



September 25, 2018

2019/22 Strategic Plan Kickoff

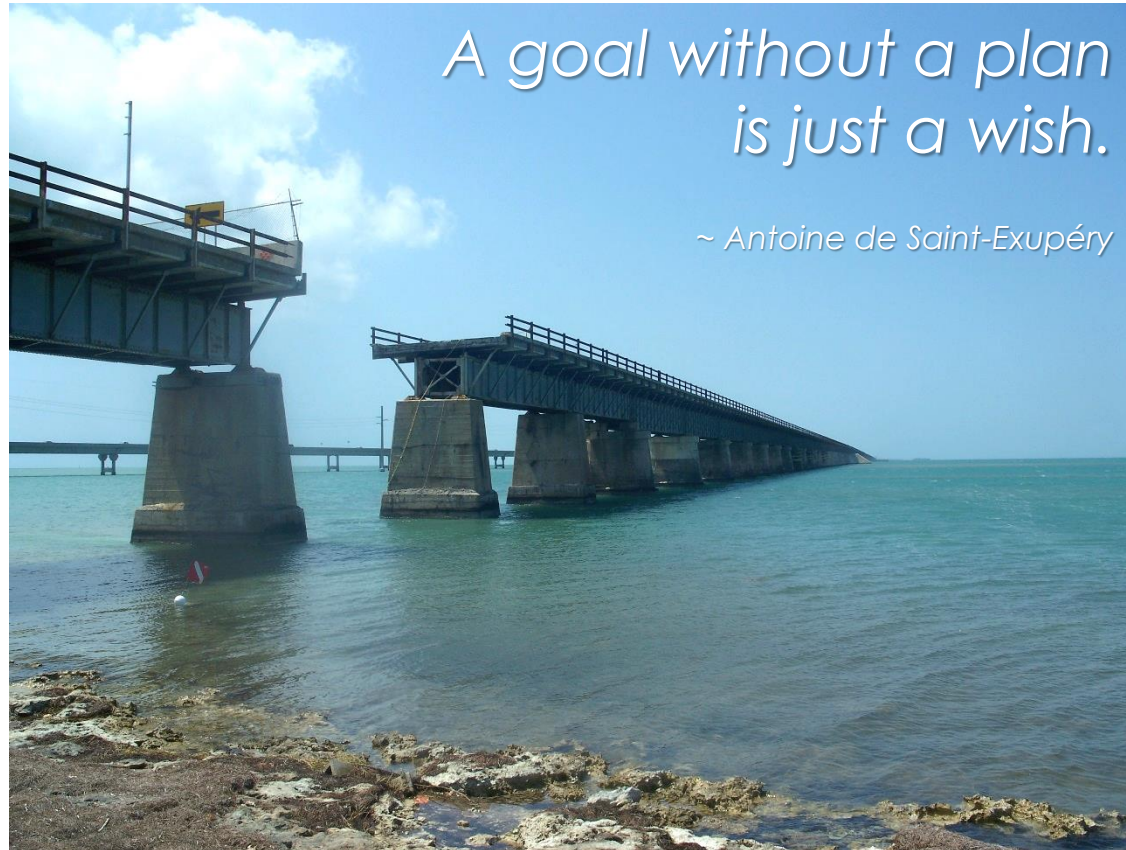
Presented by:

Dr. Deborah A. Posner, Executive Director

Mr. Maurice L. Woods, Chief Strategy & Operations Officer



2019/22 Strategic Plan Kickoff



*A goal without a plan
is just a wish.*

~ Antoine de Saint-Exupéry

Executive Summary

1. SY 2016-19 Strategic Planning process involved bottom-up **Theory-of-Action** and **Logic Model** development, and the establishing of metrics with both **lead and lag indicators**.
2. SY 2019-22 Strategic Plan activities completed to date include formation and kickoff of the **Strategic Plan Committee**, completion of a comprehensive **Environmental Scan**, and analysis of **quantitative and qualitative data** collected through multiple surveys, focus groups, retreats, forums, and various school and community events across the District.
3. Initial results from over **172,685 data points** collected reveal **three overarching themes** for District priorities: Individualized Learning, Resource Management, and Communication. These closely align with our current three Strategic Goals of **High Quality Instruction**, **Continuous Improvement**, and **Effective Communication**.

Core Topics for Board Input



- Top level goals and priorities for 2019/22
- Any additional stakeholders to involve
- Any initiatives we should scale back or stop

Values, Vision, and Mission



What the organization believes; its “ethos” or “core” philosophies



How the organization “sees” these beliefs made evident in the real world



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.

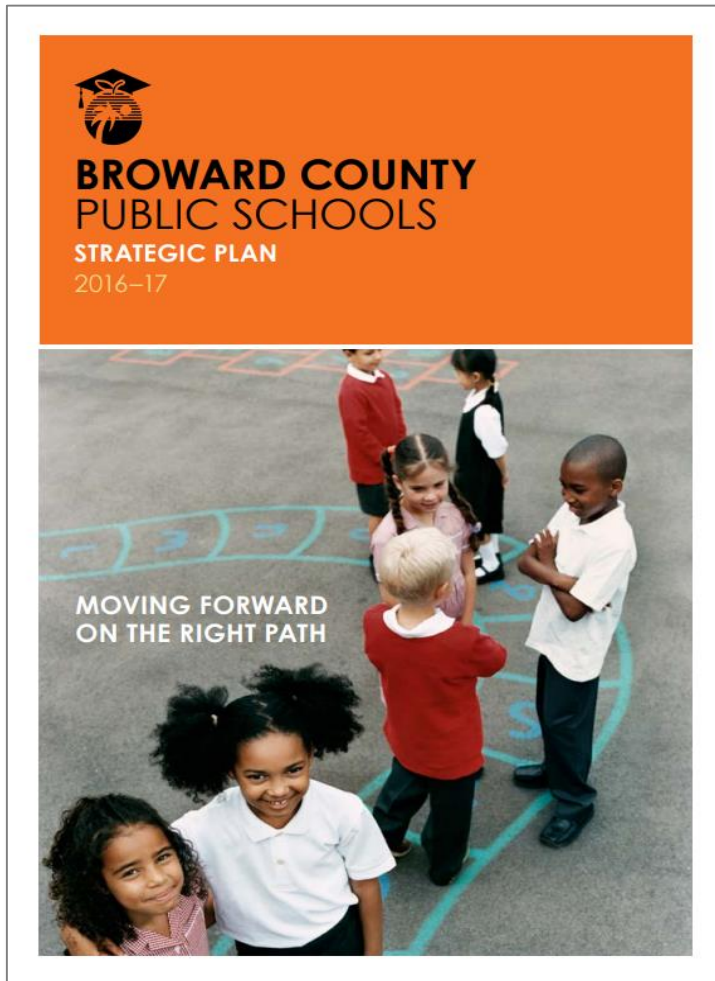
**Broward County Public Schools
is committed to educating
all students to reach
their highest potential.**

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

Current BCPS Goals



THREE GOALS

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

Current Strategic Plan Dashboard



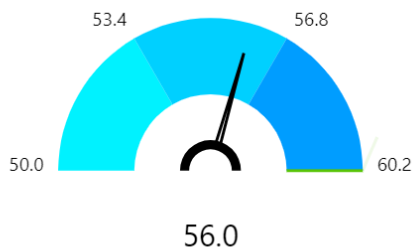
Strategic Plan Dashboard

Based on data available as of 8/21/2018.

