

August 25, 2020

# 2024 Strategic Plan: 4<sup>th</sup> Quarterly Report & Annual Recalibration

Presented by the Office of Strategic Initiative Management (SIM)





#### Table of Contents

- 2024 Strategic Plan Overview
  - Stakeholder Engagement and District-wide Alignment
  - Communications and SIM Ambassador Program
  - Execution and Accountability Framework
  - Vision, Mission, Values, and Goals
  - Campaigns and Initiatives
- 2024 Strategic Plan Progress
  - COVID-19 Impact and Key Learnings
  - Dashboards of Goals and Metrics
  - Top Accomplishments by Initiative
- Overview of Proposed Plan Changes
  - Updated/New Initiatives, Tactics, Metrics, and Timelines
  - ☐ Change Management Process
  - □ Cadence of Accountability for Year 2
- Appendix: Dashboards, Theories of Action, and Project Plans

## **BCPS Strategic Planning Policy 1101**

1101

#### DISTRICTWIDE STRATEGIC PLANNING

THE SCHOOL BOARD OF BROWARD COUNTY BELIEVES THAT STRATEGIC PLANNING IS THE PROCESS BY WHICH THE GUIDING MEMBERS OF AN ORGANIZATION ENVISION ITS FUTURE AND DEVELOP THE NECESSARY PROCEDURES AND OPERATIONS TO ACHIEVE THAT FUTURE. IT IS THE PROCESS OF SELF-EXAMINATION, THE CONFRONTATION OF DIFFICULT CHOICES AND THE ESTRABLISHMENT OF FRIORITIES. IT REQUIRES AN AGREEMENT ON THE BELIEFS AND MISSION OF THE DISTRICT AND THE LOCAL BLISHMENT AND ATTAINMENT OF CLEAR GOALS AND OBJECTIVES TO ACHIEVE THE DESIRED RESULD: YELMS SPECIFED TIME FRAMES.

THE SUPERINTENDENT SHALL THEREFORE ESTABLISH A STRATEGIC PLANNING PROCESS THAT RESULTS IN FOCUSING THE DISTRICT'S SHARED VISION AND VALUES.

AUTHORITY:: F. S. 230.22 (1) (2) F. S. 229.55 (1) (B) Policy Adopted: 4/17/90

RULES

The process established shall meet the follow

- The process shall determine what as be an internal and external analy believes and mission.
- The process shall enable the distri-Goals established shall be measurable
- The process shall enable the district have a favorable cost - benefit as encouraged.
- The process shall include procedure necessary.
- The process shall be results-oriented the Board.
- Included in the process shall be a organizational changes to staff the pla
- Where possible in the developm representation of internal and exte Superintendent shall also be include
- Operational plans shall be develope and shall be a component of the eval
- The process shall be designed to ind in the development of plans to suppo

<u>1101</u>

<u>1101</u>

#### **DISTRICTWIDE STRATEGIC PLANNING**

THE SCHOOL BOARD OF BROWARD COUNTY BELIEVES THAT STRATEGIC PLANNING IS THE PROCESS BY WHICH THE GUIDING MEMBERS OF AN ORGANIZATION ENVISION ITS FUTURE AND DEVELOP THE NECESSARY PROCEDURES AND OPERATIONS TO ACHIEVE THAT FUTURE. IT IS THE PROCESS OF SELF-EXAMINATION, THE CONFRONTATION OF DIFFICULT CHOICES AND THE ESTABLISHMENT OF PRIORITIES. IT REQUIRES AN AGREEMENT ON THE BELIEFS AND MISSION OF THE DISTRICT AND THE ESTABLISHMENT AND ATTAINMENT OF CLEAR GOALS AND OBJECTIVES TO ACHIEVE THE DESIRED RESULTS WITHIN SPECIFIED TIME FRAMES.

THE SUPERINTENDENT SHALL THEREFORE ESTABLISH A STRATEGIC PLANNING PROCESS THAT RESULTS IN FOCUSING THE DISTRICT'S SHARED VISION AND VALUES.

AUTHORITY:: F. S. 230.22 (1) (2)

F. S. 229.55 (1) (B)

Policy Adopted: 4/17/90

- The process shall ensure that inservice supports both the process and the eventual plan(s)
  throughout the district.
- It is the Board's intent to establish a strategic planning process that results in a plan that will anticipate and manage change and provide a context for making organizational decisions at all levels.

AUTHORITY: F. S. 230.22 (1) (2) F. S. 229.55 1 (B) Rules Adopted: 4/17/90



## 2024 Strategic Plan: Cadence of Accountability



- ✓ Project Plan Updates: Monthly
- ✓ Dashboard Updates: Quarterly\*
- ✓ Report to School Board: Quarterly
- ✓ Refresh & Recalibration Cadence: Annual
- ✓ Outcomes Report: <u>Annual</u>

Strategic Plan Revised and Published

**School Board** 



Superintendent's Cabinet



Office of Strategic Initiative Management





www.browardschools.com/strategicplan

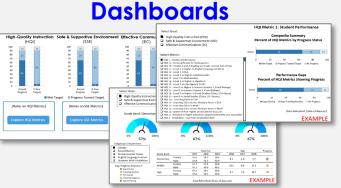


<sup>\*</sup> For all available data

### 2024 Strategic Plan: Cadence of Accountability

#### Quarterly Reporting at Board Workshops, with Initiative Deep Dives

Quarter	Month	Campaigns	Initiatives
1	October 2019	Student Experience	Achievement & Equity
		Our Data, Our Tools	Tool Development, Implementation, & Use
2	February 2020	<ul> <li>Retain, Develop, &amp;</li> </ul>	<ul> <li>Employee Retention &amp; Recruitment</li> </ul>
		Recruit	<ul> <li>Student, Employee, &amp; Supplier Diversity</li> </ul>
		<ul> <li>Support Services for All</li> </ul>	
3	April	Refresh, Redesign, &	Operational & Process Improvement
	2020	Reduce Risk	<ul> <li>Internal Communications</li> </ul>
		<ul> <li>Let's Connect</li> </ul>	
4	August	All	All
	2020		



