priorities.

Activities:

1. Compare staffing formulas to peer districts, evaluate, then adjust if needed to better align funds in support of strategic plan goals.
2. Centralize all district grants for process oversight to maximize grant fund utilization.
3. Expand the utilization of budgeting and cost tracking procedures.
4. Analyze larger dollar and higher-risk internal audit results to identify savings and efficiencies.

Rationale:

Efficient use of resources will allow us to redirect revenue to support district priorities. By identifying additional resources, we can direct funds to assist in recruiting, retaining and developing high-quality staff (Goal 2), create a safe and supportive environment (Goal 3), which will impact instruction (Goal 1).

GOAL 5

Strengthen communication and community engagement

Ensure consistent, clear communication both internally and externally.

Metrics of Success:

1. Increase the number of **community partners who are actively engaged** from 292 (SY 19-20) to 450 (SY 22-23).
2. **Improve internal stakeholder perception** based on the percentage of employees that agree or strongly agree the district communicates effectively (target TBD based on baseline collected in SY 20-21).
3. **Improve external stakeholder perception** by increasing the average overall score on AdvancED Family Engagement Survey from 2.97 (SY 19-20) to 3.2 (SY 22-23).

Priority Strategies:

- A. Strengthen partnerships and deepen engagement with the broader community.
- B. Communicate openly and effectively with families and the community so they feel welcomed, valued and informed.
- C. Communicate information quickly, clearly and accurately to all employees across the district.

GOAL 5A

Strategy Statement:

Strengthen partnerships and deepen engagement with the broader community.

Description:

Active collaboration with businesses and community organizations will provide resources and programs that otherwise would not be possible. This will result in unique learning opportunities to maximize student achievement and create positive experiences for all stakeholders.

Activities:

1. Expand business and community partnership opportunities for meaningful engagement.
2. Expand Choice marketing.

Rationale:

By strengthening partnerships with the community, we will improve school culture and create positive learning experiences for students. Improving the school climate will improve retention and recruitment of high-quality staff. Engaging the community will bring more people into the schools to build broad support for the public-school system, while also have a positive economic impact.

GOAL 5B

Strategy Statement:

Communicate openly and effectively with families and the community so they feel welcomed, valued and informed.

Description:

External communication can be strengthened by establishing a culture of open communication that is consistent, concise and easily understandable. This will result in families and the community being provided important information that directly impacts them. Improving interactions between the public and staff will positively impact how visitors feel and their perception of our schools and the entire district. Establishing a brand identity will provide guidelines and consistency that are in alignment with and project the district's values, culture and vision.

Activities:

1. Execute a communication plan to provide consistent and timely information that is geared for a defined audience.
2. Professional development for staff to increase level of customer service.
3. Build brand identity.

Rationale:

Communicating honestly and directly with families and the community will build credibility and trust, enhance public understanding, promote effective community relations, and encourage involvement and support for district decisions and activities. When people feel welcomed and valued, their perception of individual schools and the district will improve.

GOAL 5C

Strategy Statement:

Communicate information quickly, clearly and accurately to all employees across the district.

Description:

Internal communication is critical in order to actively engage employees, improve retention and increase performance. Developing protocols and processes will establish expectations and create consistency to make sure employees are receiving the information they want and need in a regular and consistent manner. This will also create opportunities for feedback and a sense of belonging.

Activities:

1. Establish a clear and effective internal communications plan.
2. Build relationships across departments.

Rationale:

By developing protocols and processes for internal communications, we will create an environment with well-informed employees who support student success and understand and contribute to district initiatives. Frequent and consistent communication will improve morale by encouraging employees to become involved in district decisions and activities, while eliminating possible confusion and mixed messages. Collaboration between departments will eliminate working in silos, boost loyalty, and strengthen connections between employees by uniting them in a common goal.

A young Black student with short hair and blue-rimmed glasses is smiling and holding a black tablet. They are in a library or classroom setting with bookshelves in the background.

Strategic Plan Goals & Strategies

1. High-Quality Instruction

- 1A. Engage ALL students in high levels of learning in **English Language Arts** *EVERY day* resulting in increased proficiency and growth
- 1B. Engage ALL students in high levels of learning in **Mathematics** *EVERY day* resulting in increased proficiency and growth
- 1C. Engage ALL students in high levels of learning in **Science** *EVERY day* resulting in increased proficiency and growth
- 1D. Increase access and equity for *ALL students* through intervention and remediation *EVERY day* to close the achievement gap.
- 1E. Increase enrichment and acceleration opportunities for *ALL students* *EVERY day* that will lead to college, career and life readiness.

2. High-Quality Staff

- 2A. Build a cohesive recruitment system that includes innovative recruitment strategies.
- 2B. Develop instructional leadership knowledge and capacity in current and aspiring leaders to create a strong talent pipeline.
- 2C. Strengthen professional learning system.
- 2D. Focus on providing actionable, meaningful feedback that leads to an increase in employee engagement, retention and performance.

3. Safe & Supportive Environment

- 3A. Utilize district-supported multi-tiered systems of support (MTSS) and social-emotional learning (SEL) practices.
- 3B. Standardized discipline processes and provide consistent alternatives to suspension.
- 3C. Support school leaders to build a positive school culture at their buildings.
- 3D. Enhance support around school safety.

4. Resources & Operational Processes

- 4A. Strategically deploy technology through equitable and standardized processes while empowering employees to access and utilize the resources effectively.
- 4B. Increase operational efficiency across departments.
- 4C. Analyze and re-allocate revenue and expenditures in alignment with strategic priorities.

5. Communication & Community Engagement

- 5A. Strengthen partnerships and deepen engagement with the broader community.
- 5B. Communicate openly and effectively with families and the community so they feel welcomed, valued and informed.
- 5C. Communicate information quickly, clearly and accurately to all employees across the district.





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