Goal: High-Quality Instruction

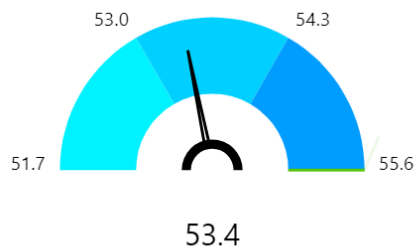
Literacy and Early Learning

English Language Arts Grades 3 to 5



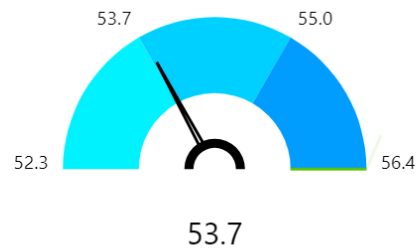
Middle Grades Learning

English Language Arts Grades 6 to 8

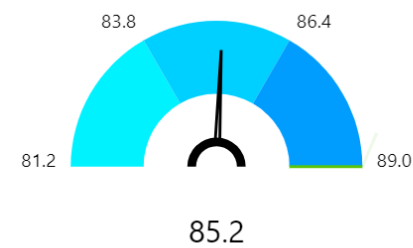


College and Career Readiness

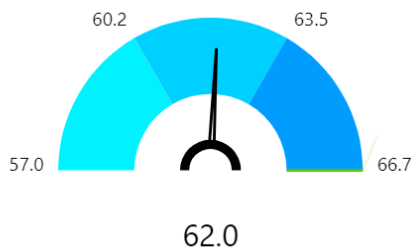
English Language Arts Grades 9 and 10



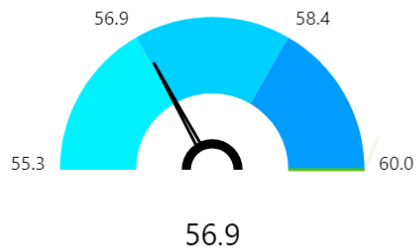
Graduation Rate



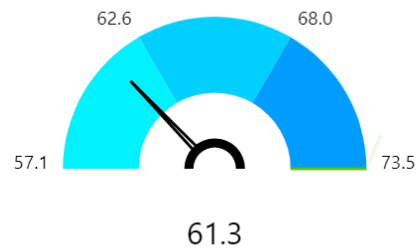
Math Grades 3 to 5



Math Grades 6 to 8



Algebra 1



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

■ = Year 1
■ = Year 2
■ = Year 3

Select other Strategic Plan Goals from tabs below.



Current Strategic Plan Dashboard



Strategic Plan Dashboard

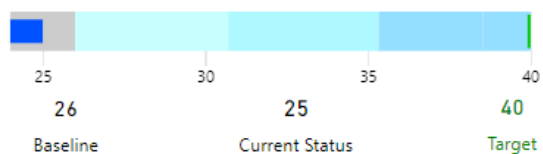
Based on data available as of 9/17/2018.

Goal: Continuous Improvement

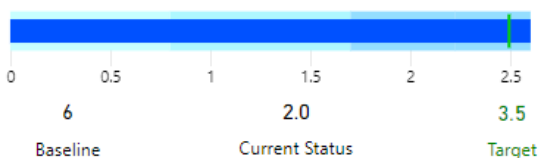
Operational Efficiencies



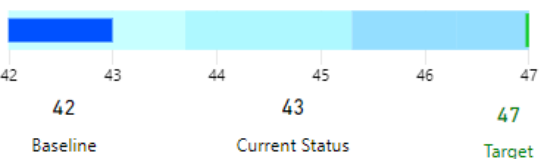
Percentage of business/support service KPI's in top quartile



Student-to-computer ratio (decrease)



Increase 5-year retention (teachers)

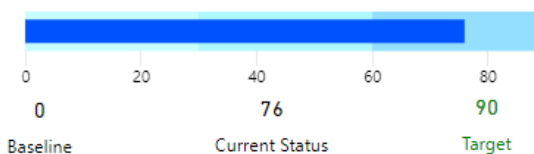


■ = Year 1
■ = Year 2
■ = Year 3

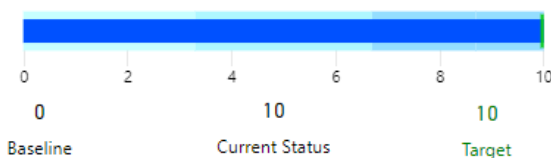
Select other Strategic Plan Goals from tabs below.

Strategic Initiative Management

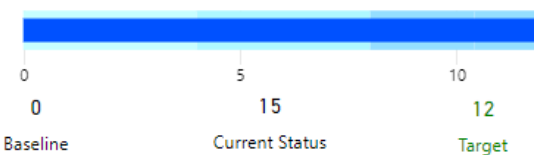
Percentage of project leads attending formal training



Number of strategic initiatives formally tracked

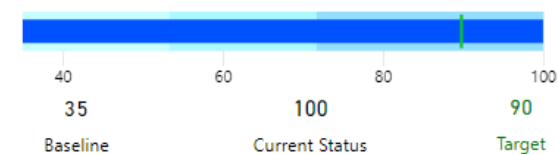


Performance management and evaluation processes

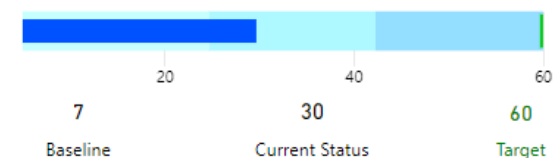


Facilities and Construction

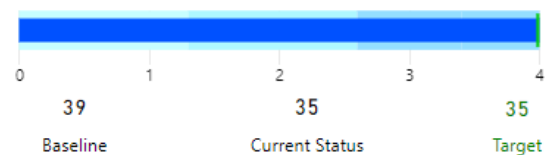
Facility-related projects underway in the SMART program



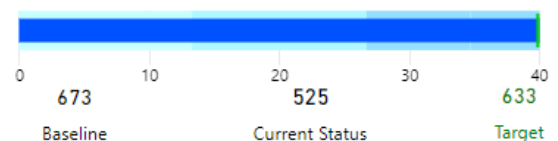
Facility-related projects in construction procurement, construct...



Decrease in work order completion time (days decreased)



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



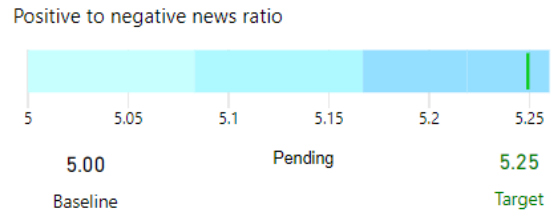
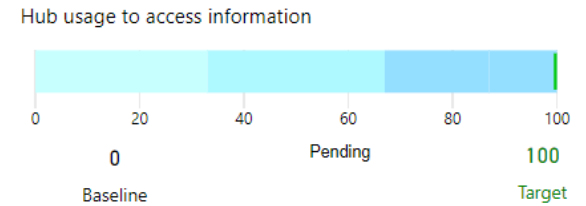
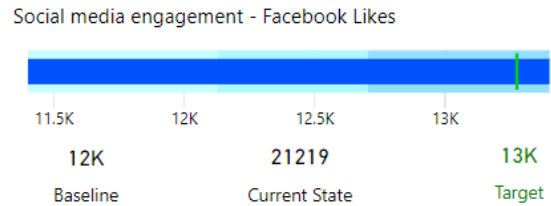
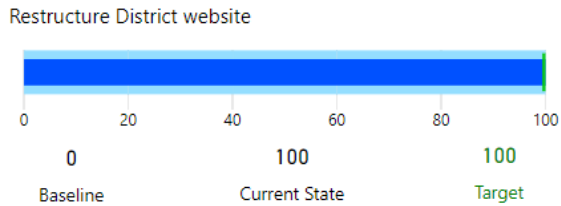
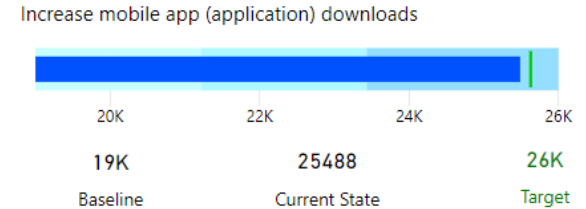
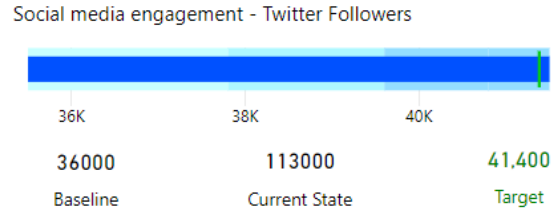
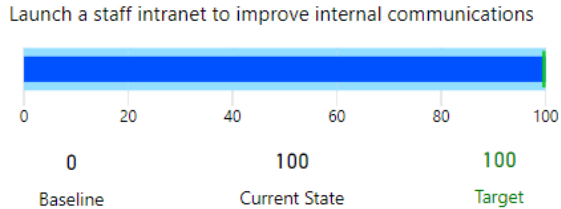
Current Strategic Plan Dashboard