### Annual Outcomes Report

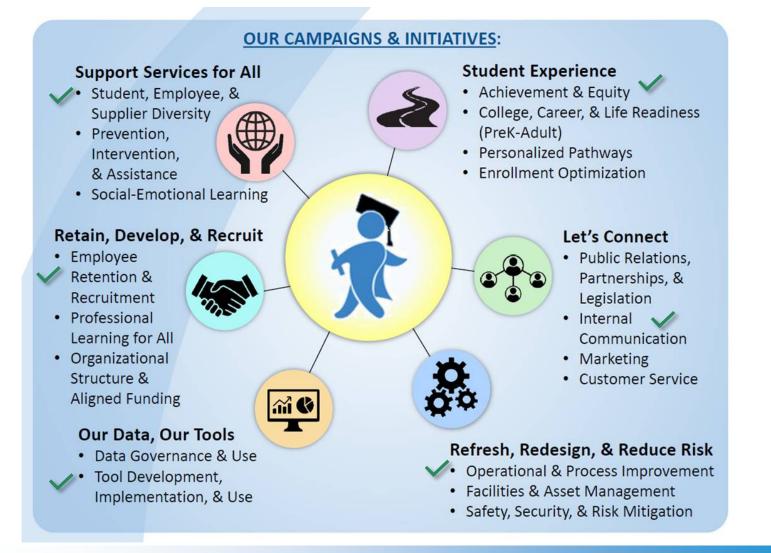


## Annual Strategic Plan Recalibration





## 2024 Strategic Plan: Cadence of Accountability, Year 1





## 2024 Strategic Plan Execution & Accountability Framework

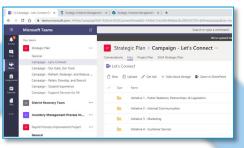


#### **SIM Ambassadors**

- New model for expanding capacity
- 150+ Trained

#### Individual Consultations

- Thought Partnership
- Quarterly Reporting Guidance
- Data Analysis

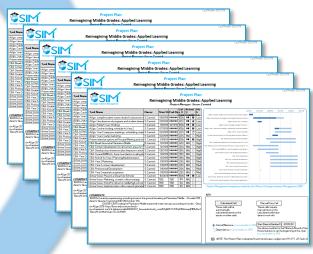


#### **Microsoft Teams**

Unified Communications and Information Sharing of all Initiative-related work

Leveraging Tools,
Technology, &
Personalized
Approaches to
Foster Collaboration





#### **Project Plans**

Timelines, Resources, Risks

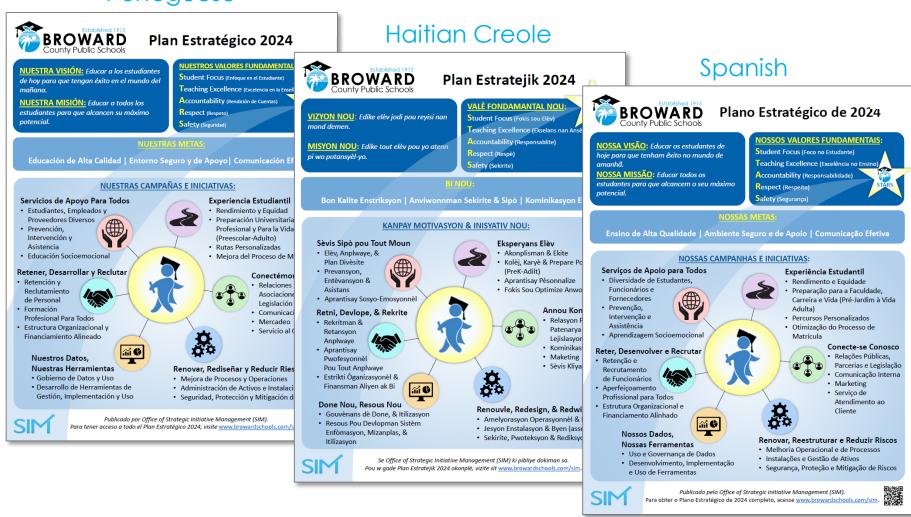
#### **Monthly Campaign Meetings**

With Executive Sponsors & Initiative Leads via Skype



### 2024 Strategic Plan: Vision, Mission, Values, & Goals

#### Portuguese





## 2024 Strategic Plan: Vision, Mission, Values, & Goals



## 2024 Strategic Plan

**OUR VISION:** Educating today's students to succeed in tomorrow's world.

**OUR MISSION:** Educating all students to reach their highest potential.

#### **OUR CORE VALUES:**

Student Focus

Teaching Excellence

Accountability

Respect

**S**afety



#### **OUR GOALS:**

High-Quality Instruction | Safe & Supportive Environment | Effective Communication



## 2024 Strategic Plan: Campaigns & Initiatives

#### **OUR CAMPAIGNS & INITIATIVES:** Student Experience Support Services for All Achievement & Equity · Student, Employee, & College, Career, & Life Readiness Supplier Diversity (PreK-Adult) · Prevention, Personalized Pathways Intervention. Enrollment Optimization & Assistance Social-Emotional Learning Retain, Develop, & Recruit Let's Connect Employee Public Relations, Retention & Partnerships, & Recruitment Legislation Professional Internal Learning for All Communication Organizational Marketing Structure & Customer Service Aligned Funding AÎ C Our Data, Our Tools Refresh, Redesign, & Reduce Risk · Data Governance & Use Operational & Process Improvement Tool Development, Facilities & Asset Management Implementation, & Use · Safety, Security, & Risk Mitigation



## 2024 Strategic Plan: Learnings from the COVID-19 Crisis Shape Our Priorities

Triage your response with clear priorities.

