



January 29, 2019

Board Workshop: 2019-24 Strategic Plan

Superintendent's Cabinet – Strategic Plan Steering Committee

Facilitated by:

Dr. Deborah A. Posner, Executive Director – Strategic Initiative Management
Mr. Maurice L. Woods, Chief Strategy & Operations Officer

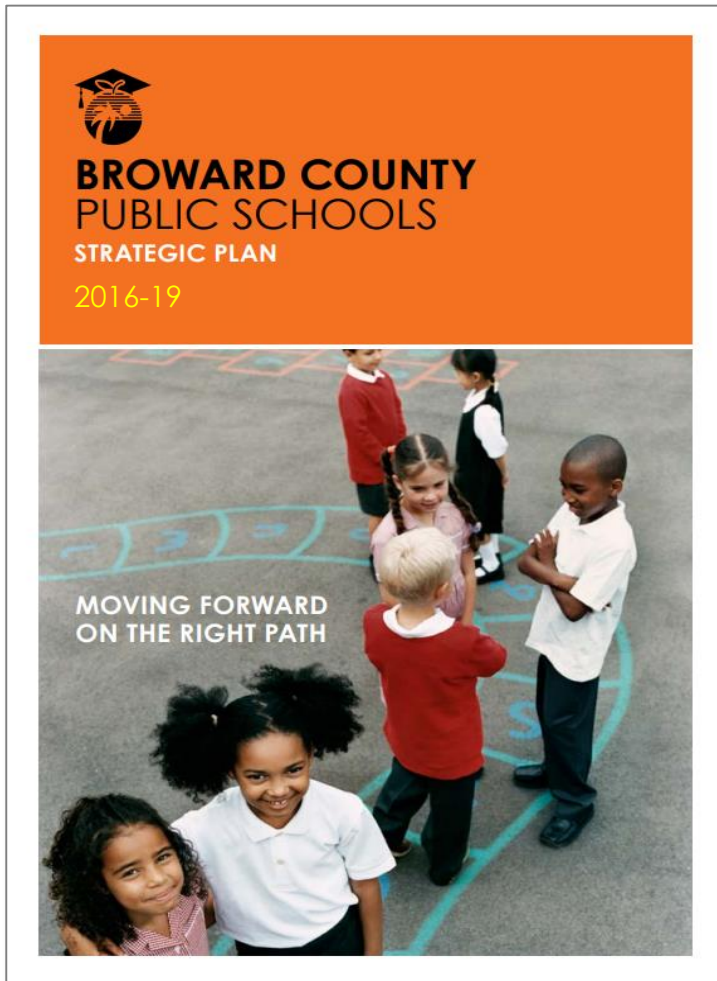
Executive Summary / Agenda

- Final year of the **2016-19 Strategic Plan**
- Initiative planning and implementation monitored by **data-driven dashboards**
- New strategic planning efforts follow a structured **process** and **timeline**
- Conducted a thorough internal and external **analysis**
- New **2019-24 Strategic Plan** will maintain Vision, Mission, and Goals, while proposing new **Core Values**
- Today: Driving towards major Strategic Plan **Campaigns** and **Initiatives**
- **Feedback** and **next steps**

Final Year of 2016-19 Strategic Plan

- 2016-19 Strategic Planning process involved bottom-up **Theories-of-Action** developed by multiple Task Forces, followed by **Logic Models** developed for execution. **Objectives** and **Targets** were also established for accountability.
- Created Office of Strategic Initiative Management (SIM) which functions to shift focus **from strategy formulation to strategy management**:
 - Provides oversight, support, and monitoring of the implementation of key Initiatives identified in the Strategic Plan.
- Enhanced focus on student achievement by shining the “spotlight” on the **High Quality Instruction** (HQI) goal.


Current BCPS Goals



Enhanced Planning, Execution, and Monitoring

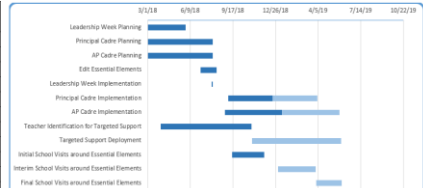
Project Plans

Dashboards




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

Task Name	Owner	Start Date	End Date	Calc % Comp	Actual % Complete	Risk Level
Leadership Week Planning	Nankier	03/01/18	05/30/18	100%	100%	Low
Principal Cadre Planning	Nankier	03/01/18	08/01/18	100%	100%	Low
AP Cadre Planning	Nankier	03/01/18	08/01/18	100%	100%	Low
Edt Essential Elements	Nankier	07/03/18	08/20/18	100%	100%	Low
Leadership Week Implementation	Nankier	07/30/18	08/02/18	100%	100%	Low
Principal Cadre Implementation	Nankier	09/05/18	04/04/19	59%	50%	Low
AP Cadre Implementation	Nankier	08/30/18	05/25/19	49%	50%	Low
Teacher Identification for Targeted Support	Nankier	04/01/18	10/31/18	100%	100%	Low
Targeted Support Deployment	Nankier	11/01/18	05/30/19	32%	0%	High
Initial School Visits around Essential Elements	Nankier	09/16/18	11/30/18	100%	100%	Low
Interim School Visits around Essential Elements	Nankier	04/01/18	03/03/19	76%	0%	Low

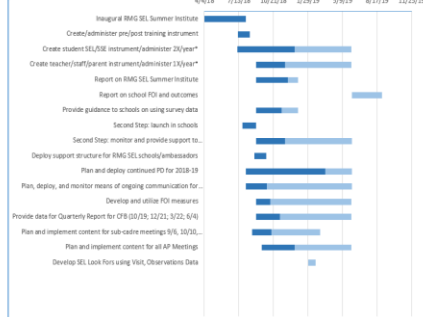


Leadership Week Planning
Principal Cadre Planning
AP Cadre Planning
Edt Essential Elements
Leadership Week Implementation
Principal Cadre Implementation
AP Cadre Implementation
Teacher Identification for Targeted Support
Targeted Support Deployment
Initial School Visits around Essential Elements
Interim School Visits around Essential Elements



Project Plan
Reimagining Middle Grades: Social-Emotional Learning
Project Manager: Dr. Sandra Skinner

Task Name	Owner	Start Date	End Date	Calc % Comp	Actual % Complete	Risk Level
Inaugural RMG SEL Summer Institute	Sandra	04/04/18	08/02/18	100%	100%	Low
Create/administer pre/post training instrument	Sandra/Adam	07/10/18	08/14/18	100%	100%	Low
Create student SEL/SE instrument/administrator 2X/year*	Sandra/Melanie	07/09/18	06/04/19	55%	50%	Low
Create teacher/staff/parent instrument/administrator 1X/year*	Sandra/Melanie	09/01/18	06/04/19	46%	30%	Low
Report on RMG SEL Summer Institute	Sandra/Melanie	09/01/18	01/01/19	100%	75%	High
Report on school FOI and outcomes	Sandra	06/05/19	09/01/19	0%	0%	Low
Provide guidance to schools on using survey data	Sandra/workigo	09/01/18	01/01/19	100%	60%	High
Second Step: launch in schools	Sandra	07/23/18	09/01/18	100%	100%	Low
Second Step: monitor and provide support to teachers/administrators	Sandra	09/01/18	06/05/19	46%	30%	Low
Deploy support structure for RMG SEL schools/ambassadors	Sandra/MP/ALD	08/27/18	10/01/18	100%	100%	Low
Plan and deploy continued PD for 2018-19	Sandra	08/02/18	06/05/19	51%	75%	Low
Plan, deploy, and monitor means of ongoing communication for...	Tanya	08/02/18	06/05/19	51%	20%	High
Develop and utilize FOI measures	Sandra	09/01/18	06/04/19	46%	15%	High
Provide data for Quarterly Report for OFB (10/19; 12/21; 3/22; 6/4)	Sandra	09/01/18	06/04/19	46%	25%	Med
Plan and implement content for sub-cadre meetings 9/6, 10/10, 11/13	Sandra/Tanya	08/21/18	03/06/19	71%	38%	High
Plan and implement content for all AP Meetings	Tanya	09/17/18	06/04/19	43%	37%	Low
Develop SEL Look Fors using Visit, Observations Data	Skinner	01/30/19	02/20/19	0%	0%	Low
				0%	0%	Low
				0%	0%	Low
				0%	0%	Low



Integral RMG SEL Summer Institute
Create/administer pre/post training instrument
Create student SEL/SE instrument/administrator 2X/year**
Create teacher/staff/parent instrument/administrator 1X/year**
Report on RMG SEL Summer Institute
Report on school FOI and outcomes
Provide guidance to schools on using survey data
Second Step: launch in schools
Second Step: monitor and provide support to...
Deploy support structure for RMG SEL schools/ambassadors
Plan and deploy continued PD for 2018-19
Plan, deploy, and monitor means of ongoing communication for...
Develop and utilize FOI measures
Provide data for Quarterly Report for OFB (10/19; 12/21; 3/22; 6/4)
Plan and implement content for sub-cadre meetings 9/6, 10/10, 11/13
Plan and implement content for all AP Meetings
Develop SEL Look Fors using Visit, Observations Data

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



Library Collaborators: SWS & RL - Participation Summary
SIM
Performance for selected Schools, Grade Levels, and 'All of Them'

NOTE: Project Plans, Dashboards, and Additional Resources may be accessed through the SIM SharePoint site.