Strategic Plan Dashboard

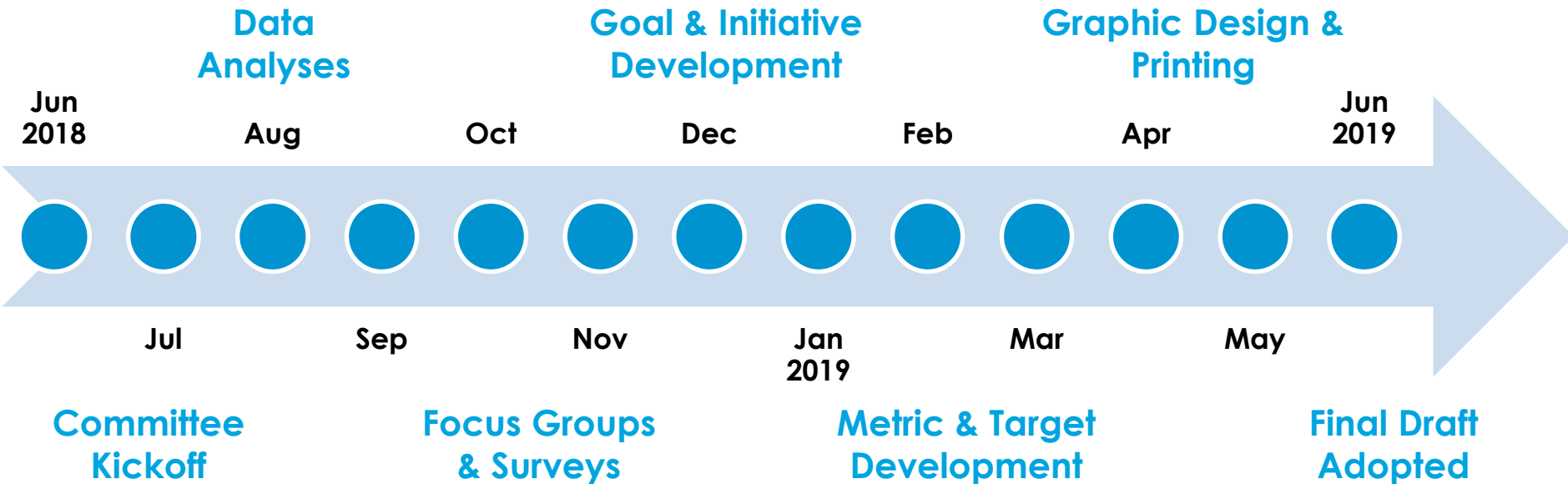
Based on data available as of 8/7/2018.

Goal: Effective Communication



■ = Year 1
■ = Year 2
■ = Year 3

SY2019-22 Strategic Planning Timeline



SY2019-22 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

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



 The 4 Disciplines of Execution[®]
FranklinCovey[™]

District-wide Goal Alignment



Environmental Scan: Overview

How we are exploring our current context:

- I. Demographics
- II. Economics
- III. Governmental/Legislative
- IV. Community
- V. Market/Industry
- VI. BCPS Organizational Assessment
 - *Internal Strengths & Weaknesses*
 - *External Opportunities & Threats*
 - *Stakeholder Feedback*

Environmental Scan: Analysis



FIRST fully accredited school system in Florida since 1962



SECOND largest school system in Florida



SIXTH largest school system in the U.S.



\$106 Million earned in scholarships by the Class of 2018

Demographics

White: 51.2% / 138,620

Black: 40.4% / 109,186

Asian: 3.8% / 10,300

Native American/Alaskan: 0.7% / 1,767

Native Hawaiian/Pacific Islander: 0.2% / 585

Multiracial: 3.7% / 10,092

Hispanic: 34.7% / 93,911

Non-Hispanic: 65.3% / 176,639

English Language Learners (ELL): 11.9% / 32,311

Exceptional Student Education (ESE): 13.4% / 36,176

Number of Schools

Elementary: 136

Middle: 37

High: 33

Combination: 8

Centers: 17

TOTAL: 231

Charter Schools: 88

Enrollment

PreK: 6,158

K-5: 94,864

6-8: 48,804

9-12: 70,358

Centers: 4,447

Charter Schools: 45,919

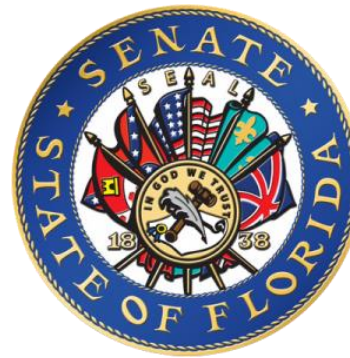
TOTAL: 270,550

Source: Demographics & Student Assignments [2018/19 Benchmark Day Enrollment Report](#)

Environmental Scan: Analysis

Legislation Impacting BCPS:

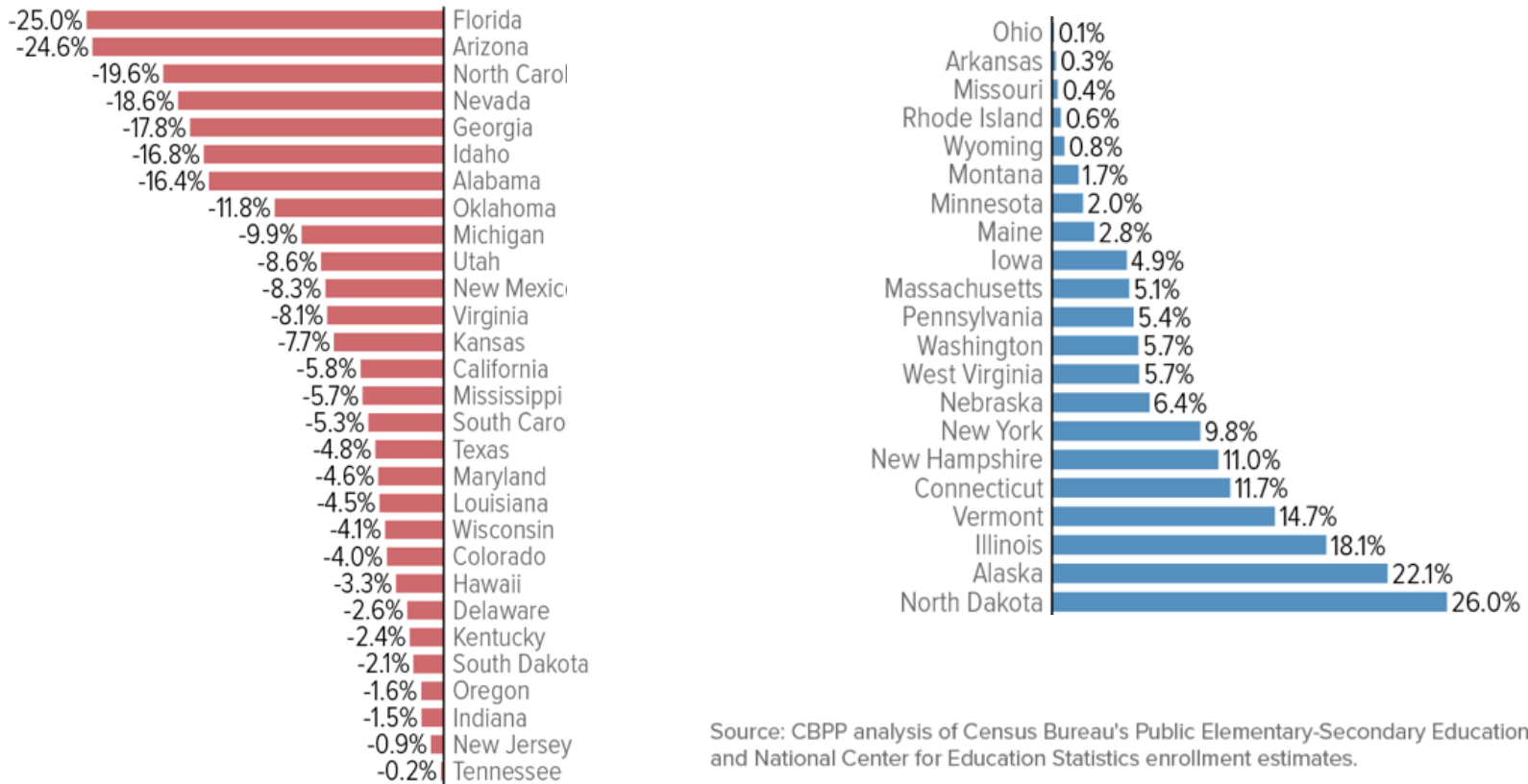
- SB 7026: Marjory Stoneman Douglas Public Safety Act
- CS/HB 7069: Education
- HB 495: K-12 Public Education
- CS/HB 1279: School District Accountability