Recovery work must reflect that crises differ in magnitude and duration.

Employees – treat them well! Don't neglect self-care either.

Communicate with consistent messages through multiple channels, regularly.

Build local capacity through partnering organizations and businesses.

Be mindful, deliberate, and decisive; don't be distracted by noise!

Protocols matter; they should reflect our values and be scrupulously followed. Keep them simple!



## Impact of COVID-19:

#### Operationalizing Enhancements for Greater Future Success



- Development of eLearning pedagogical competencies
- Availability of all courses on Canvas
- Consistent usage of Canvas features



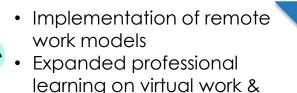
- Expanded use of collaboration tools
- Regular multi-channel Issow Communer communication to stakeholders



- Improved student: device ratio
- Rollout & enhancements to collaboration tools



- Funding aligned to support critical needs, retain positions
- Adjustments to levels of service based on situation





Personnel trained on new safety, health, & cleaning protocols

instruction, knowledge & skills



Broadened student access to instruction & supports through virtual channels



- Monitoring virtual student engagement
- Enhanced health & sanitation guidelines
- · Availability of virtual Mindfulness, SEL resources & instructional materials



- Streamlined procurement processes
- Improved cleaning, sanitation procedures
- Tightened school visitor protocols



- Expanded tech support
- Improved cybersecurity measures



- - Strengthened relationships with municipalities & local partners



Deepened ties with public health experts; access to telehealth services



Expanded relationships with Internet/WiFi providers



### 2024 Strategic Plan: Areas of Accelerated Progress



College, Career, & Life Readiness (PreK-Adult)

• Growth in **Canvas course penetration** from 30% to over 98%



Tool
Development,
Implementation,
& Use

Student to device ratio: rollout of over 100,000 devices



Facilities & Asset

Management

Closures created expanded window for SMART Program projects



Internal Communication

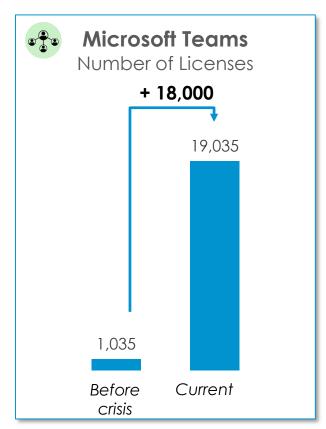
 Accelerated rollout, adoption, and use of collaboration tools (Microsoft Teams) & move toward virtual meetings

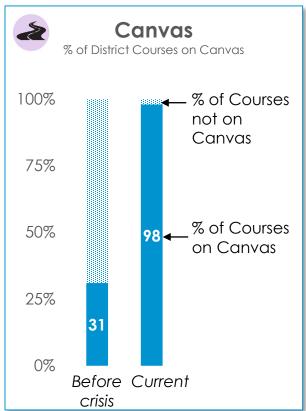


# 2024 Strategic Plan: Acceleration of Timelines (Our Data, Our Tools)



Data as of 04.27.20







- Essential for Remote Work
- Essential for Teaching and Learning
- Essential for monitoringStudent Engagement



## 2024 Strategic Plan: Acceleration of Timelines (Our Data, Our Tools)





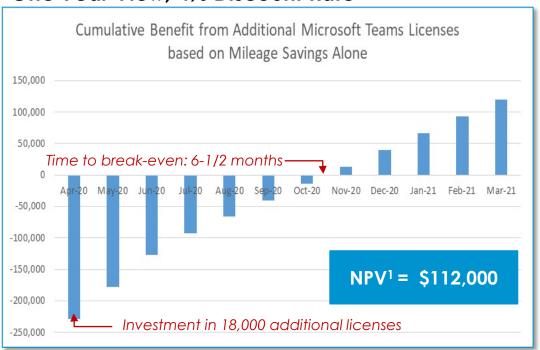
By August, Teams will allow teachers see up to 49 students simultaneously; feature currently available in Preview for some users



# 2024 Strategic Plan: Acceleration of Timelines (Our Data, Our Tools)



#### One Year View, 4% Discount Rate



Example of Mileage Savings through Adoption of Virtual Format

**Elementary Level Principal Meeting** 

<u>Assumptions</u>

160 Attendees

10 Miles - Average distance traveled

**\$0.56** - Per mile reimbursement rate

\$896 spent on mileage reimbursements

#### Returns generated from accrual of mileage savings:

- Assumes 95% reduction in reimbursements, April July 2020
- Assumes ongoing 50% savings in mileage reimbursements through use of virtual meetings, August 2020 – March 2021

Upside potential from productivity gains through better use of time no longer consumed by travel

<sup>1</sup> Return on Investment based on Net Present Value of + benefits – costs. An NPV > \$0 is an attractive investment.