2016-19 Strategic Plan



Strategic Plan Dashboard

Based on data available as of 12/20/2018.

Goal: High-Quality Instruction

Literacy and Early Learning

Middle Grades Learning

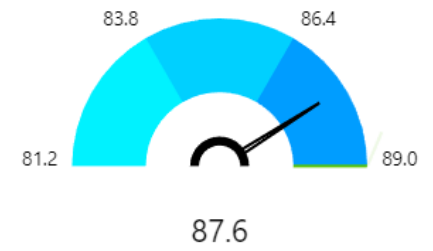
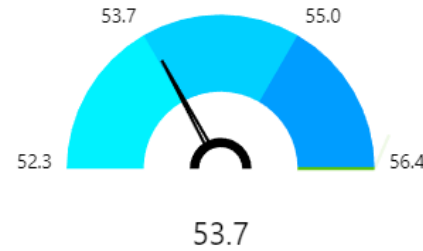
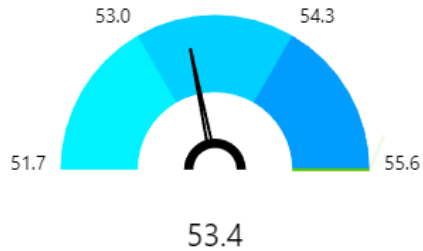
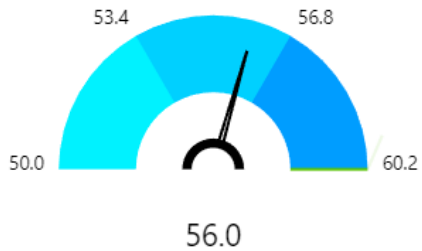
College and Career Readiness

English Language Arts Grades 3 to 5

English Language Arts Grades 6 to 8

English Language Arts Grades 9 and 10

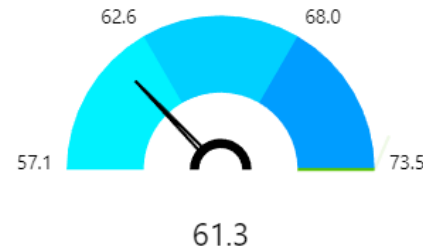
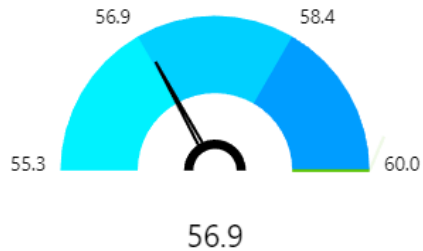
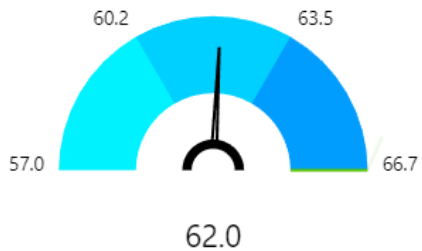
Graduation Rate



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.



2016-19 Strategic Plan



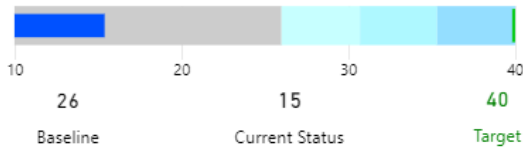
Strategic Plan Dashboard

Based on data available as of 12/20/2018.

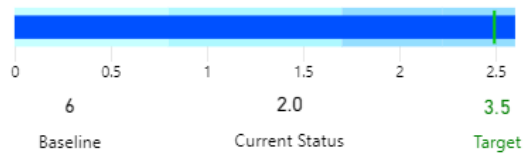
Goal: Continuous Improvement

Operational Efficiencies

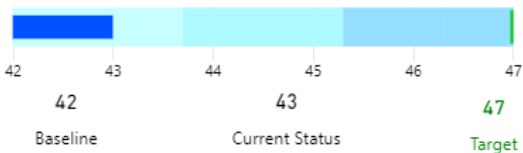
Percentage of business/support service KPI's in top quartile



Student-to-computer ratio (decrease)



Increase 5-year retention (teachers)

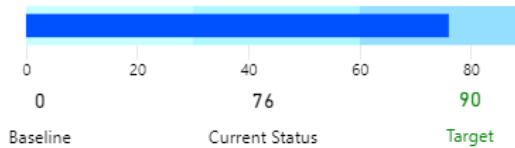


■ = Year 1
■ = Year 2
■ = Year 3

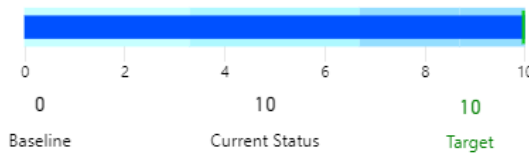
Select other Strategic Plan Goals from tabs below.

Strategic Initiative Management

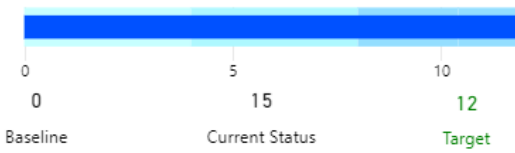
Percentage of project leads attending formal training



Number of strategic initiatives formally tracked

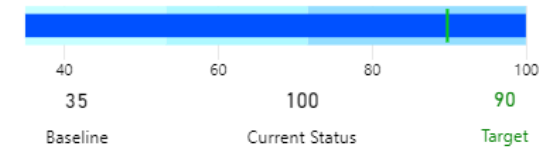


Performance management and evaluation processes

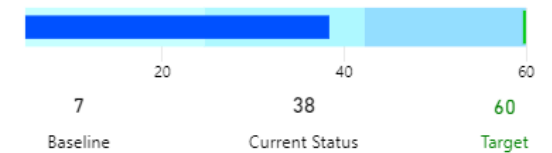


Facilities and Construction

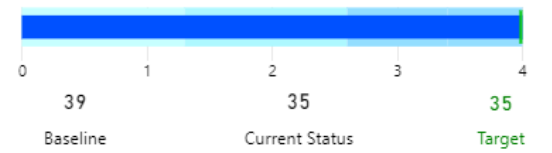
Facility-related projects underway in the SMART program



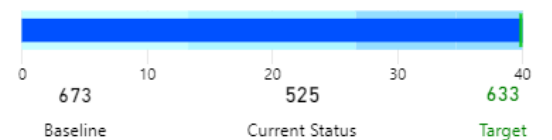
Facility-related projects in construction procurement, construct...



Decrease in work order completion time (days decreased)



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



2016-19 Strategic Plan

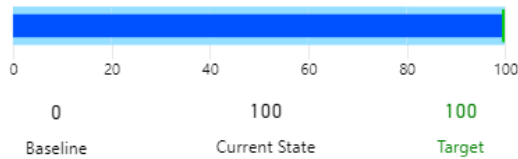


Strategic Plan Dashboard

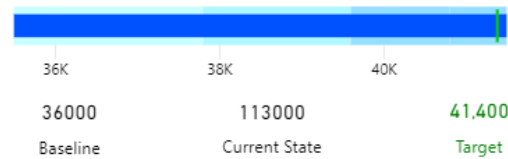
Based on data available as of 9/17/2018.

Goal: Effective Communication

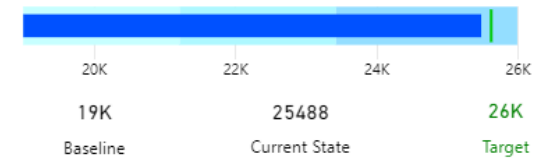
Launch a staff intranet to improve internal communications



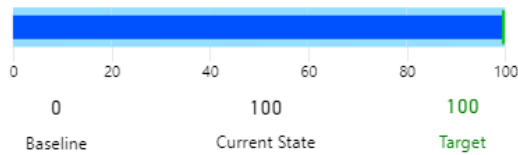
Social media engagement - Twitter Followers



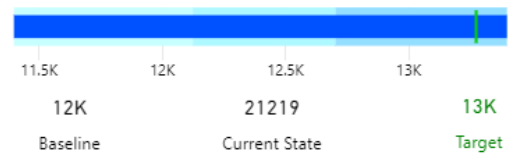
Increase mobile app (application) downloads



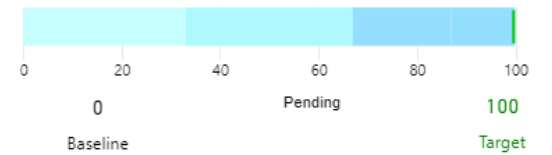
Restructure District website



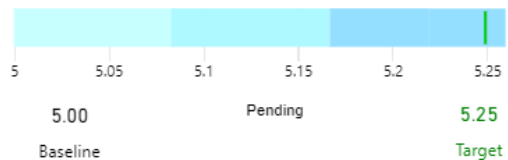
Social media engagement - Facebook Likes



