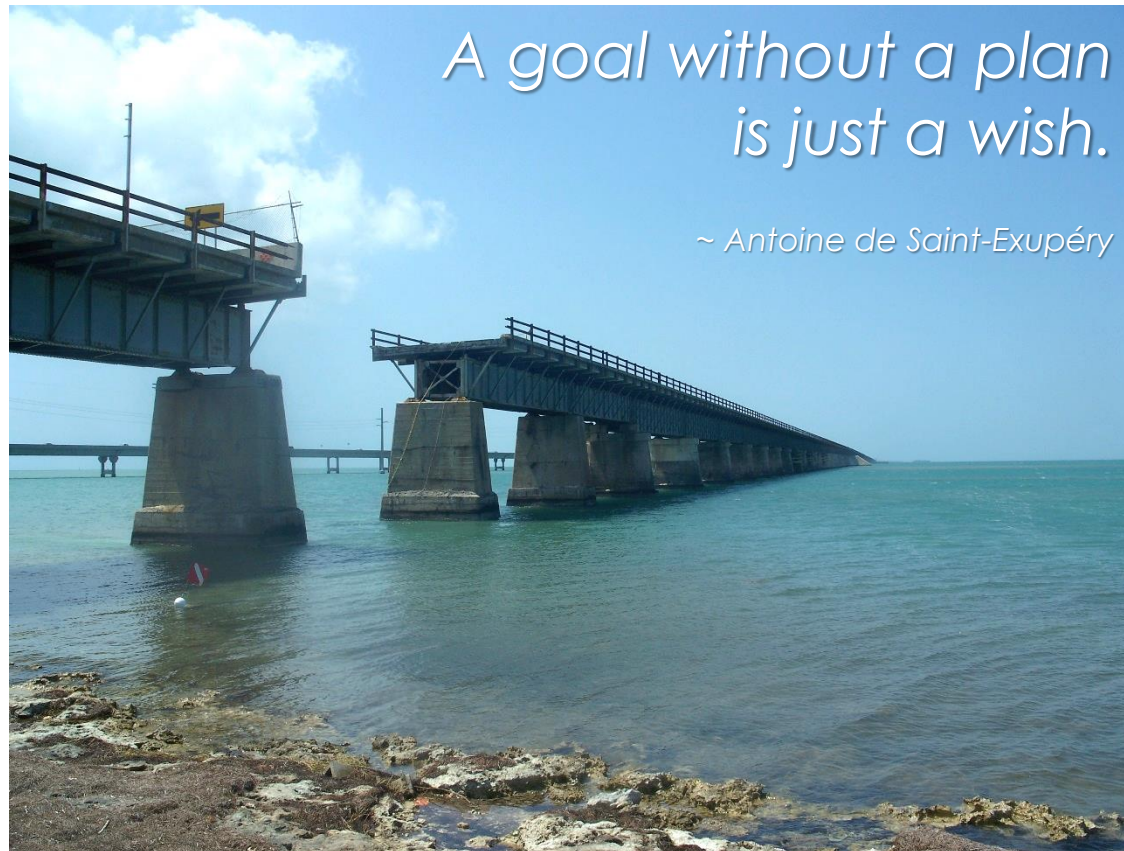# 2017-18 Annual Outcomes Report & 2019-22 Strategic Plan Kickoff

Dr. Deborah Posner, Executive Director
Mr. Maurice Woods, Chief Strategy & Operations Officer

A goal without a plan is just a wish.

~ Antoine de Saint-Exupéry

Objectives for Board Input

o   Feedback on 2017-18 Strategic Plan progress

o   Feedback on 2019-22 Strategic Plan process

o   Priorities and areas of focus for 2019-22

Values, Vision, and Mission

VALUES

What the organization believes; its "ethos" or "core" philosophies

VISION

How the organization "sees" these beliefs made evident in the real world

MISSION

What the organization will do to make these core values and their implications into a reality

Current BCPS Vision

OUR VISION

Our vision statement vividly describes our ideal environment and outcomes—a picture of the future we want to create. It inspires, energizes and provides a long-term view.

Educating today's students to succeed in tomorrow's world.

Current BCPS Mission

OUR MISSION

Our mission statement defines our purpose—why we exist and what we do to achieve our vision. It provides direction and focus, and helps guide all goals and decisions. It reminds us why we do the work we do.

Broward County Public Schools is committed to educating all students to reach their highest potential.

Current BCPS Values

OUR VALUES

> All students will learn when their individual needs are met

> Learning is a lifelong process

> Every student has a right to a high-quality educational option

> Engaged families combined with highly effective teachers and school leaders are the core components of a successful school

> Positive character education is essential to whole child development

> The diversity of our community is valuable and must be embraced

> Students must be prepared as innovative thinkers and responsible citizens to compete in a global economy

> High-quality customer service is a critical component of high-quality education

> Positive stakeholder involvement enhances student achievement

> Everyone must be held to the highest ethical standards to achieve excellence

> Everyone must contribute to and be held accountable for student achievement

> An equitable education provides all necessary resources to meet student needs

> All District services must clearly tie to student achievement

> Respect and dignity are critical, both in and out of the classroom

> Public education is the foundation of a democratic society

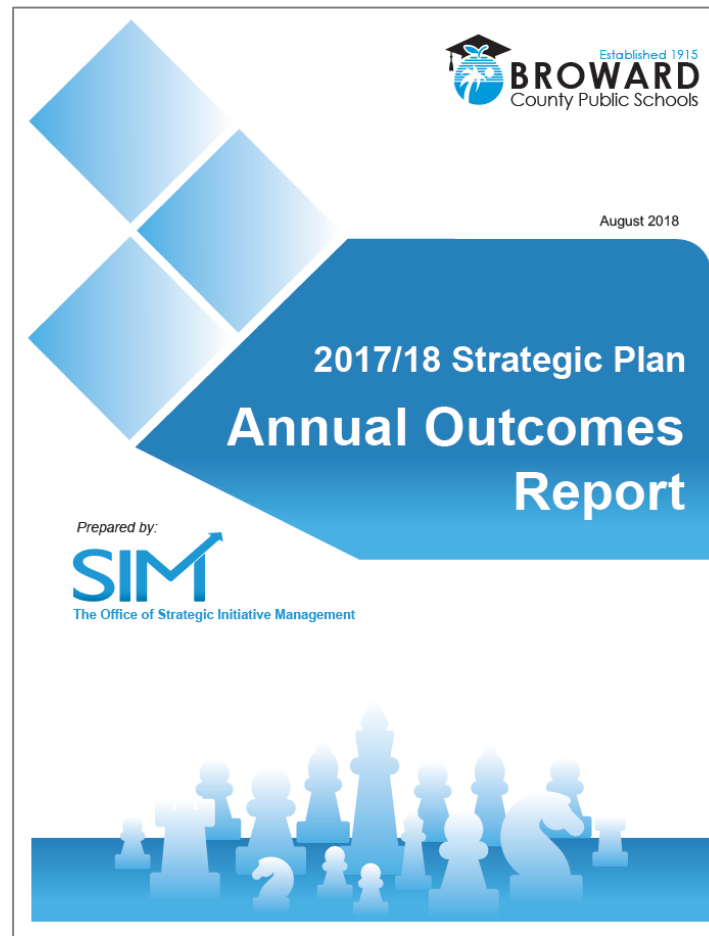> It is essential that the District develops an informed, engaged, and responsible citizenry