## 2024 Strategic Plan: Framework for Metrics



Government Finance Officers Association

S M A R T E R Goals

Specific Measurable Attainable Relevant Time-bound Engaging Resourced

















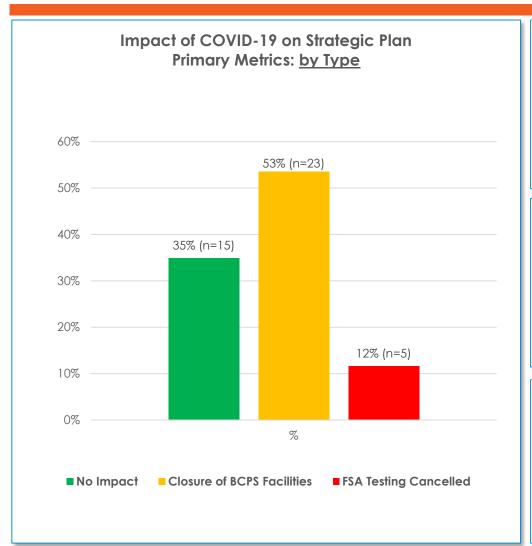


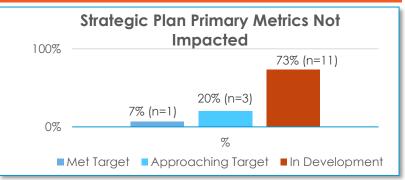
**Council** of the **Great City Schools** 

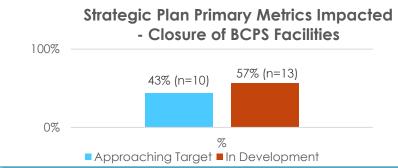


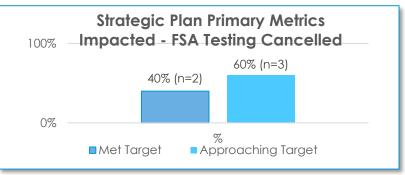


## 2024 Strategic Plan: COVID-19 Impact on Metrics





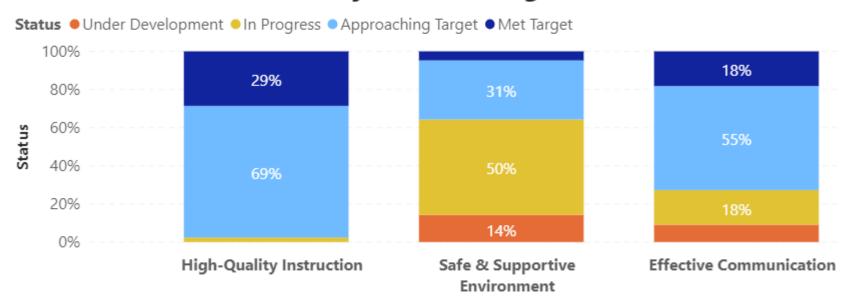






## 2024 Strategic Plan Dashboard

### Status by 2024 Strategic Plan Goal



#### Combined:

17% Met Target – 2020 Target has been met

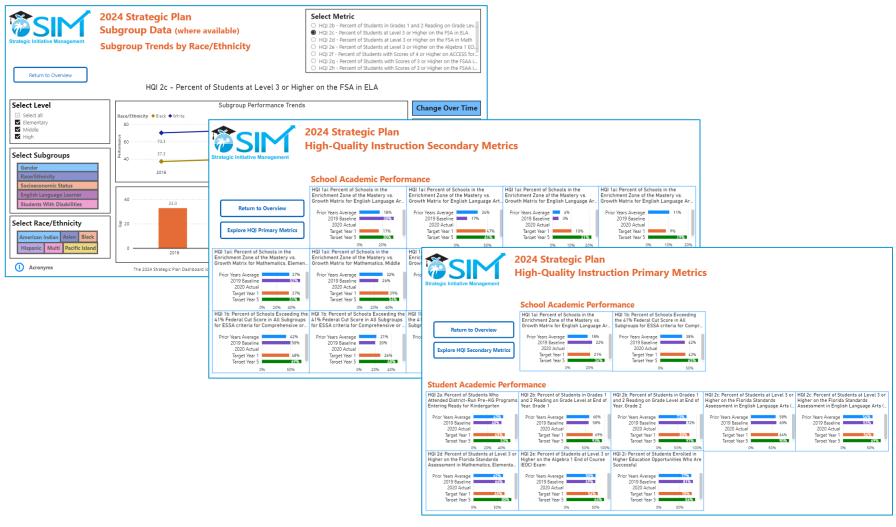
51% Approaching Target – Metrics Defined, Data Available, and Work in Progress

25% In Progress – Data Available and Work in Progress

7% Under Development – Defining Metric, Establishing Processes, or Data Unavailable



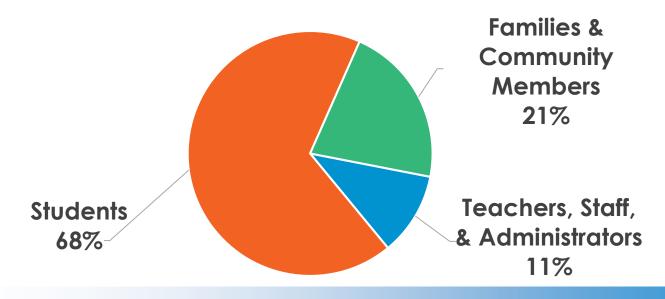
### 2024 Strategic Plan Dashboard





## 2024 Strategic Plan Listening Tour

Participants by Role	Count
Students:	118,363
Families & Community Members:	37,528
Teachers, Staff, & Administrators:	19,229
TOTAL:	175,120