Hub usage to access information



Positive to negative news ratio



■ = Year 1
■ = Year 2
■ = Year 3

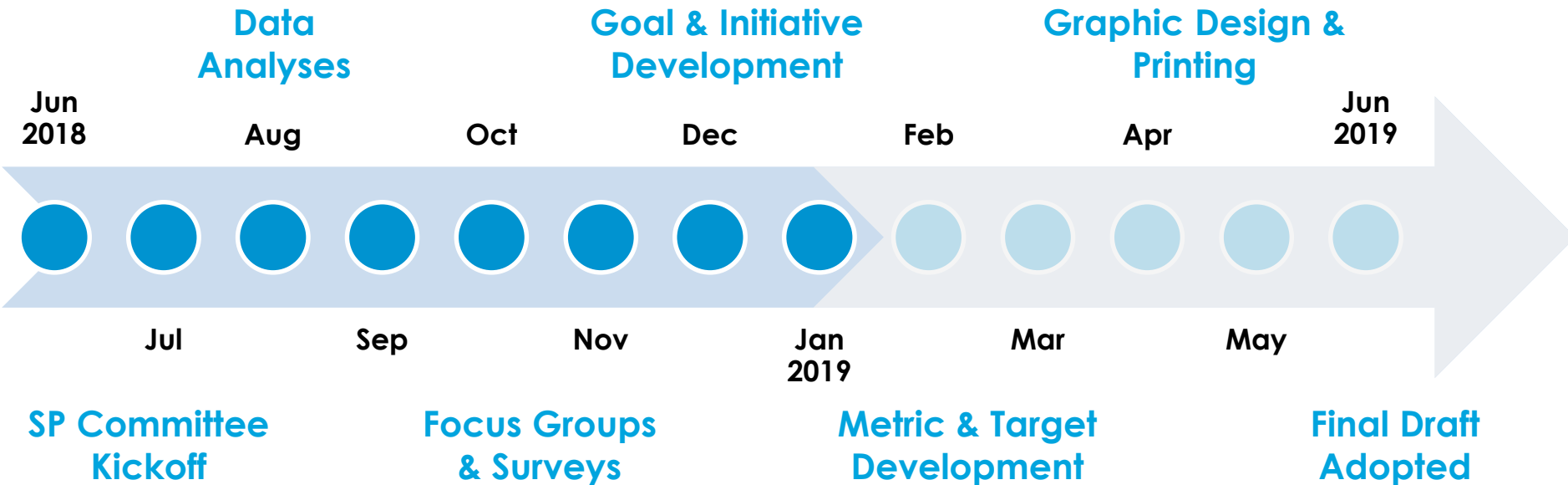
Select other Strategic Plan Goals from tabs below.



2019-24 Strategic Planning Underway

- SY 2019-24 Strategic Plan activities completed to date include **Strategic Plan Committee meetings**, completion of a comprehensive **Environmental Scan**, and analysis of **quantitative and qualitative data** collected through multiple Surveys, Focus Groups, Retreats, Forums, Classroom Visits, and various school and community events across the District.
- Initial results from over **175,000 data points** collected reveal **three overarching themes** for District priorities: Individualized Learning, Resource Management, and Stakeholder Engagement. These closely align with our current three Strategic Goals of **High Quality Instruction**, **Continuous Improvement**, and **Effective Communication**.

Strategic Planning Timeline



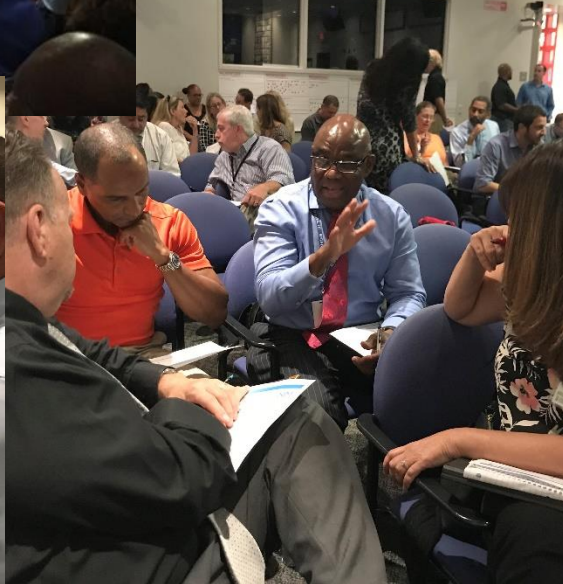
NOTE: The Superintendent's **Cabinet** serves as the **Steering Committee** to the District-wide **Strategic Plan Committee**.

Listening Tour: Forums



- ✓ Principals Meetings
- ✓ School-based Events
- ✓ Classroom Visits
- ✓ Community Events
- ✓ Local Non-Profit Meetings
- ✓ Strategic Plan Surveys
- ✓ School Board Workshops
- ✓ Strategic Plan Committee Meetings
- ✓ Strategic Plan Focus Groups
- ✓ Past District-wide Surveys
- ✓ Departmental Planning Retreats
- ✓ Facilities Leadership Conference
- ✓ Continuous Improvement Conference

Strategic Plan Committee



Environmental Scan: Maintain Core Goals and Shift to Five-Year Plan

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			

District	Strategic Plan	Number of Years	Comprehensive Focus	Annual/Regular Updates	Notes
Broward	2016-2019	3	x	x	
Miami-Dade	2015-2020	5	x	x	
Palm Beach	2016-2021	5	x	x	New Supt.
Brevard	2016-2017	--			New Supt.
Florida Duval	2017-2020	3			
Hillsborough	2015-2020	5	x	x	
Manatee	2015-2019	4	x	x	
Orange	2015-2020	5	x	x	"Business Plan"
Pinellas	2017-2018	1	x	x	
Seminole	2017-2022	5	x	x	
Volusia	(Dated 12.8.15)	--	x	x	
Arlington	2016-2021	5	x	x	
Atlanta	2015-2020	5	x		
Austin	2016-2018	2	x	x	
Boston	(Dated 2.2.15)	5	x		
Charlotte Mech.	2018	5	x	x	
Chicago	2013-2018	5	x	x	
Clark	(Dated 4.11.14)	--	x	x	New Supt.
National Dallas	2018/19	4	x	x	
Denver	2015-2020	5	x	x	
Guilford	2018-2022	4	x	x	
Houston	2017-2020	3	x	x	
Jefferson	2015-2020	5	x	x	
Los Angeles	2016-2019	3	x	x	
Milwaukee	2017-2018	1	x	x	
San Antonio	2015-2020	5	x	x	

Goals:
BCPS: 3
Mean: 4
Mode: 5

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



2019-24 Strategic Plan Maintains Key Tenets

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.**

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.**

THREE GOALS

1

High-Quality Instruction

2

Continuous Improvement

3

**Effective Communication
vs Stakeholder Engagement**

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

BCPS Total = **16**
Industry Average = **6**

BCPS Core Values Proposal

Student focus



Teaching excellence

Accountability

Respect

Safety



Layers of the Strategic Plan



2019-24 Strategic Plan: Campaign Proposals

Initiatives: SEL, Diversity, Equity, Support Services Awareness & Pairing
Chiefs: D. Gohl, M. Pope, K. Koch, V. Wanza, M. Woods, HR

Support Services for All
 (HQI, CI, SE)

Refresh & Redesign
 (CI, SE)

Initiatives : Job Descriptions, Org Structures, Process Improvement, Aligned Funding, Safety & Security
Chiefs: V. Wanza, M. Woods, J. Marte, J. Moquin, J. Jabouin, Facilities, IT, HR, D. Gohl, M. Pope, L. Brown, K. Koch,

Let's Connect
 (CI, SE)

Initiatives : Marketing, Stakeholder Engagement, Forums, Outreach, Info Sharing, Collaboration, Legislation
Chiefs: K. Koch, L. Brown, M. Pope, V. Wanza, M. Woods, D. Gohl, Facilities, IT, HR, J. Jabouin, J. Moquin, J. Marte

Initiatives : Recruit, Professional Development for All, Engage, Retain, Best Practices, Relationships
Chiefs: D. Gohl, V. Wanza, M. Pope, IT, HR

Recruit, Develop, Retain
 (HQI, CI, SE)

2019-24 Strategic Plan Campaigns

Improve Student Experience
 (HQI, CI, SE)

Initiatives : Achievement Gaps, Graduation Rates, Attendance, Facilities, Resource Management, Master Plan, Personalized Pathways
Chiefs: D. Gohl, J. Marte, V. Wanza, Facilities, IT, M. Pope, L. Brown

Initiatives : Data Insights, Data Quality, Data Visualization, Data Accessibility, Progress Monitoring, Tool Development/Use
Chiefs: D. Gohl, J. Marte, V. Wanza, J. Jabouin, Facilities, IT, HR, M. Pope, L. Brown, M. Woods