Environmental Scan: Analysis

Combined State and Local School Funding Per Student Below 2008 Levels in Most States

Percent change, inflation adjusted, fiscal years 2008-2015



Source: CBPP analysis of Census Bureau's Public Elementary-Secondary Education 2015 Data and National Center for Education Statistics enrollment estimates.

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Environmental Scan: Peer Districts Analysis

4-Year Change in Gap from 2015 to 2018, FSA: ELA and Mathematics						
COUNTY	English Language Arts			Mathematics		
	White Black	White Hispanic	FRL Non-FRL	White Black	White Hispanic	FRL Non-FRL
Broward	-4	-1	-2	-3	0	-2
Miami-Dade	-4	-1	-4	-2	-2	-3
Hillsborough	-1	0	-1	1	2	1
Palm Beach	-2	0	1	-1	0	1
Orange	-1	1	-3	1	1	-2

Difference in % students scoring 3 or higher on FSA

FSA = Florida Standards Assessment, ELA = English Language Arts,
 FRL = Students receiving Free or Reduced Lunch



Environmental Scan: Peer Districts Analysis



2017-18 District Grades

District Name	English Language Arts Achievement	English Language Arts Learning Gains of the Lowest 25%	Mathematics Achievement	Mathematics Learning Gains	Mathematics Learning Gains of the Lowest 25%	Science Achievement	Social Studies Achievement	Middle School Achievement	Graduation Rate 2016-17	College and Career Acceleration 2016-17	Average Score	Grade 2018	Grade 2017	Grade 2016	Informational Baseline Grade 2015	
BROWARD	58%	57%	45%	60%	57%	43%	55%	71%	68%	81%	62%	60%	B	B	B	B
MIAMI-DADE	60%	58%	49%	61%	57%	48%	59%	72%	76%	81%	67%	63%	A	B	B	B
HILLSBOROUGH	54%	54%	42%	56%	57%	44%	56%	70%	83%	83%	50%	59%	B	B	B	A
ORANGE	55%	52%	43%	58%	53%	42%	59%	69%	81%	85%	53%	59%	B	B	B	B
PALM BEACH	58%	57%	47%	62%	60%	45%	62%	73%	76%	85%	67%	63%	A	B	B	A

Grade Criteria:

- A = 62% of points or greater
- B = 54% to 61% of points
- C = 41% to 53% of points
- D = 32% to 40% of points
- F = 31% of points or less

Strategic Plan Stakeholders



Listening Tour: External Organizations:

- ✓ Broward Teacher's Union (BTU)
- ✓ Confidential Office Personnel Association (COPA)
- ✓ Education Support and Management Association of Broward (ESMAB)
- ✓ Federation of Public Employees (FOPE)
- ✓ Police Benevolent Association PBA
- ✓ Community Foundation of Broward (CFB)
- ✓ Parent Teacher Association (PTA/PTSA)
- ✓ Technical Advisory Council (TAC)
- ✓ District Advisory Council (DAC)
- ✓ Children's Services Council (CSC)
- ✓ Tomorrow's Rainbow, Inc.
- ✓ Broward Workshop
- ✓ Broward College
- ✓ Various Retired Teachers, Activists, and Community Members
- ✓ Opportunities Industrialization Centers (OIC) of South Florida
- ✓ Elected Officials
- ✓ Local Businesses and Community Partners



Listening Tour: Forums

- ✓ Strategic Plan (SP) Committee Meetings
- ✓ Principals Meetings
- ✓ School-based Activities and Events
- ✓ Community Events
- ✓ Local Non-Profit Meetings
- ✓ Strategic Plan Surveys
- ✓ Strategic Plan Focus Groups
- ✓ Past District-wide Surveys
- ✓ Ed Talk Events
- ✓ Departmental Planning Retreats
- ✓ Facilities Leadership Conference
- ✓ Continuous Improvement Conference


Strategic Plan Committee



Environmental Scan: SWOT Analysis

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

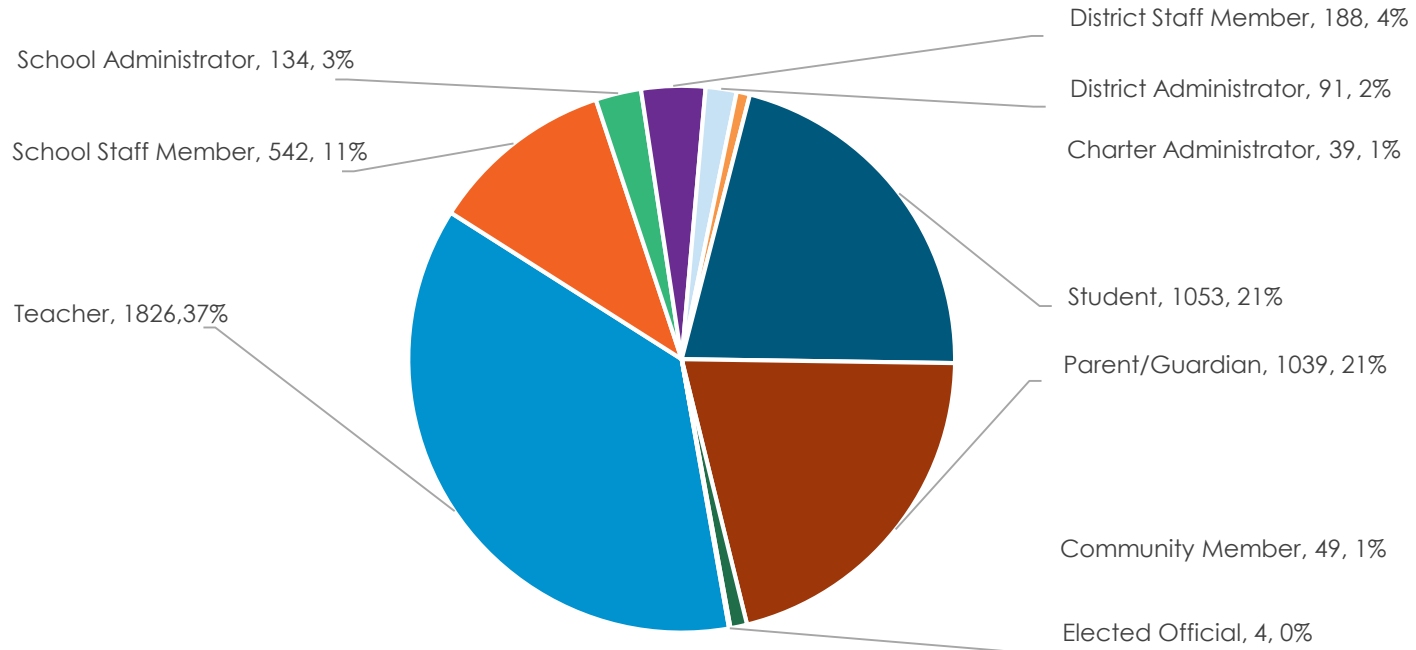
Theory of Action: Template

	Theory	Action Plan
Lead Measure 	<u>If we execute this strategy:</u>	Action 1: Action 2:
Lag Measure <ul style="list-style-type: none"><input type="checkbox"/> Specific<input type="checkbox"/> Measurable<input type="checkbox"/> Attainable<input type="checkbox"/> Relevant<input type="checkbox"/> Time-bound	<u>Then we will realize this objective:</u>	Action 3:

See Appendix for examples of initiatives proposed by the Strategic Plan Committee.