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Current BCPS Goals
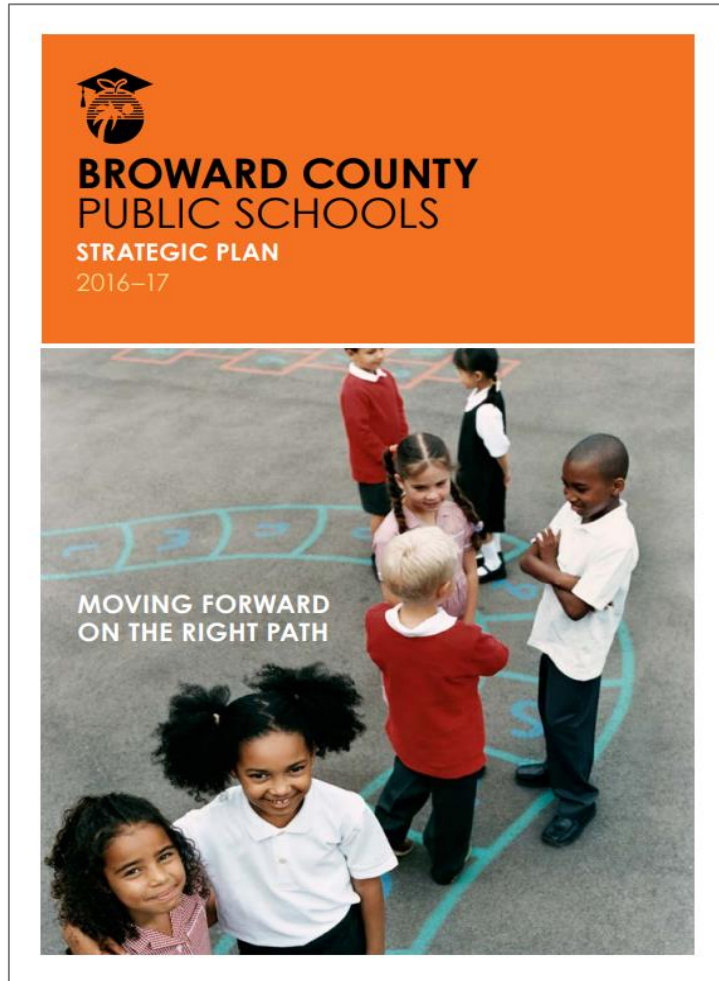
THREE GOALS

1. High-Quality Instruction
2. Continuous Improvement
3. Effective Communication

Annual Outcomes Report

Annual Outcomes Report

SIM

	INITIATIVE	INTENT	KPI	IMPLEMENTATION
1	Standard measure for literacy	Know where students are	↑	BAS administered to over 98% of K-3 students
2	Literacy materials & system supports	Optimize tools & environment	↑	3rd Grade ELA FSA scores up 5 pts. from baseline
3	Highly skilled teachers in K–2	Grow & place literacy experts	↗	Professional Learning Pathways defined
4	Reimagine middle grades experience	Student engagement	↗	RMG initiative funded ($6m+) and launched
5	Academic rigor & life skills	Graduate students life-ready	→	Grad. rate up 4%, but safety, SEL need emphasis
6	Budget equity & strategic alignment	Results-oriented investing	↑	Equity via formula-based school funding model
7	Benchmark BCPS performance	Foster accountability	→	KPIs up in Transportation, Procurement, IT
8	SMART bond projects	Enhance student experience	↗	Building & market conditions pose hurdles
9	Use tools to monitor District progress	Alignment in execution	↑	Application of SIM toolset & project management PD
10	Websites, tools, & customer service	Better customer experience	↗	New Website, Intranet & customer service PD