Our Data, Our Tools
 (HQI, CI)

2019-24 Strategic Plan: Initiative Proposals



2019-24 Strategic Plan Initiative Proposals - Summarized by Campaign

HQI: High Quality Instruction
 CI: Continuous Improvement
 SE: Stakeholder Engagement

Campaign Name:	# Chiefs	# Initiative	GROUPED INITIATIVE
		Ideas	COUNT
Improve Student Experience	7	8	4
Let's Connect	12	13	5
Refresh & Redesign	12	20	6
Our Data Our Tools	10	7	2
Recruit, Develop, Retain	5	25	4
Support Services for All	6	10	5
		83	26

CAMPAIGN	#	Description	Chief 1	Chief 2	Theme	Grouping	
Improve Student Experience (HQI, CI, SE)	4	Strengthen gaps. Here now K-12. Identifying need; early foundational focus; increase funding legislation resource. Funding tied to Budget line. Would like to brainstorm more for foundational focus.	Dan	Judy	Achieve Gaps	1	
	7	Increase underrepresented gifted populations	Val	Dan			Achieve Gaps
	27	Uniformity of Practice across district/schools for ESE students (mandatory accountability-overseen). Targeted outcomes for ESE students. Equity across schools - mandatory minimum standards for all schools!! School-to-work direct program growth.	Val	Dan			Achieve Gaps
	68	<p><u>Unified Goal</u></p> <ol style="list-style-type: none"> growth mindset as districtwide goal all efforts align with & upgrade this to a STRATEGIC Goal; announce this effort as being IDEA/ESAU responsible to provide trauma (aware), growth (mindset instruction) to all students; CHILDREN FIRST: understand (by mandatory questionnaires to all district employees) that all efforts above are in fact aligned with benefitting the <u>1 in 4 children</u> abused & with <u>TRULY</u> putting children first - <u>AND ALSO</u> with putting education first: TRULY Put Children First - admitting we have not and no one else is or has but that we are changing that NOW; Show by data analytics & algorithms tie KPI to academic outcomes. 	Mickey	Val	Achieve Gaps		
	9	Graduation/Dropout rates (student achievement). *Deferment opportunities to students with disabilities and students who are struggling/struggling learners --> (Career/life-readiness). Peer partners - struggling learners.	Val	Dan	Grad %	2	
	3	<ul style="list-style-type: none"> Implement iCan Career Academy in 3 middle & 3 high schools with funding from MSA Grant Collaboration & alignment of work across departments to increase achievement 	Dan	Leslie	Personalized Pathways	3	
	37	Develop and follow a master plan to determine efficient and effective use of facility and resources through monitoring and reporting gain and loss of enrollment by individual school.	Facilities	Leslie	Master Plan	4	
39	<p>To review current facility, demographic, and program data to create a plan for future needs, i.e., a comprehensive plan that addresses:</p> <ul style="list-style-type: none"> Aging facility stock Enrollment loss Charter impact Relevant programs for student success 	Facilities	Leslie, IT	Resource Management			
		<ul style="list-style-type: none"> Current and future technology needs Resource deficiencies Transparency with the community --> what will District be doing through the next 5 years Align with Strategic Plan time period 					



BCPS Initiative Proposal Template



2019-24 Strategic Plan Initiative Proposals - Development Worksheet

Campaign: Improve Student Experience

Initiative #: 1

Initiative Theme(s): Achievement Gaps

Key Components /Attributes:

Resource Needs:

Timeline / Phases:

Initiative Description:

Metrics / Targets:

"Stop Doing" List:

Example

SMARTER Goals



Government Finance Officers Association

S M A R T E R

Specific

Measurable

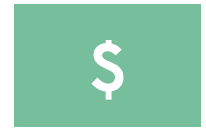
Attainable

Relevant

Time-bound

Engaging

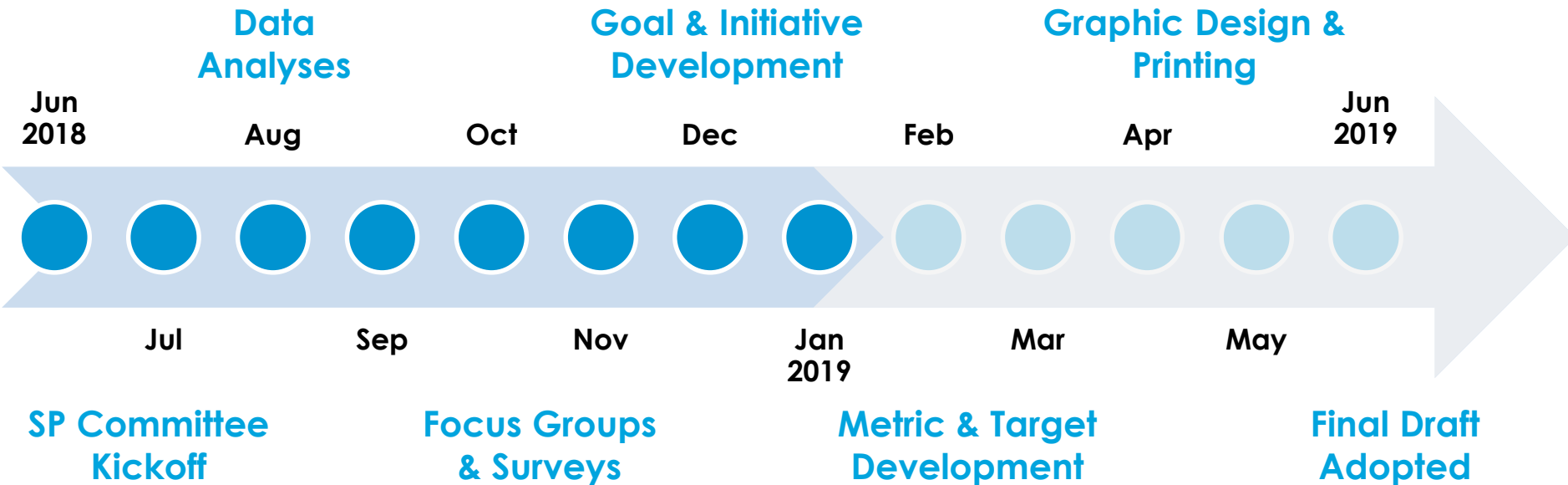
Resourced



“Stop Doing” List



Strategic Planning Timeline



NOTE: The Superintendent's **Cabinet** serves as the **Steering Committee** to the District-wide **Strategic Plan Committee**.

Feedback

- Questions
- Board Member Input
- Next Steps

THE SCHOOL BOARD OF BROWARD COUNTY, FLORIDA

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Appendix

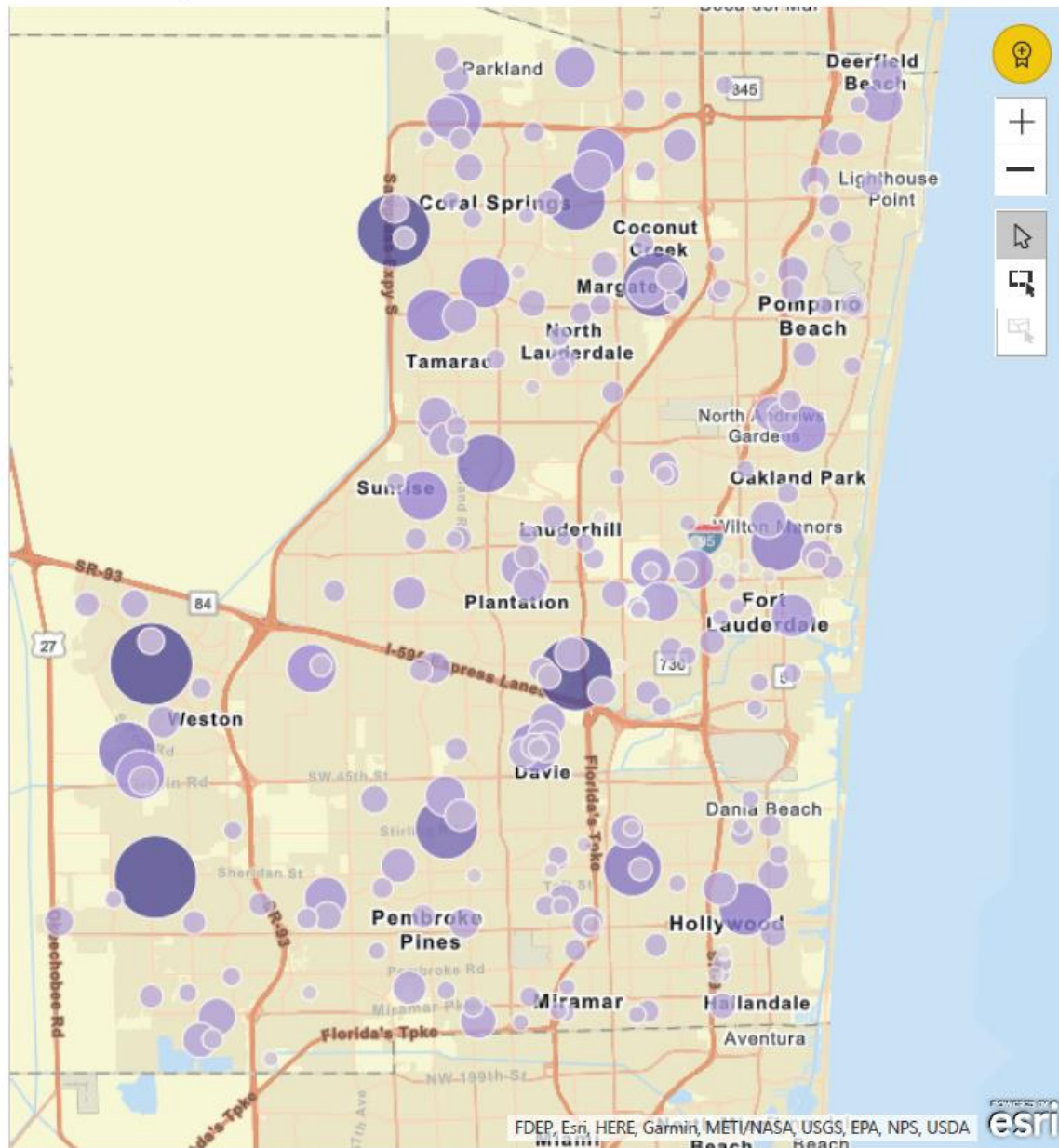
- Detailed Strategic Planning Timeline
- Listening Tour and Environmental Scan Analysis
- Strategic Planning Stakeholder Composition
- Example Five-Year Implementation Timeline