SP Survey 2018

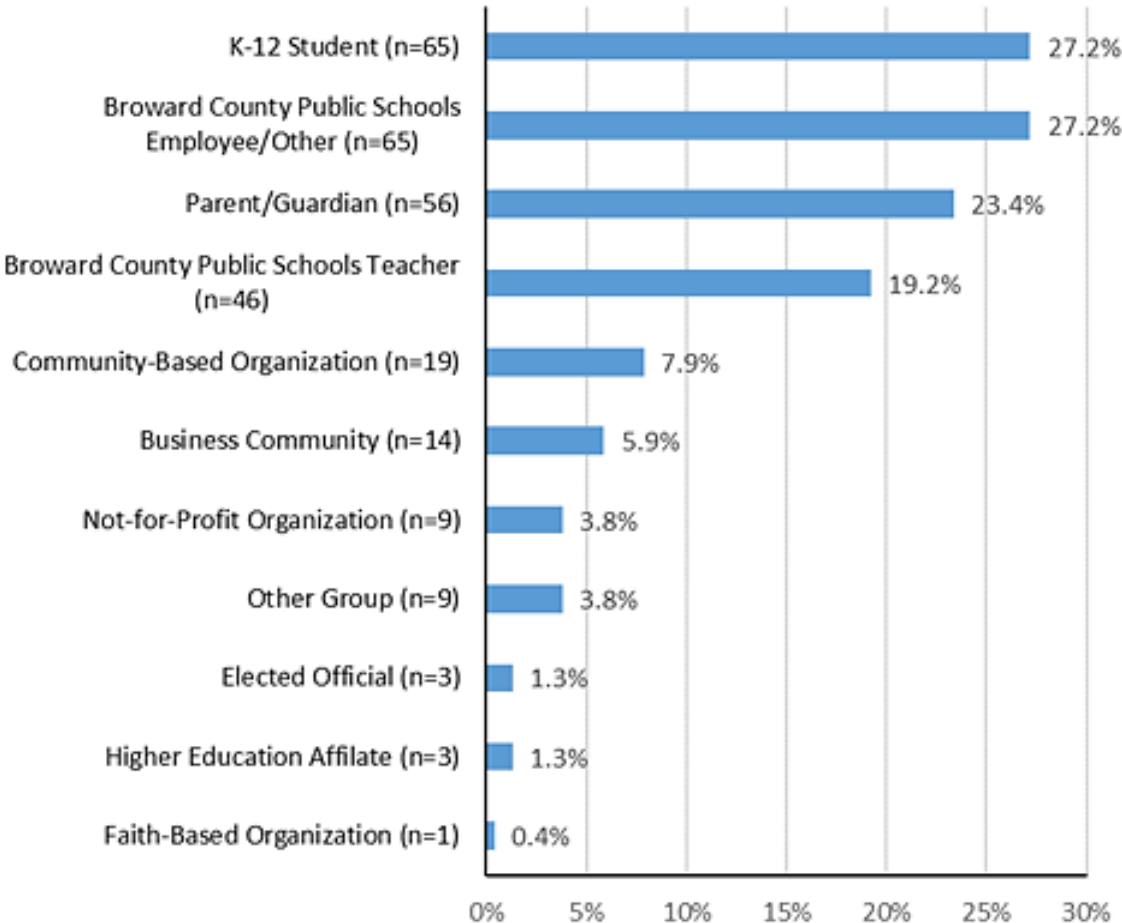
Respondents



N = 4,965 (as of 09.14.18)

Ed Talk 2018

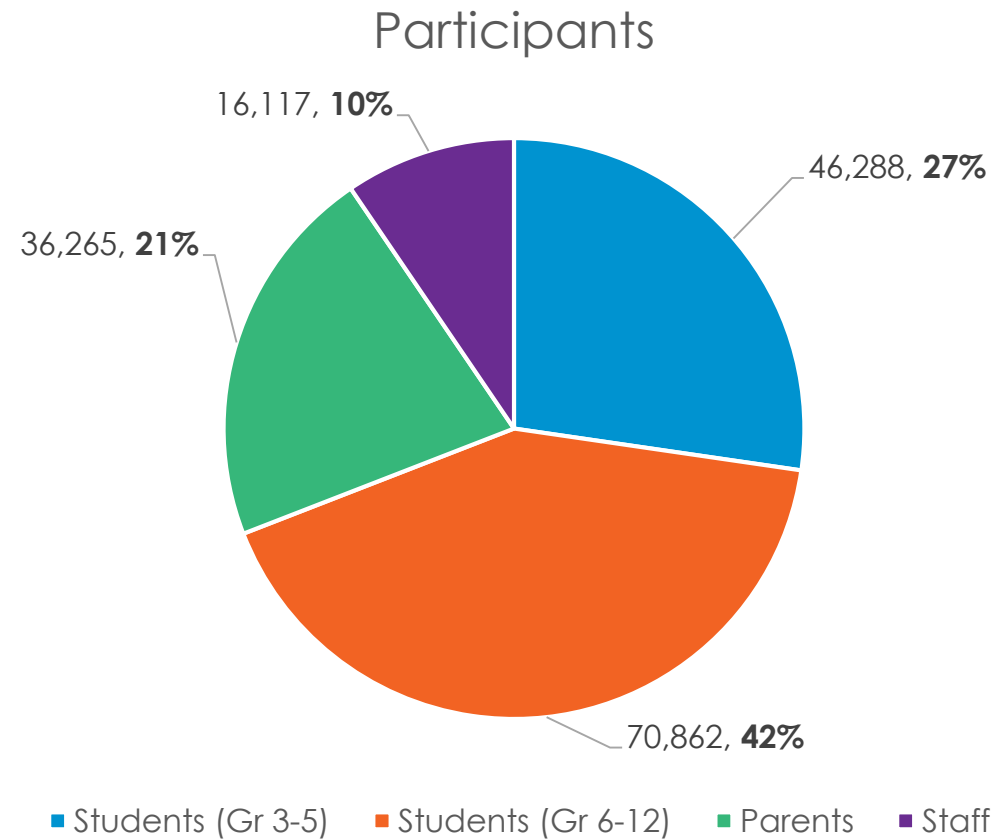
Groups Represented



N = 290

AdvancEd Survey 2017/18

Group	# Responses
Students (Grades 3-5):	46,288
Students (Grades 6-12):	70,862
Parents:	36,265
Staff:	16,117
TOTAL N:	169,532



Major Themes: Overarching

Summary			
Theme	Ed Talk	SP Survey	AdvancEd Survey
Academic Expectations			
Academic Support			
Communication	✓	✓	✓
Curriculum			
District Leadership		✓	
Diversity			
Funding Levels		✓	
In/Out-of-School Programs	✓		
Individualized Learning	✓		✓
Parent/Community Involvement	✓		
Student Relations with Peers/Adults			✓
Real World Opportunities	✓		
Resource Management		✓	✓
Salary and Benefits		✓	
School Choice			
School Environment	✓		
School Safety		✓	
Social-Emotional Learning (SEL)	✓		
Standardized Tests		✓	
Student Achievement			
Student Discipline		✓	
Student Support/Mentoring	✓		
Teacher Accountability/Improvement			
Teacher Training & Resources			
Teaching Quality & Consistency			✓
Technology			