### 2024 Strategic Plan Listening Tour





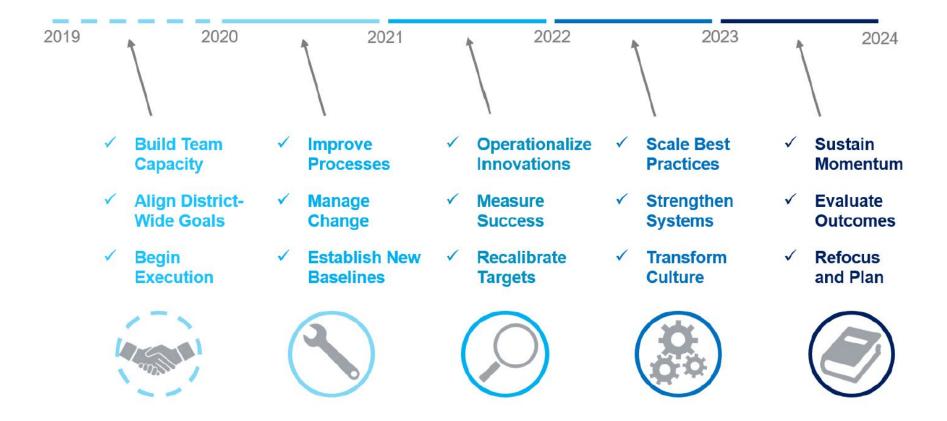
### 2024 Strategic Plan Listening Tour



- ✓ 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
- ✓ Leadership Conferences
- ✓ Director Workgroups
- ✓ Superintendent's Cabinet Meetings

## 2024 Strategic Plan: Maturity Model





### 2024 Strategic Plan: Communications Framework

- SIM Website & SharePoint site
- Monthly Newsletters
- Poster & QR Code
- Monthly Newsletters
- Annual Outcomes Reports
- Planning Retreats
- Social Media
- Other Marketing Materials











www.facebook.com/bcpssim www.twitter.com/bcpssim



### 2024 Strategic Plan: SIM Ambassador Program

### **Benefits to the Participant:**

- Access, connection, and mentoring with Senior Leaders
- **Professional development** and resume-building
- Chance to **apply new skills** hands-on
- Networking opportunities
- Ability to make a significant impact on a District-wide scale

#### **Benefits to the District:**

- Expanding capacity of the SIM Team
- Quality and timely 2024 Strategic Plan execution
- Extension of District Leadership Development Programs and pipelines
- Ensuring diverse skills and backgrounds on cross-functional Initiative teams
- Model for effective succession planning for new and emerging leaders







## 2024 Strategic Plan: SIM Ambassador Program



## 2024 Strategic Plan: Theory of Action Examples

#### Social-Emotional Learning (SEL): Theory of Action



### Measures

- Attendance Extracurricular participation
- Professional Learnina completions
- Behavior incidents

#### Lag Measures

- SEL survey results
- FSA, PSAT, SAT, AP results
- Graduation rates
- Youth Risk Behavior Survey results

#### Theory

If we execute this strateay:

Cultivate wellness through the acquisition & implementation of evidence-based SEL programs, instruction, PL & supports based on a unified District SEL framework. Regularly monitor wellness through observation, outreach, & the collection & analysis of data to inform District actions. Simplify school planning & service delivery requirements around SEL. Ensure wide availability of SEL resources.

#### Then we will realize this goal:

Improvements across critical dimensions of student wellness: Emotional, Intellectual, Personal, Physical, Social, Environmental, and Occupational

#### Action Plan

- 1) Define & institutionalize BCPS's SEL1 framework
- 2) Screen programs to develop & launch a managed menu of SEL Offerings
- 3) Select, procure, & implement SEL programs & an SEL measurement tool
- 4) Rationalize/adapt Professional Learning content & delivery to align with District's SEL1 framework
- programs, service delivery ch processes (eg, MTSS-RtI) 5) Complete a School Counseld
- job description, hiring process instrument to alian with ASCA Eliminate redundancies & syr
- across school planning requir SEL, Counseling, etc.), combi feasible. 7) Develop/launch Mindfulness
- associated professional learn resources, & a managed mer
- 8) Engage youth through menta programs, and a Youth Sumn
- 9) Embed SEL resources, conten existing communications plat
- ASCA = American School Counselors Association; 2SIP = School Improvement Plan; 2PBIS = Positive Behavior Interventi



2024 STRATEGIC PLAN QUARTERLY REPORT

#### Prevention, Intervention, & Assistance: Theory of Action



#### Lead Measures

- Behavior Incidents
- Attendance
- Progress Monitoring Plans
- Tiered
- Interventions
- Service utilization data
- Trainings / PL completions

FSA results

#### Theory If we execute this strategy:

#### Develop, implement & support evidence-based practices and recovery coordination & resources: **Engage partners** to fill capability gaps; Create a central communications website for all

- recovery-related resources: Sustain/reinforce specialized supports to the MSD1 zone, including
  - commemorations; and regularly provide data & analysis on the utilization of prevention.
- intervention, & assistance services to drive programmatic changes District-wide.