Initiatives 1–5: **HQI**; Initiatives 6–9: **CI**; Initiative 10: **EC**

KEY: ↑ = Strong increase   ↗ = Moderate increase   → = Approaching

Annual Outcomes Report

Strategic Plan Dashboard

Goal: High-Quality Instruction

Literacy and Early Learning

English Language Arts Grades 3 to 5

53.4 | 56.8
50.0 | 60.2

57.0

Math Grades 3 to 5

60.2 | 63.5
57.0 | 66.7

62.0

Middle Grades Learning

English Language Arts Grades 6 to 8

53.0 | 54.3
51.7 | 55.6

53.4

Math Grades 6 to 8

56.9 | 58.4
55.3 | 60.0

56.9

College and Career Readiness

English Language Arts Grades 9 and 10

53.7 | 55.0
52.3 | 56.4

53.7

Algebra 1

62.6 | 68.0
57.1 | 73.5

61.3

Graduation Rate

83.8 | 86.4
81.2 | 89.0

85.2
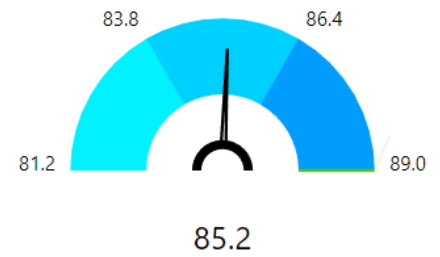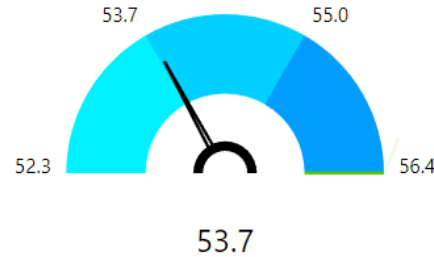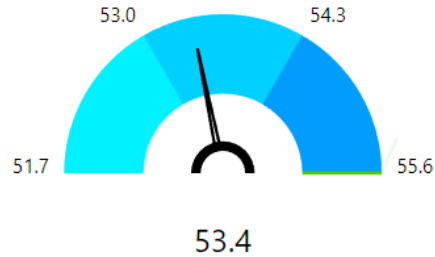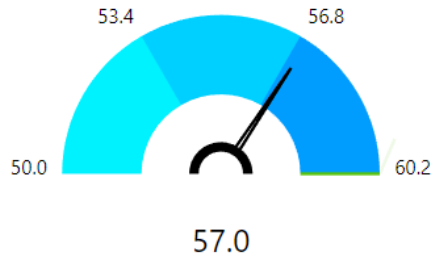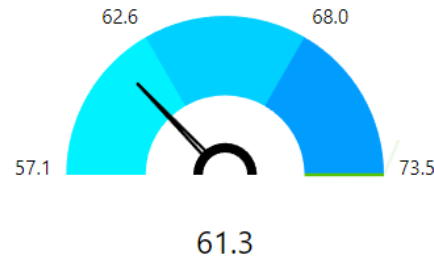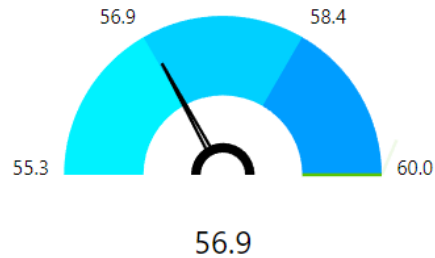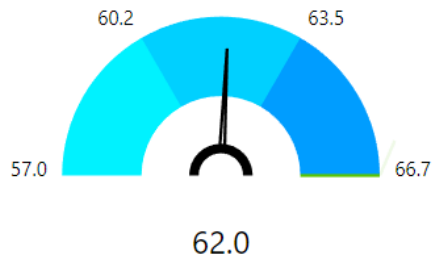
Based on the March 2018 recalibrated strategic plan targets.
Reported performance is as of the 2017/18 school year except gradaution rates, which are as of 2016/17.
Charter schools are excluded.

= Year 1
= Year 2
= Year 3

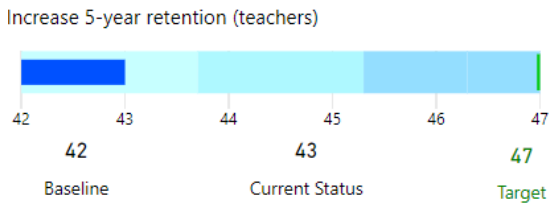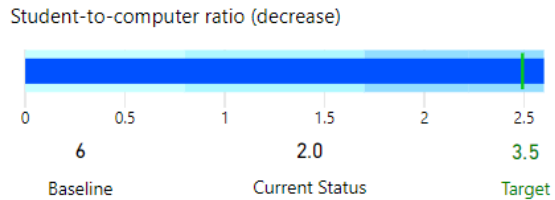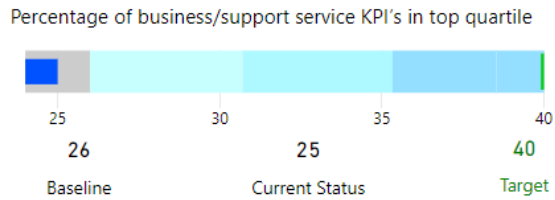BROWARD County Public Schools
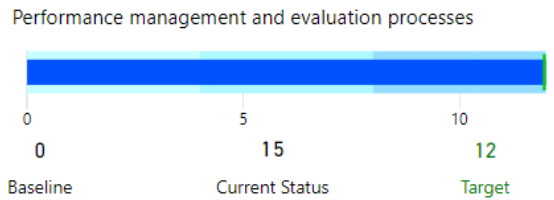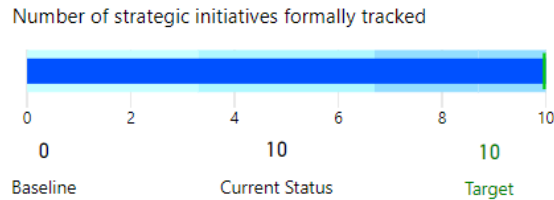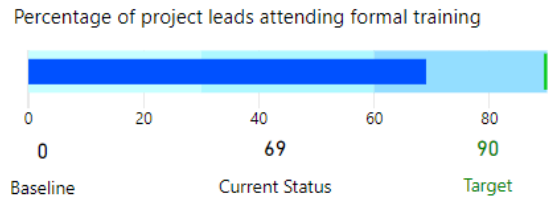Established 1915

Annual Outcomes Report

Strategic Plan Dashboard

Goal: Continuous Improvement

Operational Efficiencies

Percentage of business/support service KPI's in top quartile

Baseline	Current Status	Target
26	25	40

Student-to-computer ratio (decrease)

Baseline	Current Status	Target
6	2.0	3.5

Increase 5-year retention (teachers)

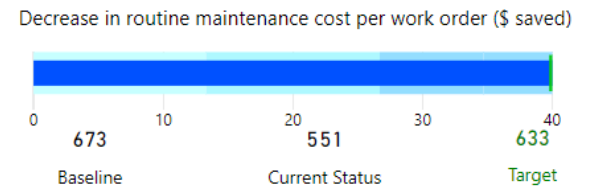| Baseline	Current Status	Target
42	43	47

= Year 1
= Year 2
= Year 3

Select other Strategic Plan Goals from tabs below.

Strategic Initiative Management

Percentage of project leads attending formal training

Baseline	Current Status	Target
0	69	90

Number of strategic initiatives formally tracked

Baseline	Current Status	Target
0	10	10

Performance management and evaluation processes

Baseline	Current Status	Target
0	15	12

Facilities and Construction
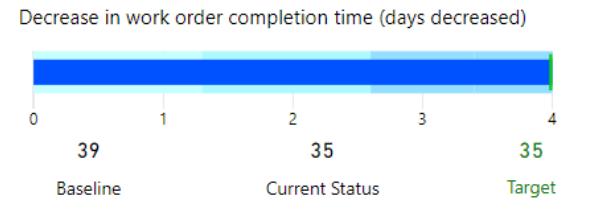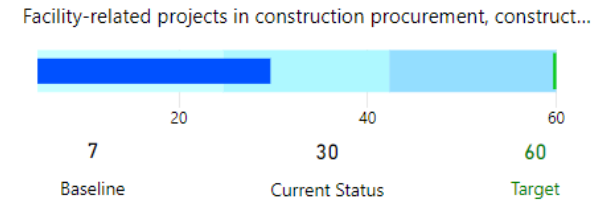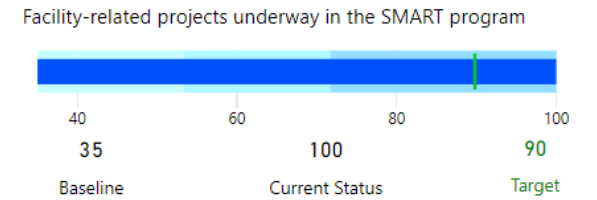
Facility-related projects underway in the SMART program

Baseline	Current Status	Target
35	100	90

Facility-related projects in construction procurement, construct...