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	SP Steering Committee Meetings Identification of Major Campaigns and Themes

2019						
January	February	March	April	May	June	July
Goal & Initiative Development SP Committee Meeting Board Workshop: Strategic Plan Development	Goal & Initiative Finalization	Board Workshop: Strategic Plan Draft (aligned with Budget) Metric & Target Development	Metric & Target Finalization Focus Groups	Graphic Design & Printing	Board Workshop: Strategic Plan Final Adoption	2019-24 Strategic Plan Execution Begins

Listening Tour: Stakeholder Engagement



Listening Tour: Elementary Schools

What I Like Best About My School:

I like that Ms. Tupper says 2018 after code reds. I like our new gates. I wish that everybody can come to after care. I like the library. I like my teachers. The student council Ms. Meja. I like morning and aftercare. I like the bathroom.

One Way to Make My School Better:

I want my school to be safe. I want for us to have rewards when we have no code reds. I want us to have fun Fridays and get better food. Better acotmint for the play ground. Cold water when you go outside. A scanner so incase somebody comes that has a nepanon. Nova News can have better acotmint. Paper towel. Over filled outside for water. Touch screen.

Listening Tour: Elementary Schools

What I Like Best About My School:

I like the food in the cafeteria.
I like my teacher.
I like the garden.
I like the playground.
I like my friends in this school.
I like the computers.
I like the library.
I like the painting in the Art room.

One Way to Make My School Better:

I want a bigger classroom.
I want a bigger playground.
I want better technology on the news,
touch screen computers for every grade.

Environmental Scan: Demographics



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

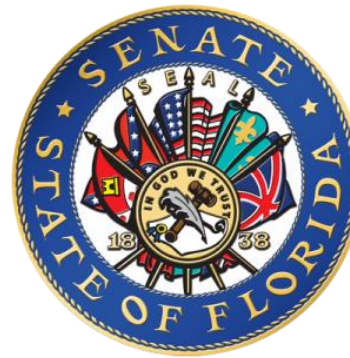
TOTAL: 270,550

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

Environmental Scan: Legislative Impact

Legislation Impacting BCPS:

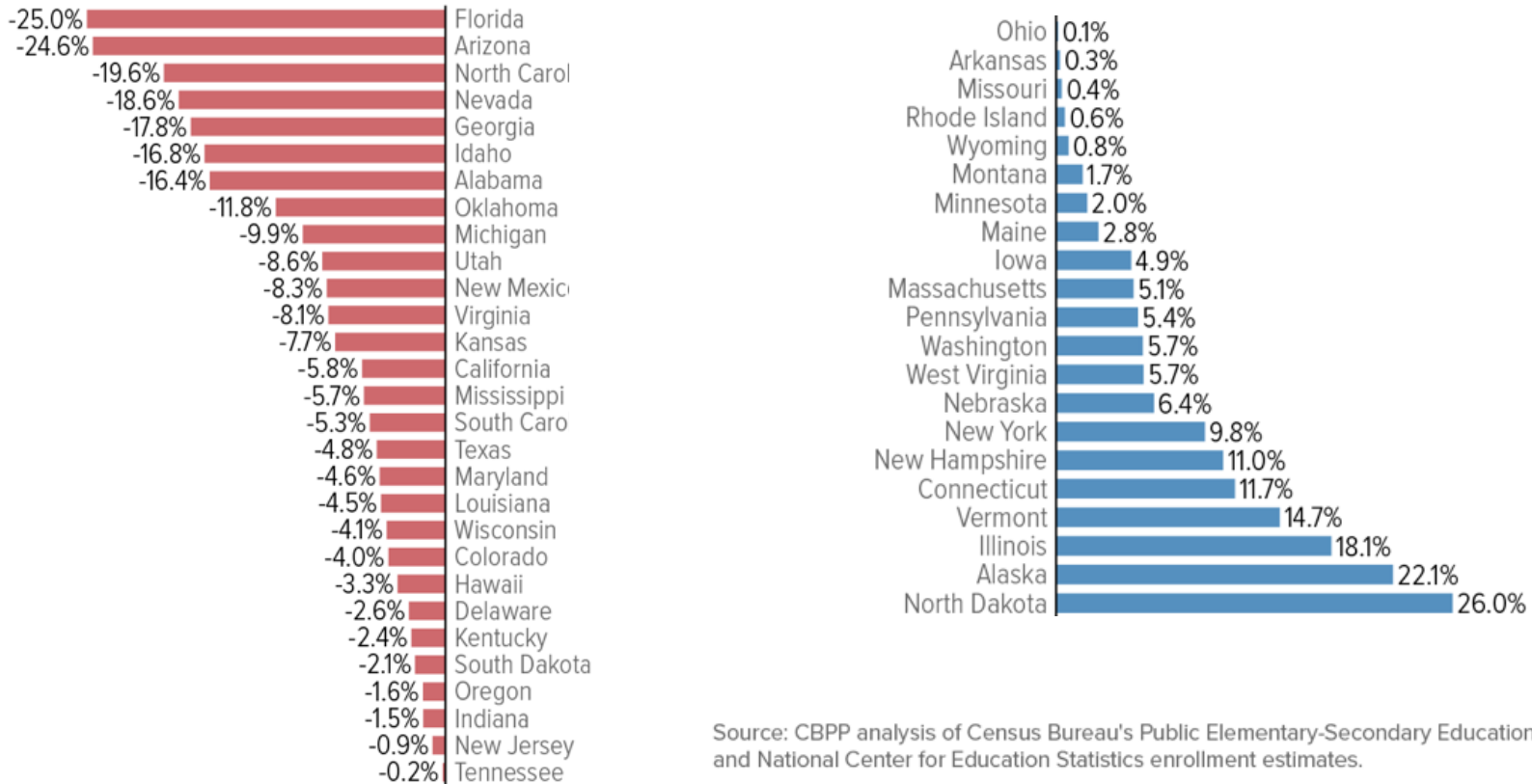
- SB 7026: Marjory Stoneman Douglas Public Safety Act
- CS/HB 7069: Education
- HB 495: K-12 Public Education
- CS/HB 1279: School District Accountability



Environmental Scan: Funding Impact

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.