#### Then we will realize this goal: Lag Measures

- Improve wellness: intellectual. mental & physical health of Course Grades students, families, & staff and
- EOC Exams become more resilient in the face Satisfaction data of adversity.

#### Action Plan

- 1) Review & continuously improve District Recovery documentation & training. Update/auament with best practices, & alian with catastrophic events.
- 2) Identify service gaps. Develop an engagement model for working with Partners to fill gaps as needed. Create an asset map documenting available services & service providers.
- 3) Design, launch & maintain a communications website that provides 'one-stop' access to recovery resources.
- 4) Regularly collect & analyze data to drive programmatic modifications & improvements in services provided to MSD, the MSD zone, & District-wide.
- 5) Develop & implement a District Mental Health strategy.

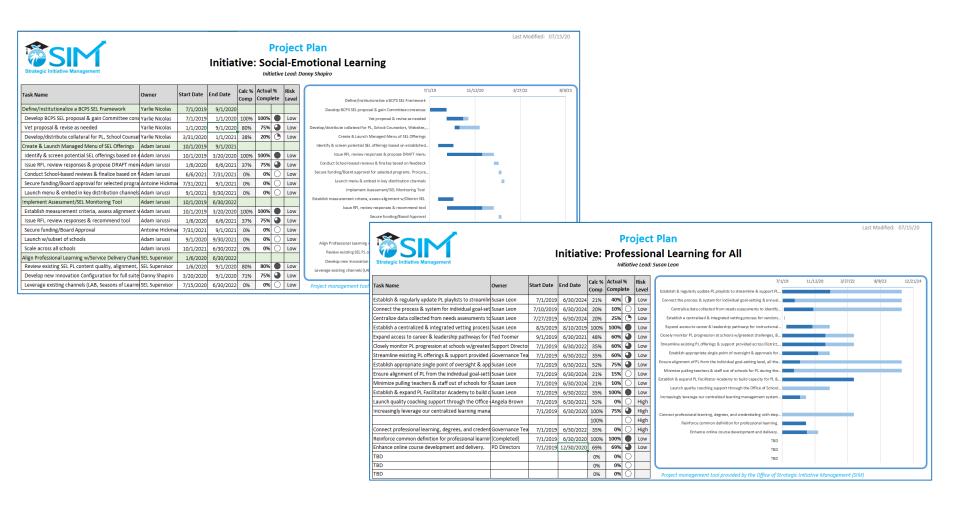


<sup>1</sup>MSD = Marjory Stoneman Douglas

2024 STRATEGIC PLAN QUARTERLY REPORT



## 2024 Strategic Plan: Project Plan Examples





# Student Experience Campaign: Top Accomplishments, Year 1



#### **Achievement Gap**

- Equity & Diversity professional learning & collaboration (webinar series)
- Book distribution-home libraries, resources, & parent tips following school closures
- Family supports (social services, food, clothing, diapers, financial assistance)

# College, Career, & Life Readiness (PreK-Adult)

- Developed & implemented Adulting 101 course & Professional Learning
- Established BRACE<sup>1</sup> Cadets, a peer-to-peer CCLR mentoring program
- Initiated Bridge 2 Life, a college access network
- Continuation & growth of PASL<sup>2</sup>
- Increased FAFSA<sup>3</sup> completion by 6.5% between March 2019 & May 2020

#### Personalized Pathways

- Collaboratively developed definition of Personalized Pathways
- Developed inventory of programs across the District which constitute Personalized Pathways, including maps of availability by program
- Identified gaps in access to Personalized Pathways & potential solutions to close those gaps

## **Enrollment Optimization**

- Streamlined school boundary process
- Submitted RFP for new School Choice software
- Collaborated with the Budget Department & OSPA to expand the School Choice process

Broward Advisors for Continuing Education; <sup>2</sup> Personalization for Academic and Social Learning; <sup>3</sup> Free Application for Federal Student Aid

## Support Services for All Campaign: Top Accomplishments, Year 1



Student, Employee, & Supplier Diversity

- Provided course on courageous conversations about race
- Embedded equity across all elements of the 2024 Strategic Plan
- Held recruitment fairs & events, both in-person & virtually
- **Updated Policy 3330** on the Supplier Diversity Outreach Program
- Launched social media campaign for Economic Development & Diversity Compliance

Prevention, & Assistance

- Secured new grant funding (\$7.7 million)
- Delivered MSD Employee Summit
- Sustained services to MSD families of the deceased & injured
- Implemented "Day of Service & Love" (MSD Commemoration)
- Developed Contingency Management Planning Guide for the pandemic

Social-Emotional Learning

- Delivered 143 mindfulness sessions (3,313 participants)
- •Created Canvas sites for (a) Mindfulness & (b) SEL
- Developed SEL organizational structure & expanded staffing
- Constructed SEL and mindfulness eToolkits
- Offered professional development and training to prepare staff to successfully implement SEL and mindfulness



# Retain, Develop, & Recruit Campaign: Top Accomplishments, Year 1



## Employee Retention & Recruitment

- Expanded recruitment reach across multiple channels and platforms
- Identified & assessed barriers to effective teacher retention
- Enhanced internal partnerships & processes to **maximize ongoing** teacher certification
- Partnered with AspireHR to implement SuccessFactors for employee recruitment & onboarding

## Professional Learning for All

- Launched **9 PD Playlists** (with 7 more in development)
- Expanded leadership pathways for District personnel
- Implemented Teacher Leader Facilitator Academy
- Established Support Director Team to monitor professional learning progression at schools with greatest need