Baseline	Current Status	Target
7	30	60

Decrease in work order completion time (days decreased)

Baseline	Current Status	Target
39	35	35

Decrease in routine maintenance cost per work order ($ saved)

Baseline	Current Status	Target
673	551	633

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Annual Outcomes Report

Strategic Plan Dashboard

Goal: Effective Communication

Launch a staff intranet to improve internal communications

0	100	100
Baseline	Current State	Target
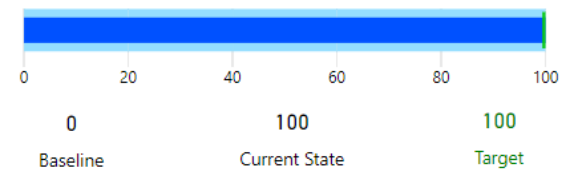
Social media engagement - Twitter Followers

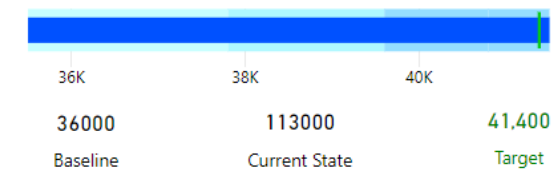| 36000	113000	41,400
Baseline	Current State	Target

Increase mobile app (application) downloads

19K	25488	26K
Baseline	Current State	Target
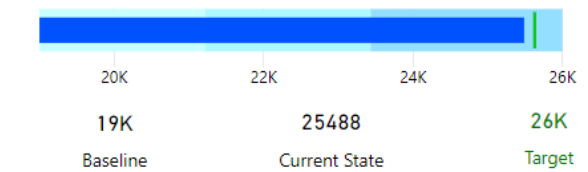
Restructure District website

0	100	100
Baseline	Current State	Target
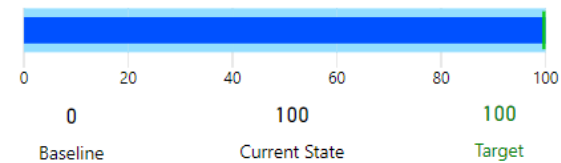
Social media engagement - Facebook Likes

12K	21219	13K
Baseline	Current State	Target
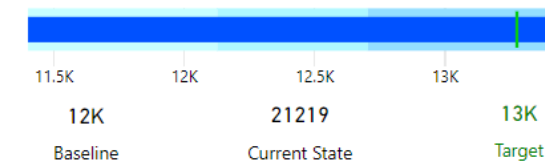
Hub usage to access information

0	Pending	100
Baseline		Target
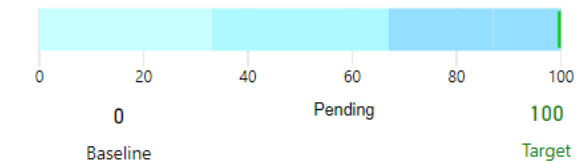
Positive to negative news ratio

5.00	Pending	5.25
Baseline		Target

= Year 1
= Year 2
= Year 3

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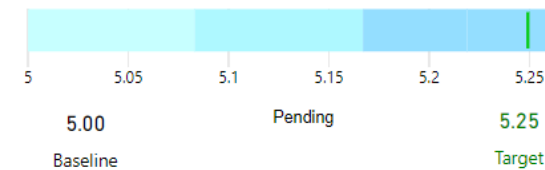
Framework for Planning & Execution

- **Discipline 1:** Focus on the Wildly Important

- **Discipline 2:** Act on the Lead Measures

- **Discipline 3:** Create a Compelling Scoreboard

- **Discipline 4:** Create a Cadence of Accountability

SMART Goals & Objectives

SPECIFIC **MEASURABLE** **ATTAINABLE** **RELEVANT** **TIME-BOUND**
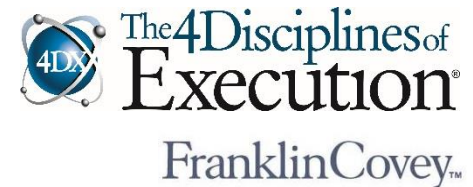
Theory of Action

	Theory	Action Plan
Lead Measure	<u>If we execute this strategy</u>:	Action 1: Action 2:
Lag Measure ☐ **S**pecific ☐ **M**easurable ☐ **A**ttainable ☐ **R**elevant ☐ **T**ime-bound	<u>Then we will realize this objective</u>:	Action 3:

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Theory of Action: Example

SIM

Theory

Action Plan

Lead Measure

If we execute this strategy:

Facilitate cross-school collaboration and sharing of best practices in assessment and instruction across the district.

Action 1: Identified teachers provide sister schools across the district with **professional development** on best practices.

Action 2: Identified teachers serve as **mentors** to teachers at sister schools.

Lag Measure

☑ **S**pecific
☑ **M**easurable
☑ **A**ttainable
☑ **R**elevant
☑ **T**ime-bound

Then we will realize this objective:

FSA test scores will increase by 1% for all students, by June 2019.

Action 3: Identified teachers **publish** stories of success, and design print and online **curriculum** to 'train the trainers'.

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Theory of Action: Example

SIM

Prioritized Initiative: Literacy and Early Learning
(Portfolio Manager: Dr. Lori Canning)