Total N = 172,685

Environmental Scan: Peer Districts Analysis

Comparison of Strategic Plan Goals Across Peer Districts

Goal Theme	Broward	Miami-Dade	Palm Beach	Charlotte-Mecklenburg	Boston	Clark
Academic/achievement/Gaps	✓	✓	✓	✓	✓	✓
Post Graduation Planning & Outcomes		✓		✓		
Health/Safety & School Climate		✓	✓	✓		✓
Stakeholder Engagement	✓	✓			✓	✓
Business Practices/ Operations/Resource Management	✓	✓		✓	✓	✓
Professional Development/High Quality Staff		✓	✓	✓	✓	

Strategic Planning Cycle



Core Topics for Board Input



- Top level goals and priorities for 2019/22
- Any additional stakeholders to involve
- Any initiatives we should scale back or stop

Appendix

- Data from Environmental Scan
- Data from Strategic Plan Survey 2018
- Data from Ed Talk 2018
- Data from AdvancEd Survey 2017/18
- SIM's New Structure and Menu of Services
- Examples of initiatives proposed by Strategic Plan Committee

Environmental Scan: Analysis

Charter School Type	Count
Elementary	29
Middle	12
High	19
Combination	28
Total	88

Source: Florida Department of Education Master School Identification File. <http://doeweb-prd.doe.state.fl.us/EDS/MasterSchoolID/>

DISTRICTWIDE CHARTERS	Historical Enrollment ^H					Projected Enrollment ^P				
	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23
Elementary	21,036	22,152	24,820	25,211	24,718	24,418	24,367	24,197	24,027	23,857
Middle	9,153	9,817	10,735	11,862	12,364	12,283	13,098	13,612	14,127	14,641
High	7,419	8,083	7,727	8,292	8,011	7,894	8,036	8,058	8,080	8,102
TOTAL CHARTERS	37,608	40,052	43,282	45,365	45,093	44,595	45,501	45,867	46,234	46,601

H - Historical enrollment based on the annual benchmark day of school.

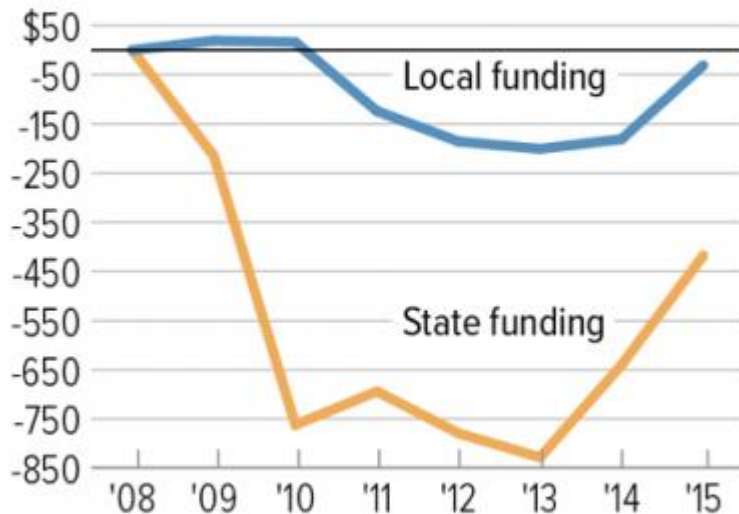
P - Projected enrollment reports DSA Department five-year enrollment forecast as of October 2016.

Source: School-by-school Five-Year Student Enrollment Projections For The 2018/19 Through 2022/23 School Years memorandum released October 13, 2017.

Environmental Scan: Analysis

K-12 Funding Fell Sharply After Recession Hit

Change in funding per pupil compared to 2008, inflation adjusted



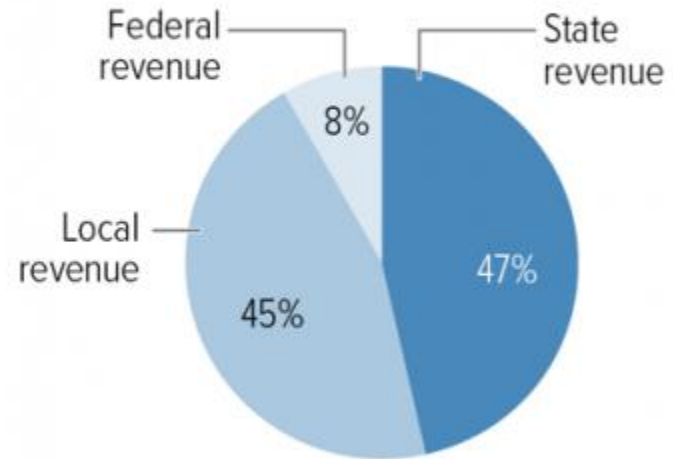
Note: Excludes Hawaii and Indiana due to lack of data.

Source: CBPP analysis of U.S. Census Bureau, "Public Education Finances: 2015."

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States Provide Nearly Half of School Funding

Share of total K-12 education funding, 2015



Source: Census Bureau, "Public Elementary-Secondary Education Finance Report, 2015 Data," June 2017.

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Environmental Scan: Analysis

	FSA ELA - Achievement Gap					
	<u>2015</u>	<u>2016</u>	<u>2017</u>	<u>2018</u>	<u>Change: 2017 to 18</u>	<u>Change: 2015 to 18</u>
ALL GRADES: Broward						
White Black	33	31	31	29	-2	-4
White Hispanic	14	13	15	13	-2	-1
Non-ELL ELL	27	27	28	26	-2	-1
Non-SWD SWD	36	36	36	35	-1	-1
Non-FRL FRL	29	28	27	27	0	-2

	FSA Mathematics - Achievement Gap					
	<u>2015</u>	<u>2016</u>	<u>2017</u>	<u>2018</u>	<u>Change: 2017 to 18</u>	<u>Change: 2015 to 18</u>
ALL GRADES: Broward						
White Black	33	32	30	30	0	-3
White Hispanic	13	13	12	13	1	0
Non-ELL ELL	16	16	16	17	1	1
Non-SWD SWD	30	31	31	33	2	3
Non-FRL FRL	26	26	24	24	0	-2

FSA = Florida Standards Assessment, ELA = English Language Arts,
 ELL = English Language Learners, SWD = Students with Disabilities,
 FRL = Students receiving Free or Reduced Lunch

Difference in % students scoring 3 or higher on FSA

Environmental Scan: Peer Districts Analysis



FSA-English Language Arts by Grade District Comparison

District Name	Grades 3-10		Grades 3-5		Grades 6-8		Grades 9-10	
	2017	2018	2017	2018	2017	2018	2017	2018
STATEWIDE	53%	54%	55%	56%	53%	53%	51%	53%
BROWARD	55%	56%	56%	57%	55%	56%	54%	54%
MIAMI-DADE	54%	57%	57%	60%	53%	55%	51%	54%
HILLSBOROUGH	52%	53%	54%	53%	52%	53%	49%	52%
ORANGE	52%	52%	55%	54%	52%	50%	48%	50%
PALM BEACH	54%	56%	54%	57%	55%	56%	52%	55%

District Name	Grades 3-8 All Mathematics (FSA and EOCs) % Level 3 or Above		Grades 3-5 All Mathematics (FSA and EOCs) % Level 3 or Above		Grades 6-8 All Mathematics (FSA and EOCs)		Grades 9-12 FSA Algebra 1 EOC % Level 3 or Above	
	2017	2018	2017	2018	2017	2018	2017	2018
STATEWIDE	59%	60%	61%	62%	57%	58%	42%	42%
BROWARD	60%	61%	62%	63%	59%	59%	49%	43%
MIAMI-DADE	60%	62%	64%	67%	55%	58%	39%	39%
HILLSBOROUGH	55%	56%	55%	55%	56%	57%	35%	32%
ORANGE	57%	56%	61%	60%	54%	52%	27%	29%
PALM BEACH	61%	63%	62%	64%	60%	61%	45%	45%

Notes: Percentages displayed in this document for 2017 may reflect minor differences from percentages published previously. This is because of the inclusion of additional assessment records reported after the initial publication of data.