# Organizational Structure & Aligned Funding

- Managed health insurance costs such that they were cost neutral
- Financially supported the opening of schools by funding positions, supplies, & other essential resources
- Retained every position across the District



# Our Data, Our Tools Campaign: Top Accomplishments, Year 1



## Data Governance & Use

- Distribution of 90,000 laptops in support of distance learning and the beginnings of the technology refresh plan
- Budget inclusion of \$3M in capital for the 2020-2021 SY in support of the future SIS exploration
- Establishment of a virtual call center supported by the school Microtechs and Computer Operations Service Desk

## Tool Development, Implementation, & Use

- Established a data governance committee & identified task owners & timelines
- Outlined the goals, benefits, & roadmap needed to drive improved governance
- Identified critical data elements, documents, & practices needed to start a data governance culture within BCPS
- Established an outreach taskforce to align/investigate key best practices

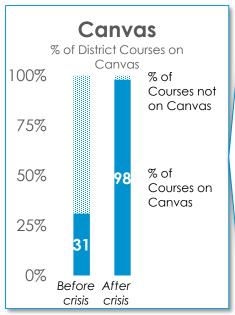


# Our Data, Our Tools Campaign: Top Accomplishments, Year 1



#### 100% eLearning

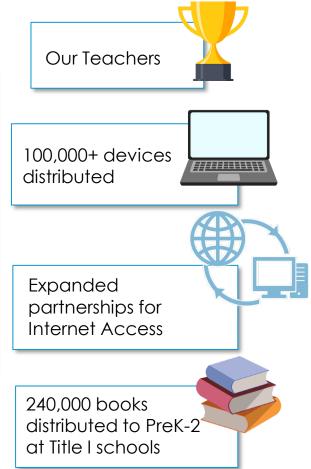
Initial Implementation Successes



## Instructional Delivery

- Supported by 43 course types
- Multiple opportunities to participate
- Over 28,000 participants (District & Charter Staff)

National media attention for eLearning model post-pandemic





# Refresh, Redesign, & Reduce Risk Campaign: Top Accomplishments, Year 1



Operational & Process Improvement

- Established SIM Ambassador Program (200+ staff & students) to facilitate 2024 Strategic Plan execution, leadership development, & succession planning
- Completed critical milestones in 5 process improvement projects
- Facilitated annual listening tour & planning retreats for various departments & schools across the District
- Facilitated planning process & Board Workshops on school reopening
- Certified 1,313 staff & students as Lean Six Sigma White & Yellow Belts

Facilities & Asset Management

- Conducted long-range planning for District-wide facilities maintenance
- Made **critical improvements** to the Maximo system
- Drafted Capital Budget Guidelines
- Integrated Government Finance Officers Association (GFOA) Smarter
   School Spending Framework

Safety, Security, & Risk Mitigation

- On-time completion of all SSRAs and submission of FSSAT
- Installation of additional Stop the Bleed Kit stations at every school
- Hiring and onboarding more than 350 new employees
- Launch of the District Security Operations Center



# Let's Connect Campaign: Top Accomplishments, Year 1



#### Public Relations, Partnerships, & Legislation

- Expanded communications with all Broward municipalities & the County
- Facilitated monthly calls with the Broward League of Cities & the District
- Leveraged partners to **pay for non-reimbursable adult meals** provided to families during the crisis
- Redefined procedures for partnerships at the District and school levels

## Internal Communication

- Conducted multiple focus groups with internal stakeholders on communication needs & preferences
- Led adoption & usage of Office 365 collaboration tools & virtual meetings
- Revised Board Agenda Request Form & acquired new work flow system for communicating, tracking, and completing Board items

#### Marketing

- Expanded marketing and communications across digital, broadcast, and social media channels, including ongoing series of weekly video updates from Superintendent Runcie
- Refreshed Marketing and Communications standards and guidelines
- Transformed BECON-TV into **The Graduation Station** in June

#### **Customer Service**

- Established a Customer Service Committee to gather input from internal & external stakeholder groups
- Established common definitions for Stakeholder, Customer, & Engagement
- Drafted a proposed clear set of Customer Service Standards for the entire organization



### 2024 Strategic Plan Initiatives: Navigating through Proposed Changes





## 2024 Strategic Plan Initiatives: Decision Matrix

			Criteria			
	Feasibility (Resources Available)	Impact (Strategic Alignment)	Urgency (Time- Sensitivity)	Other Factor	Other Factor	TOTAL SCORE
Weight						
Project 1						
Project 2						
Project 3						
Project 4						
Project 5		Exc	ample Te	mplate		
Project 6						
Project 7						
Project 8						
Project 9						
Project 10						

Weight = 1 (Lowest Priority) to 5 (Highest Priority); Score = 0 (Unfavorable) to 3 (Highly Favorable)

Cell Total = Score x Weight (Range from 0 to 15); Total Score = Sum of Columns; Top Priority Projects = Ranked by Highest Total Scores



# 2024 Strategic Plan: Summary of Proposed Changes to Existing Initiatives

		Theory of Action	Tactics	Scope
	Achievement & Equity			
<b>S</b>	College, Career, & Life Readiness (PreK-Adult)			<b>√</b>
	Personalized Pathways			•
	Enrollment Optimization		✓	
	Student, Employee, & Supplier Diversity		✓	
	Prevention, Intervention, & Assistance	✓		✓
	Social Emotional Learning			
	Employee Retention & Recruitment			
150 M	Professional Learning for All			✓
	Organizational Structure & Aligned Funding			
M C	Tool Development, Implementation, & Use		✓	./
	Data Governance		✓	•
	Operational & Process Improvement			
00	Facilities & Asset Management			✓
	Safety, Security, & Risk Mitigation	✓		
	Public Relations, Partnerships, & Legislation	✓	✓	
	Internal Communications		✓	<b>√</b>
a T a	Marketing		✓	•
	Customer Service		✓	