CENTER ON BUDGET AND POLICY PRIORITIES | CBPP.ORG

Overall, state and local funding for public education fell 25% from 2008-2015

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

Environmental Scan: Peer Districts Analysis

4-Year Change in Achievement 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: SWOT Analysis

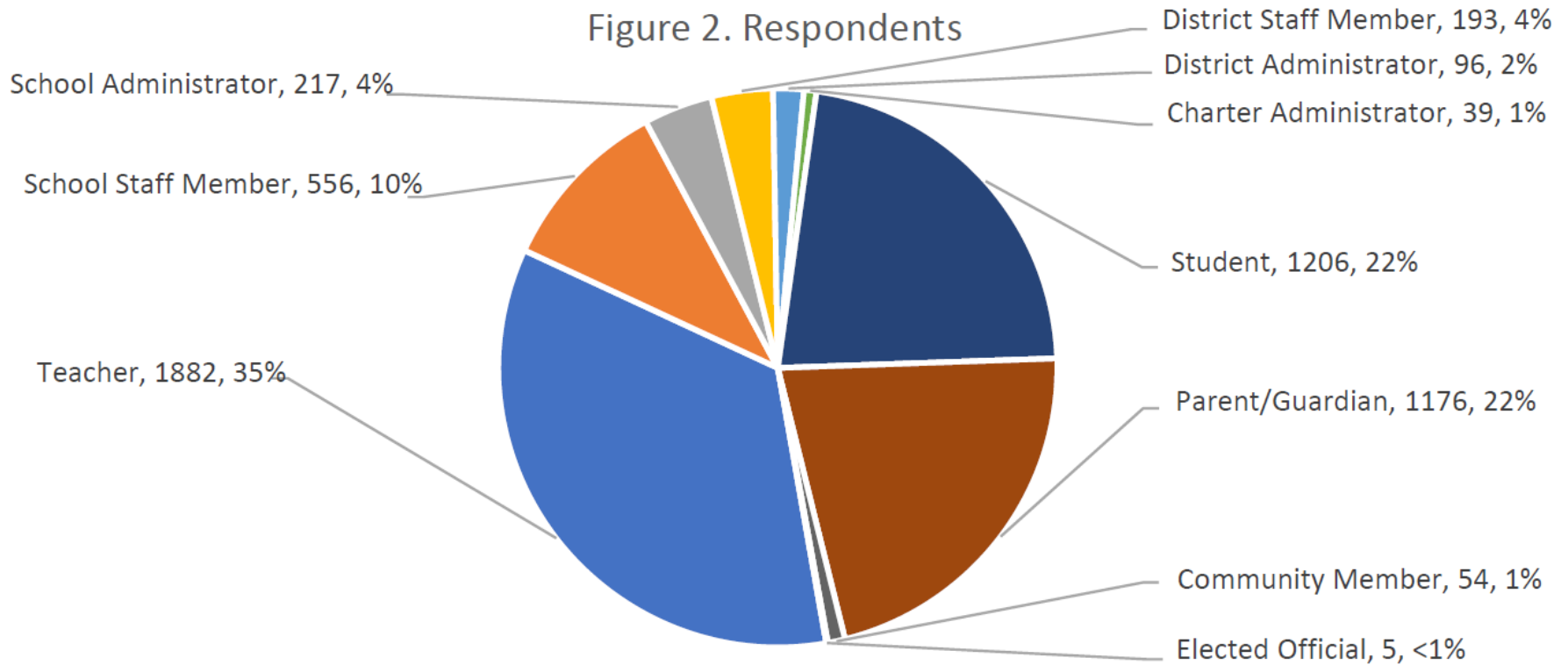
	Helpful	Harmful
INTERNAL	<p>Strengths</p> <ul style="list-style-type: none"> • Improvements in reducing achievement gaps. • Early Literacy progress and student outcomes. • New funding for Middle Grades. • Collaboration and alignment of current academic initiatives. • Teacher retention after one year. • Improved meal participation. • Increased efficiency and savings in Procurement. • Improved Transportation customer satisfaction. • Funding for security staff, mental health services, and school salaries. 	<p>Weaknesses</p> <ul style="list-style-type: none"> • Persistence of achievement gaps. • Grade 4 to 5 not addressed within current strategic initiatives. • Teacher retention after five years. • Improve alignment of professional development with District strategy. • Job descriptions obsolete or not aligned to current needs. • Improve data accuracy, validity, and use. • Funding insufficient for needs.
EXTERNAL	<p>Opportunities</p> <ul style="list-style-type: none"> • Large population based with potential need for educational services. • Floridians with credentials beyond high school are outpacing the U.S. • Employment percentage rises with a high school degree and continuing education. • Several Florida bills will address safety/security, mental health services, academic programs, funding, and operations. • BCPS has strong community partnerships. • Support for targeted economic opportunities. • Median home price increases provide a stronger tax base for public education. 	<p>Threats</p> <ul style="list-style-type: none"> • Cost of living increases with large proportion of population below poverty level. • Large population of single parent homes. • State and local funding fell 25% for public education in Florida, which leads the U.S. • Title II federal funding may be in jeopardy. • Expansion of voucher programs and funding of Schools of Hope would reduce public education funds. • Insufficiently funded legislative mandates. • Some cities have sponsored the opening of their own charter schools. • Enrollment decreases. • Charter school related financial impact. • Gaps in pre-enrollment participation.

NOTE: A SWOT Analysis is a commonly used business tool. It is a key component of a comprehensive 'Environmental Scan' for an organization.