Environmental Scan: Peer Districts Analysis



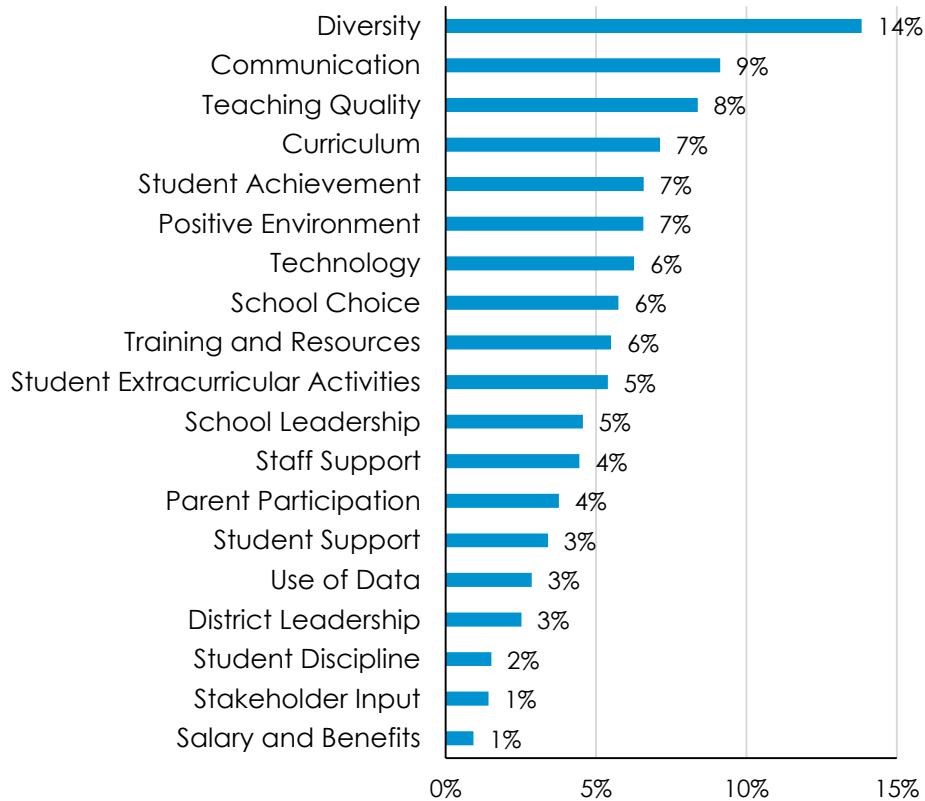
Measure	CGCS Comparison Districts					
	Broward	Duval	Hillsborough	Miami-Dade	Orange	Palm Beach
Devices per Student (2015/16)	.61	.80	.35	.78	.73	NR
Teacher Retention - Remaining After 1 Year*	74%	62%	63%	68%	73%	67%
Teacher Retention - Remaining After 5 Years*	48%	40%	57%	60%	50%	55%

*Based on 5-year average from 2011-2016.

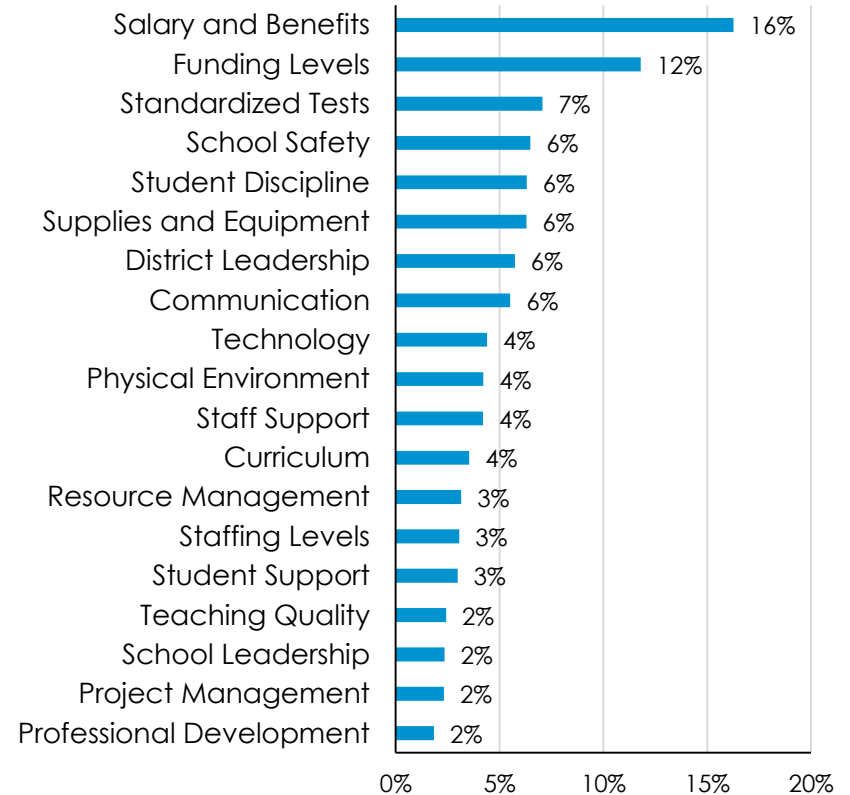
Source: The Council of the Great City Schools' *Managing for Results in America's Great City Schools, 2017, Results from Fiscal Year 2015-2016.*

SP Survey 2018: Major Themes

Strengths



Weaknesses



N = 4,965 (as of 09.14.18)

Ed Talk 2018: Major Themes

Table 1: Emergent Themes for Discussion Session on Personalized Learning

<u>Theme</u>	Tables Addressing Theme	
	Number	Percent
Parent Involvement and/or Communication	29	74%
Increasing Parent Knowledge	28	72%
Teaching and Support for Individualized Learning Styles	22	56%
Provide More In/Out of School Programs	14	36%
Community Involvement and/or Communication	11	28%


Table 2: Emergent Themes for Discussion Session on Life Readiness

<u>Theme</u>	Tables Addressing Theme	
	Number	Percent
Community - Input	21	54%
Community - Provide Real-World Opportunities	19	49%
Community - Partnerships	19	49%
Parent - Involvement	32	82%
Parents - Increase Knowledge	24	62%
School - Provide/ Improve Social and Emotional Learning (SEL) services	26	67%
School - Environment	22	56%
School - Student Support	22	56%
School - Mentoring	11	28%


AdvancEd Survey 2017/18: Major Themes

	Strengths	Weaknesses
Students	<ul style="list-style-type: none">• High Expectations• Programs and Services• Academic Support	<ul style="list-style-type: none">• Respect for Adults• Peer Relations• Individualized Learning Support
Parents	<ul style="list-style-type: none">• Academic Expectations• Student Preparation• Learning Support	<ul style="list-style-type: none">• Communication• Individualized Learning• Resource Management
Teachers	<ul style="list-style-type: none">• Focus on Success• Focus on Accountability and Improvement• Use of Data	<ul style="list-style-type: none">• Communication• Resource Availability• Common Feedback Practices


Proposal from SP Committee

	Theory	Action Plan
Lead Measure 	<p><u>If we execute this strategy:</u></p> <p>If we issue devices, 1:1, to all middle school students during 18/19 school year</p>	<p>Action 1: Secure T-Mobile Grant.</p> <p>Action 2: Train Teachers/Students on devices and content.</p>
Lag Measure <ul style="list-style-type: none">✓ Specific✓ Measurable✓ Attainable✓ Relevant✓ Time-bound	<p><u>Then we will realize this objective:</u></p> <p>Then we will increase equitable access to digital curriculum, 24/7 and improve achievement by 20/21 school year.</p>	<p>Action 3: Evaluate usage vs. student achievement, improvements, annually for 3 years.</p>