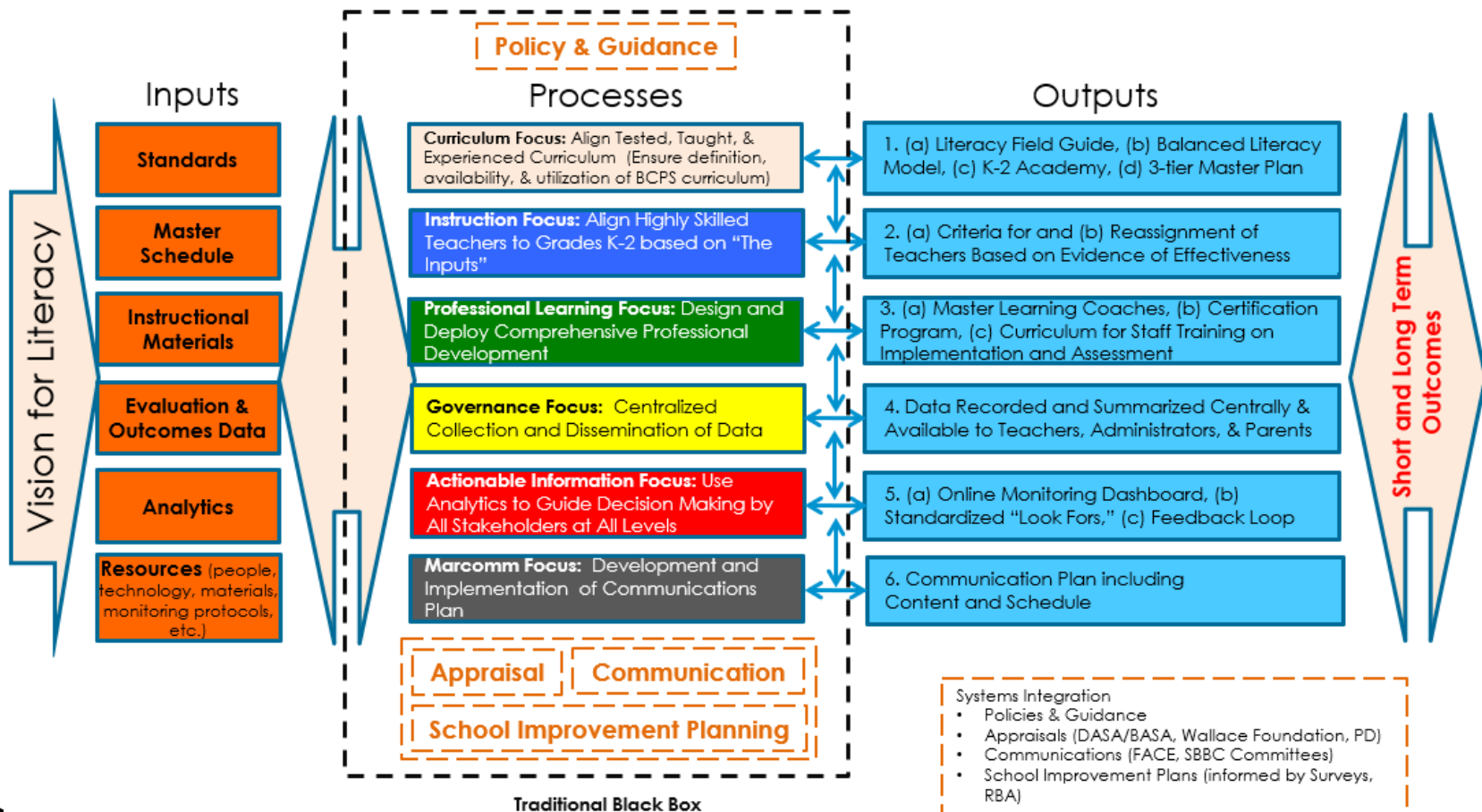| 2016/17 Tactics	Theory of Action driving Logic Model	Project Manager*	Benefits
PORTFOLIO SPONSOR: Dan Gohl Promote literacy prior to Kindergarten (**Birth-Pre-K**) Implement **Balanced Literacy** framework, K-2 **Performance**: monitor and analyze student outcomes **MTSS/RtI**: Deploy necessary interventions PORTFOLIO SPONSOR: Val Wanza **Quality Assurance** for school-based implementation	**IF** we assign highly-skilled teachers to grades K-2, deliver a balanced literacy curriculum, use high quality instructional materials, effectively engage families, and monitor progress with a common, unified assessment system, **THEN** on-grade level literacy will increase and FSA ELA level 1 scores will decrease in 3rd grade for **ALL** students (including: race/ethnicity, gender, English Language Learner, students from disadvantaged backgrounds, students with disabilities, and gifted students).	Dr. Angela Iudica (Birth – Pre K) Mildred Grimaldo (Balanced Literacy) Dr. Nicole Mancini (Performance) Nadia Clarke (Family & Community Engagement) Adrienne Dixson-Paul (MTSS/RtI) Mark Narkier (Quality Assurance)	Incremental: • Aligned work-streams ✔ • Decision-making with a common instrument ✔ • Increased family/community engagement ↗ Cumulative: • Grade 3: Decreased Level 1 **(-4: 23 to 19)[1]** • Grade 3: Increased Level 3 and above **(+4: 55 to 59)[1]** • No BCPS schools in lowest 300 **(-2: 28 to 26)[2]**

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Logic Model: Example

Logic Model (Driven by Theory-of-Action)

SMART Goals: Percent of Elementary Students (Grades 3 to 5) Level 3 or Higher in ELA by 2019 – 59.6%
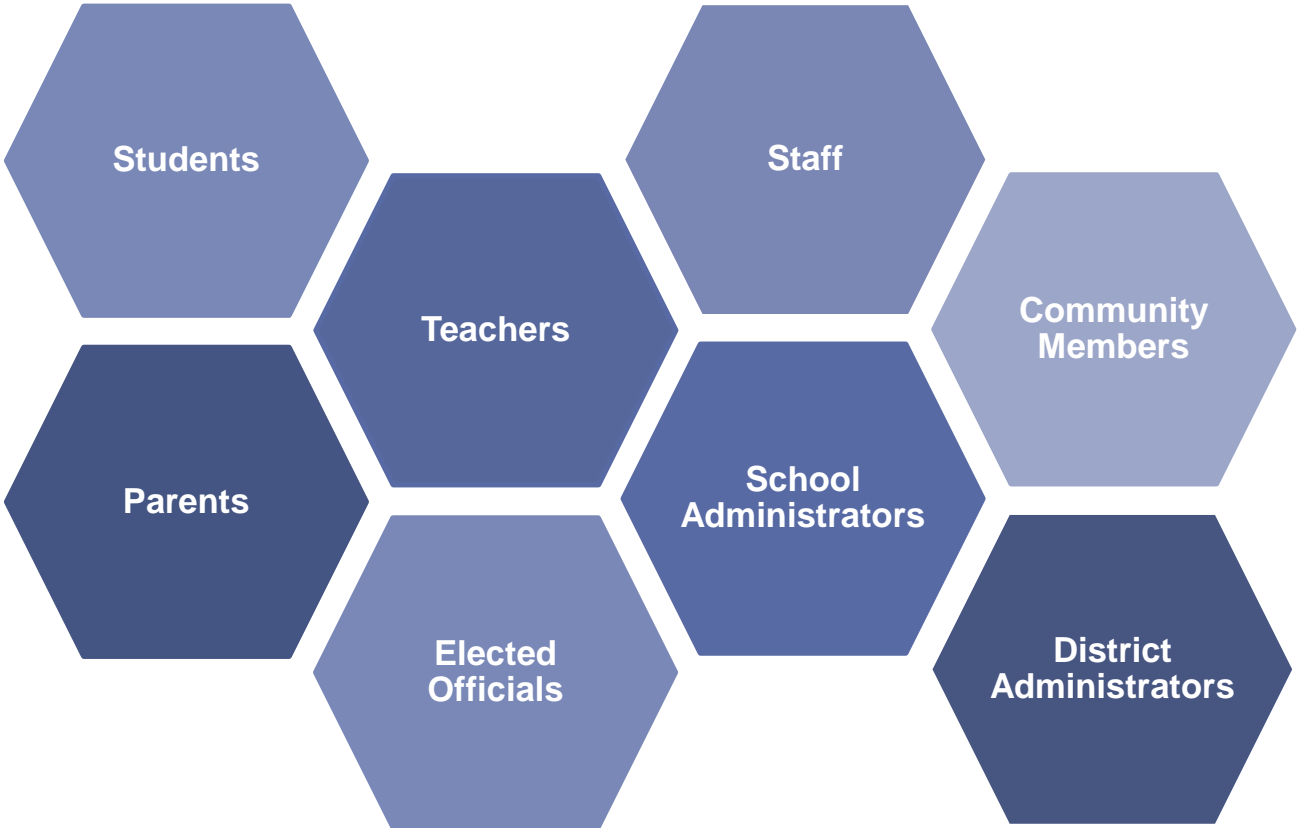(Baseline 2015: 51.7%, 2016: 52.5%, 2017: 55.6%, 2018: **57.3%**)