SWOT =
Strengths,
Weaknesses,
Opportunities, and
Threats

Strategic Plan Survey: Stakeholders

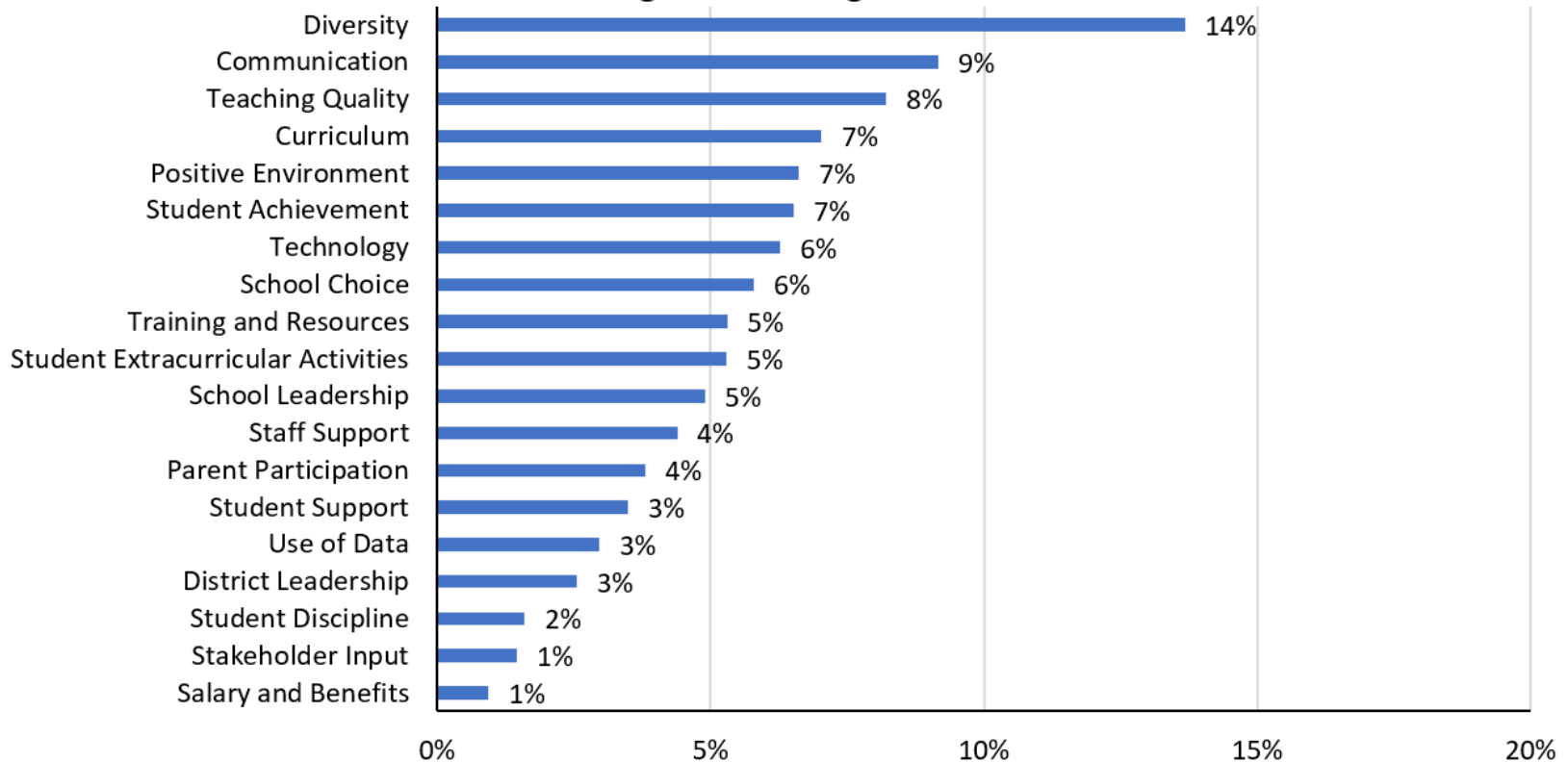
Figure 2. Respondents



N = 5,424

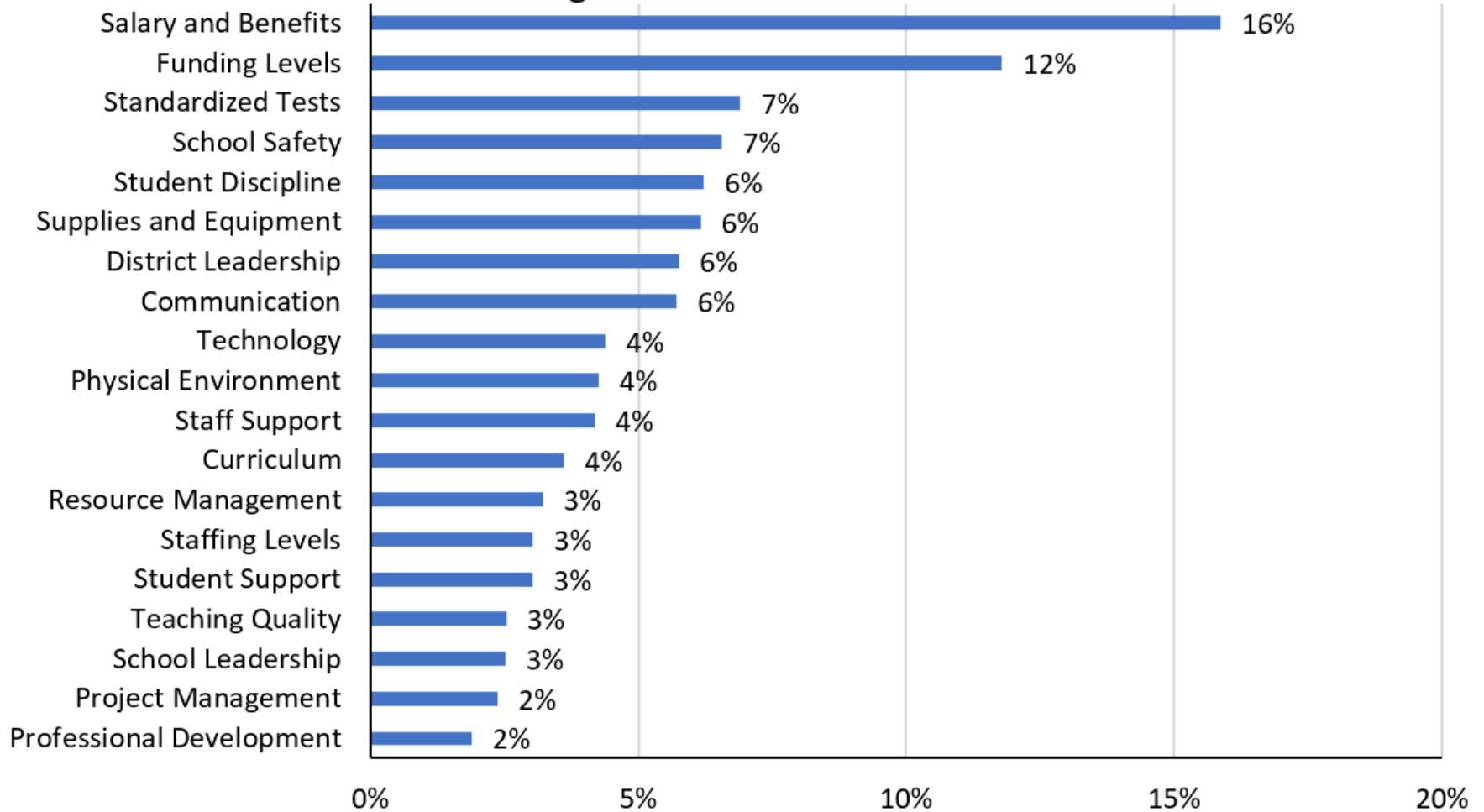
Strategic Plan Survey: Results

Figure 3. Strengths



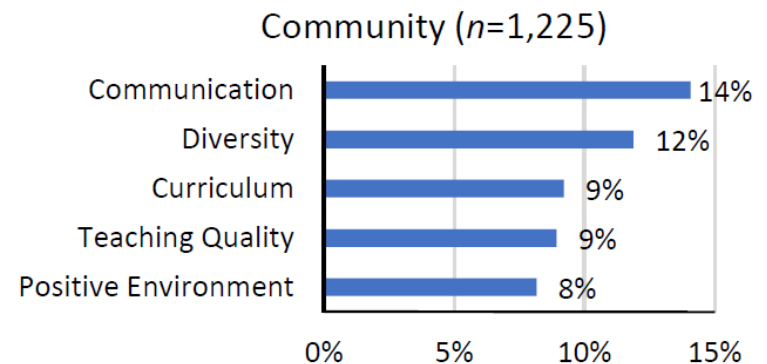
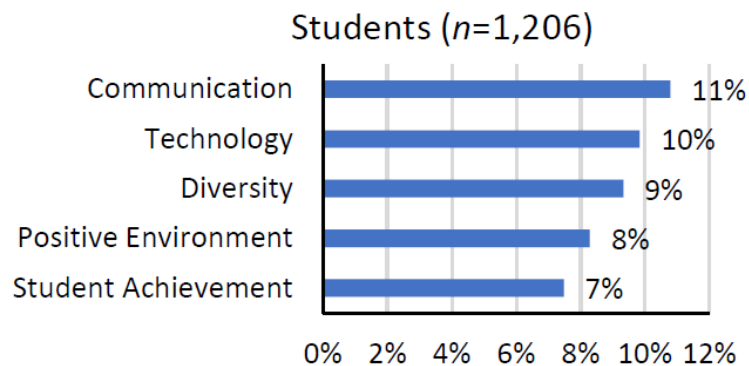
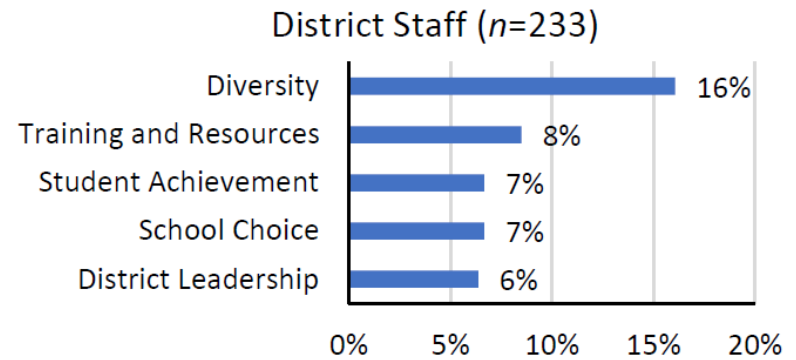
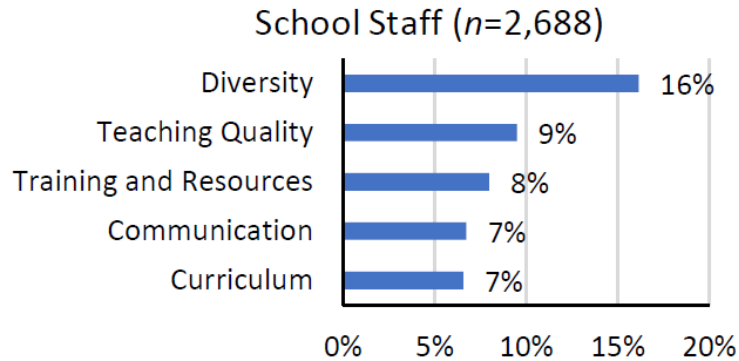
Strategic Plan Survey: Results

Figure 4. Weaknesses



Strategic Plan Survey: Distribution by Role

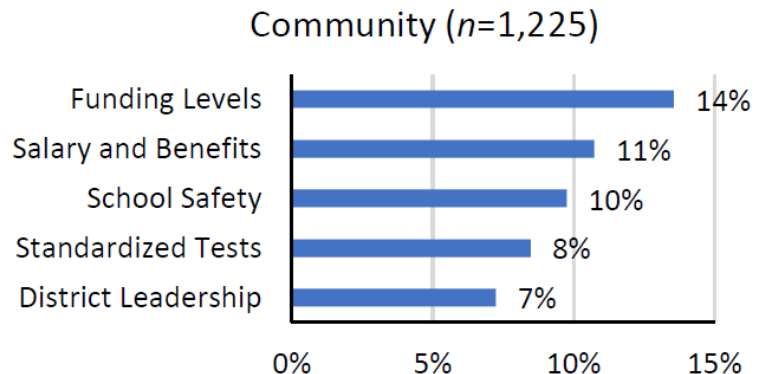
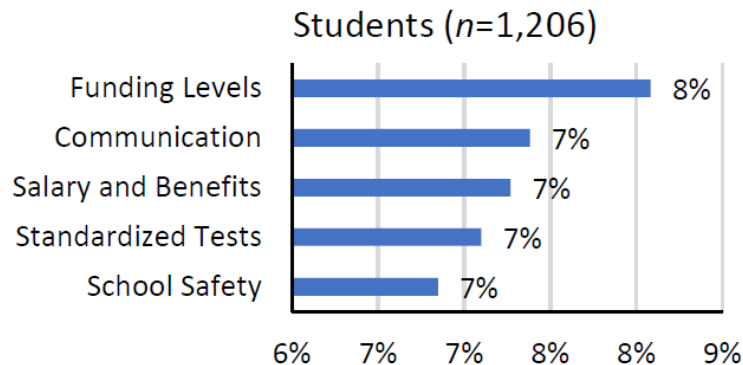
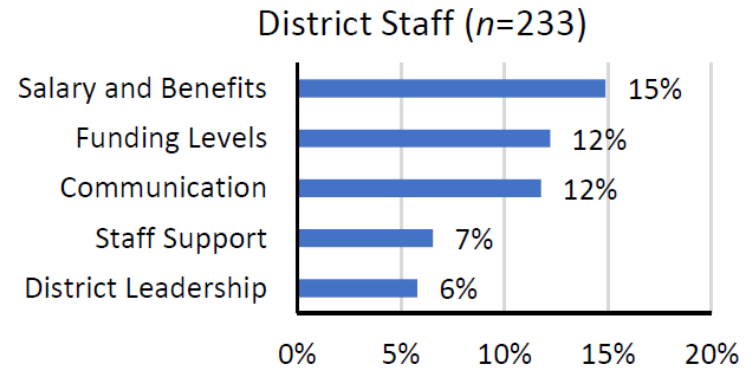
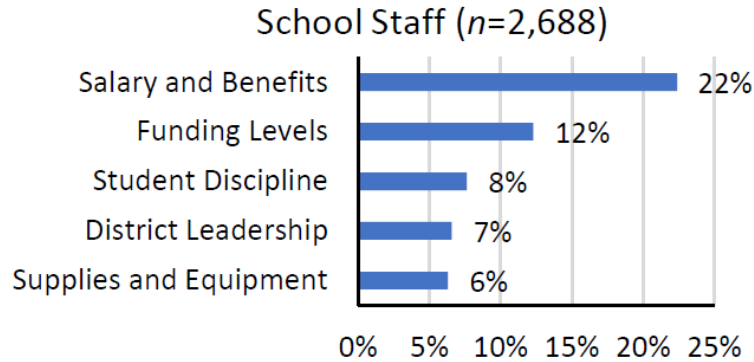
Figure 5. Strengths by Respondent Group