Proposal from SP Committee

	Theory	Action Plan
<p>Lead Measure</p> 	<p><u>If we execute this strategy:</u></p> <p>Implement robust and required yearlong new teacher academy</p>	<p>Action 1: Extend 4 day to yearlong academy.</p>
<p>Lag Measure</p> <ul style="list-style-type: none"> ✓ Specific ✓ Measurable ✓ Attainable ✓ Relevant ✓ Time-bound 	<p><u>Then we will realize this objective:</u></p> <p>Improve the retention rate of BCPS 1st year teachers (% to be determined).</p>	<p>Action 2: Partner w/universities to help prep teachers for demands of classroom.</p> <p>Action 3: All 1st year teachers partner with master teachers in structured support program.</p>

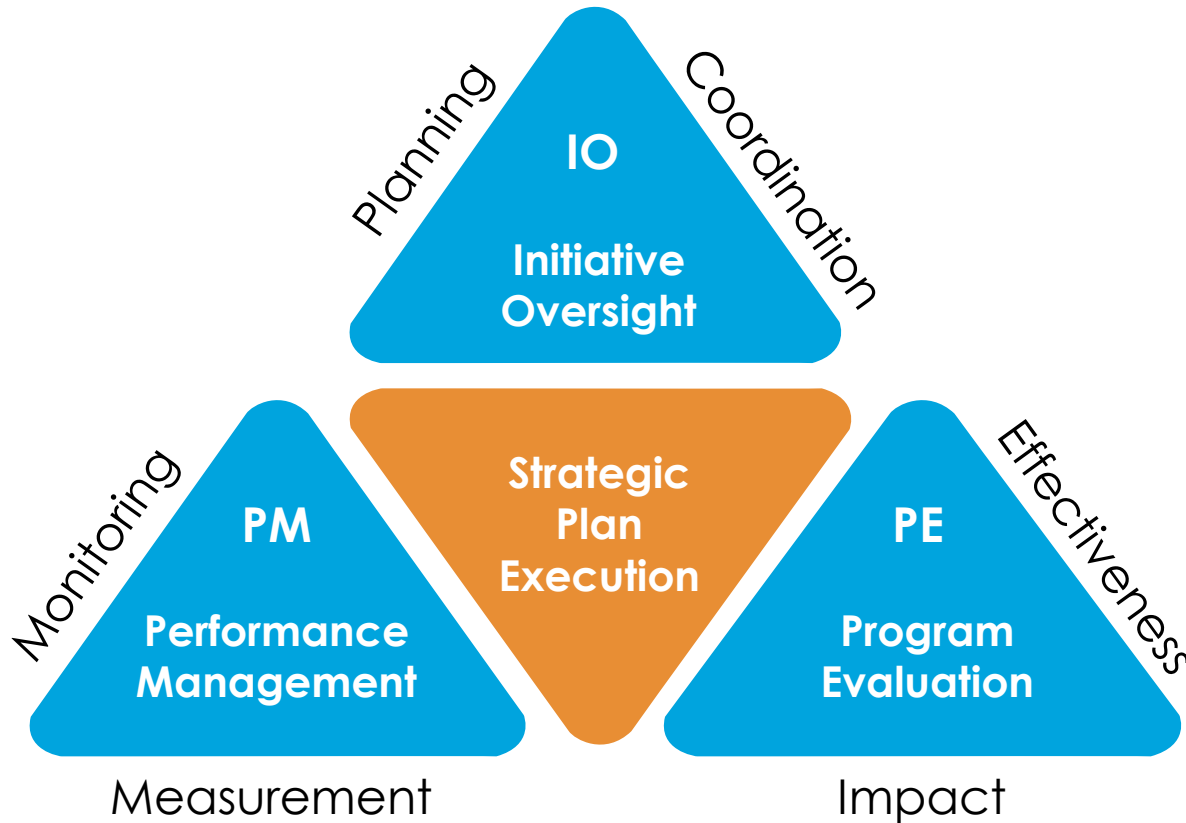
Proposal from SP Committee

	Theory	Action Plan
<p>Lead Measure</p> 	<p><u>If we execute this strategy:</u></p> <p>Implement trauma-informed approach to create relationship-based culture with teachers, staff, students</p>	<p>Action 1: Determine obligations, needs, and resources relevant to trauma legislation.</p> <p>Action 2: Conduct review of existing data and related research studies.</p>
<p>Lag Measure</p> <ul style="list-style-type: none"> ✓ Specific ✓ Measurable ✓ Attainable ✓ Relevant ✓ Time-bound 	<p><u>Then we will realize this objective:</u></p> <p>The number of incidents (referrals) and suspensions will reduce by 10% by June 2020.</p> <p>Attendance will increase by 5%.</p>	<p>Action 3: Design and provide trauma-informed training and resources to all staff of BCPS.</p>

SIM's Structure & Purpose

Mission:

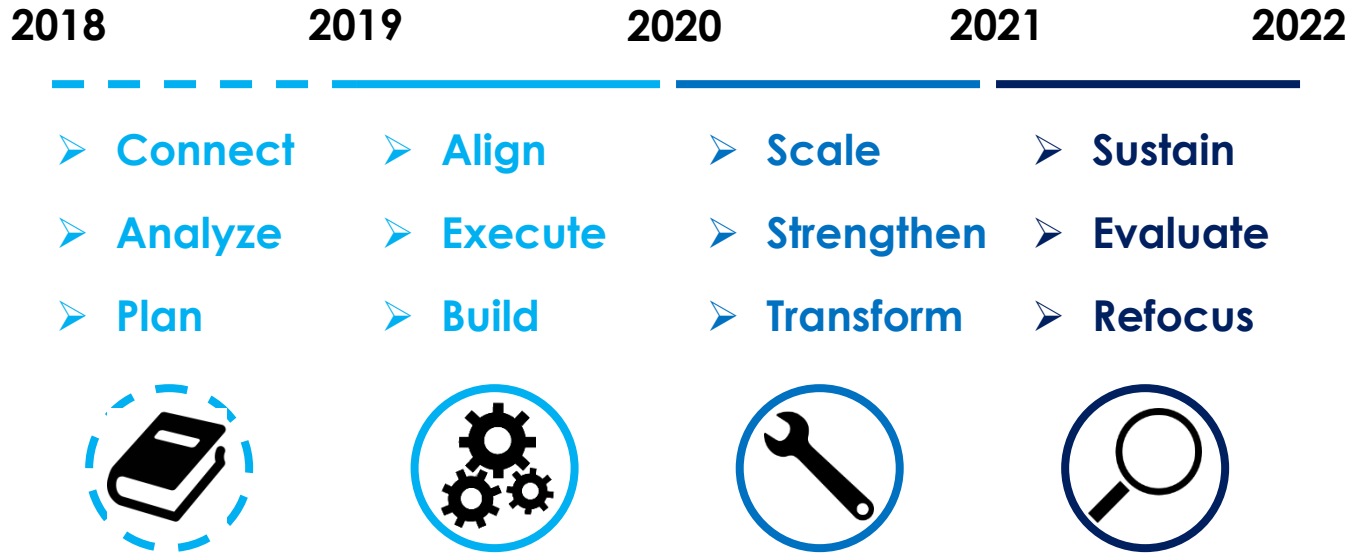
Driving organizational excellence through strategic plan execution.



SIM's Menu of Services

Services	Topics
<ul style="list-style-type: none">• Consultations• Data Analysis & Benchmarking• Focus Group Facilitation• Online Resources• Planning Retreats• Scorecards & Reports• Training Guides• Web Tool Development• Workshops	<ul style="list-style-type: none">• Accountability & Execution• Lean Six Sigma• Logic Model Development• Performance Management• Process Improvement• Program Evaluation• Project Management• Quality Assurance• Strategic Planning

Looking Ahead



2018/19 Short-Term Actions

- Guide Execution of District 2016/19 Strategic Plan
- Develop new District 2019/22 Strategic Plan
- Complete SIM Team Professional Development
- Overhaul SIM Communications and Marketing
- Establish a Service Level Agreement Project Model

2019/22 Long-Term Actions

- Improve District-wide Accountability and Goal Alignment
- Execute new District 2019/22 Strategic Plan
- Provide District Professional Development and Services
- Facilitate a Culture of Continuous Improvement
- Increase SIM Customer Service Quality, Scale, and Impact

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