Policy & Guidance

Inputs	Processes	Outputs
Standards	**Curriculum Focus:** Align Tested, Taught, & Experienced Curriculum (Ensure definition, availability, & utilization of BCPS curriculum)	1. (a) Literacy Field Guide, (b) Balanced Literacy Model, (c) K-2 Academy, (d) 3-tier Master Plan
Master Schedule	**Instruction Focus:** Align Highly Skilled Teachers to Grades K-2 based on "The Inputs"	2. (a) Criteria for and (b) Reassignment of Teachers Based on Evidence of Effectiveness
Instructional Materials	**Professional Learning Focus:** Design and Deploy Comprehensive Professional Development	3. (a) Master Learning Coaches, (b) Certification Program, (c) Curriculum for Staff Training on Implementation and Assessment
Evaluation & Outcomes Data	**Governance Focus:** Centralized Collection and Dissemination of Data	4. Data Recorded and Summarized Centrally & Available to Teachers, Administrators, & Parents
Analytics	**Actionable Information Focus:** Use Analytics to Guide Decision Making by All Stakeholders at All Levels	5. (a) Online Monitoring Dashboard, (b) Standardized "Look Fors," (c) Feedback Loop
Resources (people, technology, materials, monitoring protocols, etc.)	**Marcomm Focus:** Development and Implementation of Communications Plan	6. Communication Plan including Content and Schedule

Vision for Literacy

Short and Long Term Outcomes

Appraisal | **Communication**

School Improvement Planning

Systems Integration
- Policies & Guidance
- Appraisals (DASA/BASA, Wallace Foundation, PD)
- Communications (FACE, SBBC Committees)
- School Improvement Plans (informed by Surveys, RBA)

Traditional Black Box

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Strategic Planning Timeline

SIM

Data Analyses (Aug)

Goal & Initiative Development (Dec)

Graphic Design & Printing (Apr)

Jun 2018 — **Aug** — **Oct** — **Dec** — **Feb** — **Apr** — **Jun 2019**

Jul — **Sep** — **Nov** — **Jan 2019** — **Mar** — **May**

Committee Kickoff (Jul)

Focus Groups & Surveys (Sep/Nov)

Metric & Target Development (Jan 2019 / Mar)

Final Draft Adopted (Jun 2019)

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Strategic Planning Timeline

2018						
June	July	August	September	October	November	December
Kickoff: SP Steering Committee	**Kickoff: SP Committee Meeting** Data Analysis	**Board Workshop: Strategic Plan Kickoff Board Workshop** Data Analysis & Environmental Scan	Surveys, Interviews, & Focus Groups	Surveys, Interviews, & Focus Groups **SP Committee Meeting**	Survey, Interview, & Focus Group Analysis	**Board Workshop: Strategic Plan -- Findings and Initial Recommendations**

2019						
January	February	March	April	May	June	July
Goal & Initiative Development **SP Committee Meeting**	Goal & Initiative Finalization	**Board Workshop: Strategic Plan Draft (aligned with Budget)** Metric & Target Development **SP Committee Meeting**	Metric & Target Finalization Focus Groups	Graphic Design & Printing **SP Committee Meeting**	**Board Workshop: Strategic Plan Final Adoption**	2019-22 Strategic Plan Execution Begins

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Strategic Plan Stakeholders

Students

Staff

Teachers

Community Members

Parents

School Administrators

Elected Officials

District Administrators

Surveys & Focus Groups

SIM

	HELPFUL	HARMFUL
INTERNAL	**Strengths** S	**Weaknesses** W
EXTERNAL	**Opportunities** O	**Threats** T

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Strategic Plan Committee

Project Plan Tool

SIM

Last Modified: 05/17/18

Project Plan
< Insert Project Title >
Project Managers: < Insert Names of Project Managers >

Task Name	Owner	Start Date	End Date	Calc % Comp	Actual % Complete		Risk Level
Kickoff Meeting		04/26/18	05/30/18	62%	30%	◔	High
Data Gathering and Analysis		05/27/18	06/07/18	0%	75%	◕	Low
Attend Conference		05/27/18	06/04/18	0%	25%	◔	Low
Task 4		06/07/18	06/06/18	0%	100%	●	Low
Task 5		06/01/18	06/09/18	0%	40%	◐	Low
Task 6		06/01/18	06/05/18	0%	35%	◔	Low
Task 7		06/03/18	06/10/18	0%	25%	◔	Low
Task 8		06/05/18	06/12/18	0%	40%	◐	Low
Task 9		05/13/18	06/20/18	11%	15%	○	Low
Task 10		05/31/16	06/10/18	97%	30%	◔	High
Task 11		06/07/18	06/13/18	0%	65%	◐	Low
Task 12		06/10/18	06/16/18	0%	15%	○	Low
Task 13		06/14/18	06/19/18	0%	0%	○	Low
Task 14		06/15/18	06/23/18	0%	0%	○	Low
Task 15		06/25/18	06/30/18	0%	0%	○	Low
Task 16		06/17/18	06/28/18	0%	20%	◔	Low
Task 17		06/18/18	06/29/18	0%	0%	○	Low
Task 18		07/04/18	07/08/18	0%	20%	◔	Low
Task 19		07/07/18	07/16/18	0%	0%	○	Low
Task 20		07/16/18	07/24/18	0%	0%	○	Low
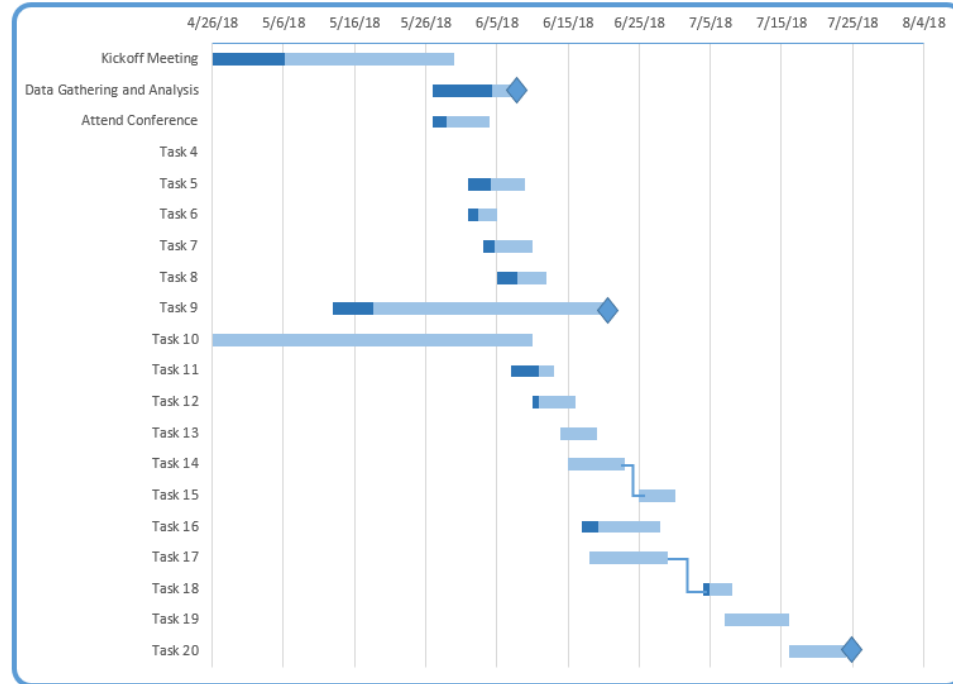
COMMENTS:

Project Management template provided by the Office of Strategic Initiative Management (SIM)

KEY:

| Calculated Cell | Manual Entry Cell |

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OFFICE OF STRATEGIC INITIATIVE MANAGEMENT 24

Project Plan Tool: Example

Project Plan
Early Literacy Initiative: Quality Assurance
Project Manager: Mark Narkier

Task Name	Owner	Start Date	End Date	Calc % Comp	Actual % Complete		Risk Level
Leadership Week Planning	Narkier	03/01/18	05/30/18	100%	100%	●	Low
Principal Cadre Planning	Narkier	03/01/18	08/01/18	100%	100%	●	Low
AP Cadre Planning	Narkier	03/01/18	08/01/18	100%	100%	●	Low
Edit Essential Elements	Narkier	07/03/18	08/10/18	95%	100%	●	Low
Leadership Week Implementation	Narkier	07/30/18	08/01/18	100%	100%	●	Low
Principal Cadre Implementation	Narkier	09/06/18	04/04/19	0%	0%	○	Low
AP Cadre Implementation	Narkier	08/30/18	05/25/19	0%	0%	○	Low
Teacher Identification for Targeted Support	Narkier	04/01/18	08/30/18	85%	90%	●	Low
Targeted Support Deployment	Narkier	09/10/18	05/30/19	0%	0%	○	Low
Initial School Visits around Essential Elements	Narkier	09/16/18	10/30/18	0%	0%	○	Low
Interim School Visits around Essential Elements	Narkier	01/01/19	03/01/19	0%	0%	○	Low
Final School Visits around Essential Elements	Narkier	04/01/19	05/31/19	0%	0%	○	Low
Determining Effectiveness of Targeted Support	Narkier	06/15/19	08/15/19	0%	0%	○	Low
Task 14		10/10/18	10/20/18	0%	0%	○	Low
Task 15		10/12/18	10/24/18	0%	0%	○	Low
Task 16		10/15/18	10/18/18	0%	0%	○	Low
Task 17		10/16/18	10/25/18	0%	0%	○	Low
Task 18		10/20/18	10/24/18	0%	0%	○	Low
Task 19		10/24/18	10/28/18	0%	0%	○	Low
Task 20		10/25/18	10/31/18	0%	0%	○	Low

Project Management template provided by the Office of Strategic Initiative Management (SIM)

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Project Plan Tool: Example

SIM

Strategic Initiative Management

Project Plan

< Insert DASA Objective >

Project Manager: < Insert Employee Name >

Task Name	Start Date	End Date	Calc % Comp	Actual % Complete		Risk Level
Timeframe for DASA Objective	7/1/2018	6/30/2019				
Task 2	7/10/2018	8/7/2018	0%	75%	◕	Low
Task 3	7/27/2018	8/24/2018	0%	25%	◔	Low
Task 4	8/3/2018	8/10/2018	0%	100%	●	Low
Task 5	9/1/2018	1/1/2019	0%	40%	◑	Low
Task 6	10/1/2018	12/5/2018	0%	35%	◔	Low
Task 7	11/3/2018	12/10/2018	0%	25%	◔	Low
Task 8	11/3/2018	1/12/2019	0%	40%	◑	Low
Task 9	12/13/2018	2/20/2019	0%	15%	○	Low
Task 10	1/31/2019	3/10/2019	0%	30%	◔	Low
Task 11	2/4/2019	3/20/2019	0%	65%	◕	Low
Task 12	3/18/2019	5/15/2019	0%	15%	○	Low
Task 13	5/1/2019	5/15/2019	0%	0%	○	Low
Task 14	4/24/2019	5/24/2019	0%	0%	○	Low
Task 15	5/4/2019	5/24/2019	0%	0%	○	Low
Task 16	5/20/2019	6/1/2019	0%	20%	◔	Low
Task 17	6/1/2019	6/15/2019	0%	0%	○	Low
Task 18	6/15/2019	6/30/2019	0%	75%	◕	Low
Task 19	6/18/2019	6/30/2019	0%	0%	○	Low
Task 20	6/1/2019	6/30/2019	0%	0%	○	Low
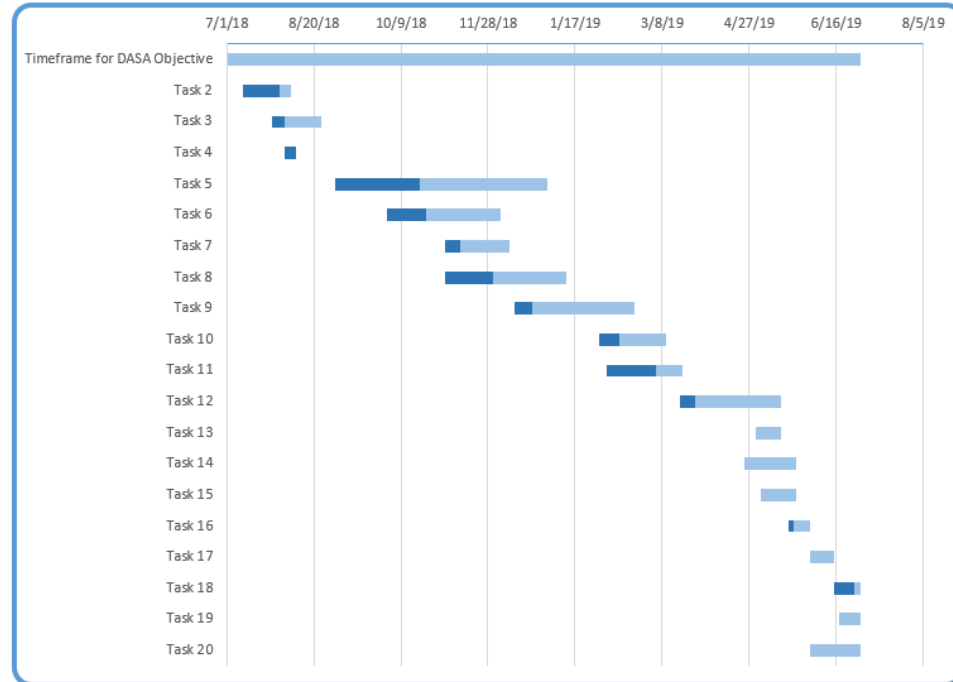
COMMENTS:

Project management tool provided by the Office of Strategic Initiative Management (SIM)

KEY:

Calculated Cell	Manual Entry Cell

Established 1915
BROWARD
County Public Schools

SIM's Structure & Purpose

Mission:

Driving organizational excellence through strategic plan execution.
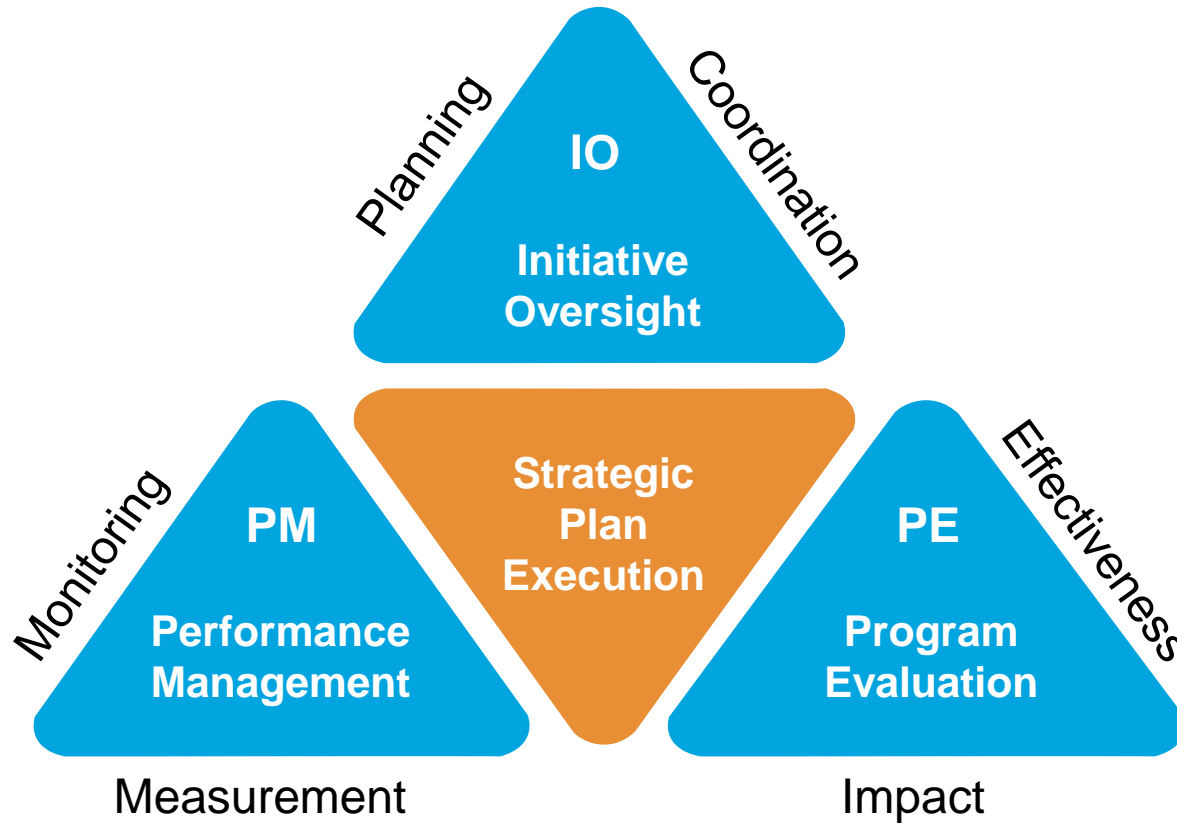
SIM's Menu of Services

Services	Topics
• Consultations • Data Analysis & Benchmarking • Focus Group Facilitation • Online Resources • Planning Retreats • Scorecards & Reports • Training Guides • Web Tool Development • Workshops	• Accountability & Execution • Lean Six Sigma • Logic Model Development • Performance Management • Process Improvement • Program Evaluation • Project Management • Quality Assurance • Strategic Planning

SIM Communications

SIM Professional Development

Lean Six Sigma White Belt

Lean Six Sigma Yellow Belt

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NANCY R. TAGUE

APQC — AMERICAN PRODUCTIVITY & QUALITY CENTER

Council *of the* **Great City Schools**

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The 4 Disciplines of Execution

4DX

CHRIS McCHESNEY
SEAN COVEY
THE *NEW YORK TIMES* BESTSELLING AUTHOR
JIM HULING
FOREWORD BY CLAYTON CHRISTENSEN

HARVARD — VERITAS

Continuous Improvement **C**onference 2018

July 29-31, 2018 • Broward College, Florida

Looking Ahead

2018 **2019** **2020** **2021** **2022**

➢ **Connect**	➢ **Align**	➢ **Scale**	➢ **Sustain**
➢ **Analyze**	➢ **Execute**	➢ **Strengthen**	➢ **Evaluate**
➢ **Plan**	➢ **Build**	➢ **Transform**	➢ **Refocus**

2018/19 Short-Term Actions	**2019/22 Long-Term Actions**
• Guide Execution of District 2016/19 Strategic Plan	• Improve District-wide Accountability and Goal Alignment
• Develop new District 2019/22 Strategic Plan	• Execute new District 2019/22 Strategic Plan
• Complete SIM Team Professional Development	• Provide District Professional Development and Services
• Overhaul SIM Communications and Marketing	• Facilitate a Culture of Continuous Improvement
• Establish a Service Level Agreement Project Model	• Increase SIM Customer Service Quality, Scale, and Impact

District-wide Goal Alignment

Vision & Mission

Strategic Goals & Initiatives

Department Goals & SIP's

DASA & BASA Objectives

Individual Objectives

Strategic Planning Cycle

Board Conversation

o Feedback on 2017-18 Strategic Plan progress

o Feedback on 2019-22 Strategic Plan process

o Priorities and areas of focus for 2019-22

School Board of Broward County