NOTE: Internal groups include school-based respondents (administrators, teachers, and staff) and District respondents (administrators and staff). External groups include students and community respondents (parents, community members, and elected officials). The top five strengths and weaknesses for each group are presented in Figures 5 and 6, respectively.

Strategic Plan Survey: Distribution by Role

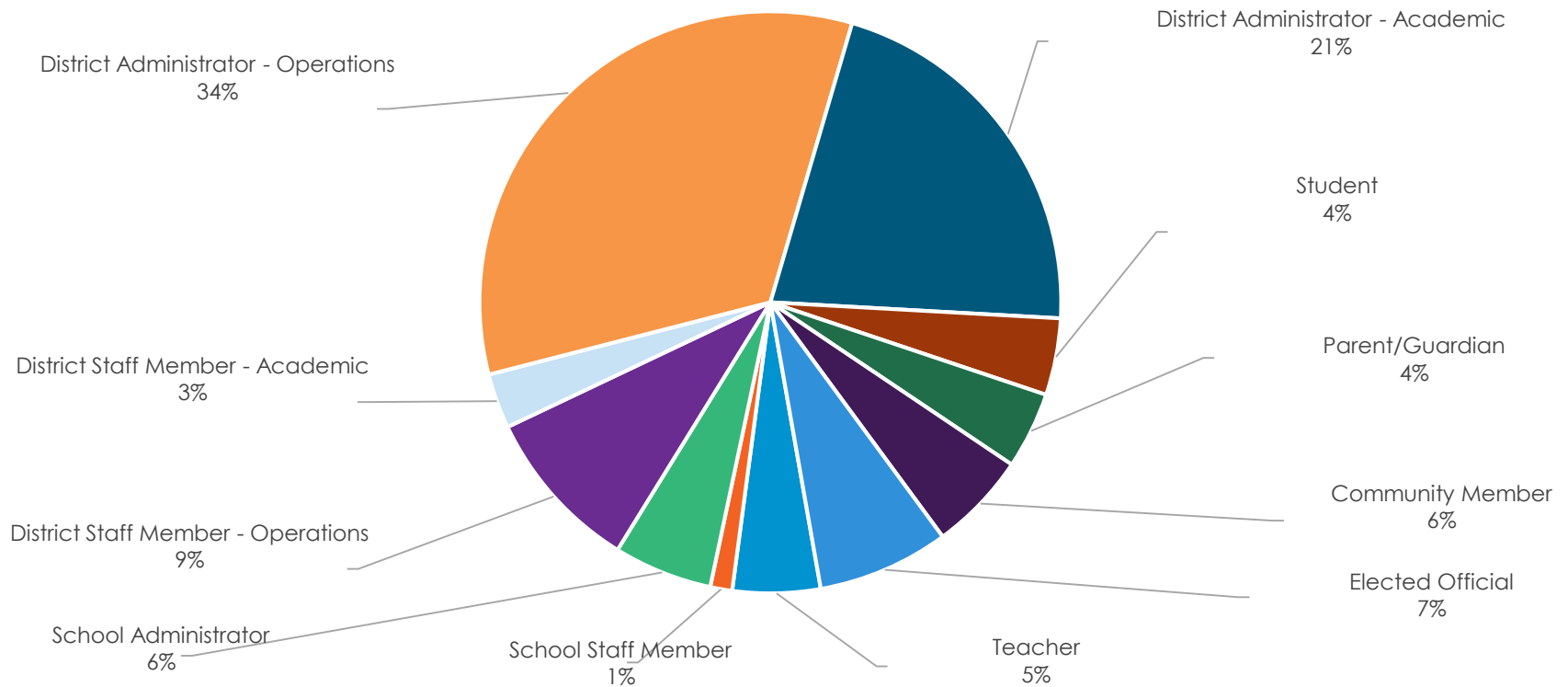
Figure 6. Weaknesses by Respondent Group



NOTE: Internal groups include school-based respondents (administrators, teachers, and staff) and District respondents (administrators and staff). External groups include students and community respondents (parents, community members, and elected officials). The top five strengths and weaknesses for each group are presented in Figures 5 and 6, respectively.

Strategic Plan Committee & Focus Groups 2018-19

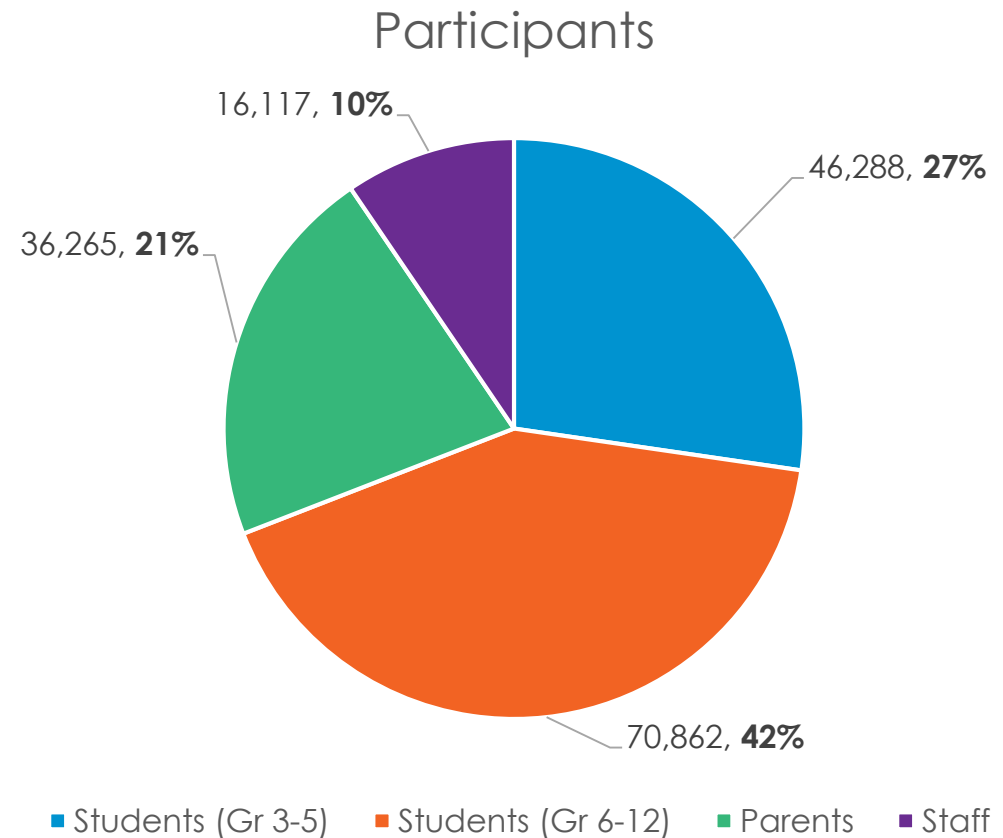
Participants



***N = 70 average at SP Committee meetings;
26 for Focus Groups***

AdvancEd Survey 2017/18: Stakeholders

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



Example Five-Year Implementation Timeline: Broward College

Strategic Plan Timeline

2017 2018 2019 2020 2021 2022

Goals and Objectives
(span five years)

Strategies
(span one to five years)