### 2024 Strategic Campaigns: Scope Expansion (select examples)



- Health & sanitation guidelines for COVID-19
- SEL eToolkits, programming & structured templates for start of school



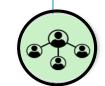




 Enrollment optimization refocused to ensuring access and opportunity



- Collective bargaining on reopening levels of service
- Assessment of funding impacts & identification of potential funding solutions
- Professional development for elearning
- Cultivation of partnerships to expand capacity for reopening
- Communication to stakeholders on reopening



Legislative push on CARES Act



- Classroom technology planning
- Virtual Call Center (Tech Support)
- Reopening questionnaire
- Monitoring tools for tracking student virtual engagement
- Development of Physical Distancing guidelines
- New protocols, procedures for visitors, campus monitoring
- COVID-19 tracking dashboard





# 2024 Strategic Plan Metrics: Proposed Updates

#### **HQI: Student Academic Performance** (addition):

- ➤ HQI 2j: Percent of Students with Scores of 3 or Higher on the Florida Standards Assessment in Science (Grades 5 and 8) and Biology End of Course Exam
- ➤ HQI 2k: Percent of Students with Scores of 3 or Higher on the Civics and US History End of Course Exams

#### **HQI: Personalized Educational Pathways** (addition):

> HQI 6a: Percent of Personalized Pathways accessible to all BCPS Students

#### SSE: Student Attendance\* (edit):

> SSE 3: Added Footnote Re: Student attendance in eLearning context

#### SSE: Professional Learning (addition):

> SSE 5b, c, d: Percent of Teachers Completing LAB eLearning Modules (Introductory, Intermediate, and Advanced)

#### NOTES:

- \* Primary Metric; remainder are Secondary Metrics
- Complete Metrics definitions can be found in the 2024 Strategic Plan Metrics Appendix
- Any updates to Baselines during plan recalibration are attributed to data becoming available which was not available during original plan development
- Any updates to Targets during plan recalibration are attributed to new data availability after original plan development



# 2024 Strategic Plan New Initiative Proposal: Family & Community Engagement



Campaign: Let's Connect

#### Initiative 5: Family & Community Engagement

Amplify family and community voice with equitable, multi-directional communication, sustained engagement, calls to action, and feedback loops to ensure a relevant response to stakeholder needs.

**Divisions:** Academics, Communications\*, Legislative Affairs, School Performance & Accountability, Student Support Initiatives & Recovery

#### **Key Tactics:**

- Expand and promote the number of translations available for various events and communications, to ensure a broader reach and meaningful engagement across the community.
- Facilitate and participate in community meetings, focus groups, and other forums for listening and engagement.
- Provide professional development opportunities and technical support for schools around best practices in community engagement.
- Expand internal and external partnerships to create a centralized site for online resources and learning opportunities.
- Coordinate opportunities for organizations to provide relevant support to families and communities, and/or fill capacity gaps at the District.
- Increasingly leverage existing communications channels through community partners.
- Streamline and focus communications and engagement activities to those which are culturally relevant across varying audiences.

NOTES: \* = Chief Executive Sponsor,  $\triangle$  = Continuous Improvement Idea



# 2024 Strategic Plan New Initiative Proposal: Family & Community Engagement

#### **OUR CAMPAIGNS & INITIATIVES: Support Services for All** Student Experience · Achievement & Equity Student, Employee, & College, Career, & Life Readiness **Supplier Diversity** (PreK-Adult) Prevention, Personalized Pathways Intervention, & Assistance Enrollment Opportunity Optimization Social-Emotional Learning Let's Connect Retain, Develop, & Recruit · Public Relations, Employee Partnerships, & Retention & Legislation Recruitment Internal Professional Communication Learning for All Marketing Organizational Customer Service Structure & Family & Community **Aligned Funding ⋒** Engagement Our Data, Our Tools Refresh, Redesign, & Reduce Risk Data Governance & Use Operational & Process Improvement Tool Development, Facilities & Asset Management Implementation, & Use Safety, Security, & Risk Mitigation



New

Initiative

# 2024 Strategic Plan: Cadence of Accountability, Year 2 Reporting Schedule for Board Workshops

#### Proposed

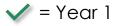
#### Quarterly Reporting at Board Workshops, with Initiative Deep Dives

Quarter	Month	Campaigns	Initiatives
1	October 2020	<ul> <li>Refresh, Redesign, &amp; Reduce Risk</li> <li>Student Experience</li> </ul>	<ul> <li>Safety, Security, &amp; Risk Mitigation</li> <li>College, Career, &amp; Life Readiness (Prek-Adult)</li> </ul>
2	January 2021	<ul><li>Let's Connect</li><li>Student Experience</li></ul>	<ul> <li>Public Relations, Partnerships, &amp; Legislation</li> <li>Personalized Pathways</li> </ul>
3	April 2021	<ul><li>Our Data, Our Tools</li><li>Support Services for All</li></ul>	<ul> <li>Data Governance</li> <li>Prevention, Intervention, &amp; Assistance</li> </ul>
4	August 2021	• ALL	• ALL

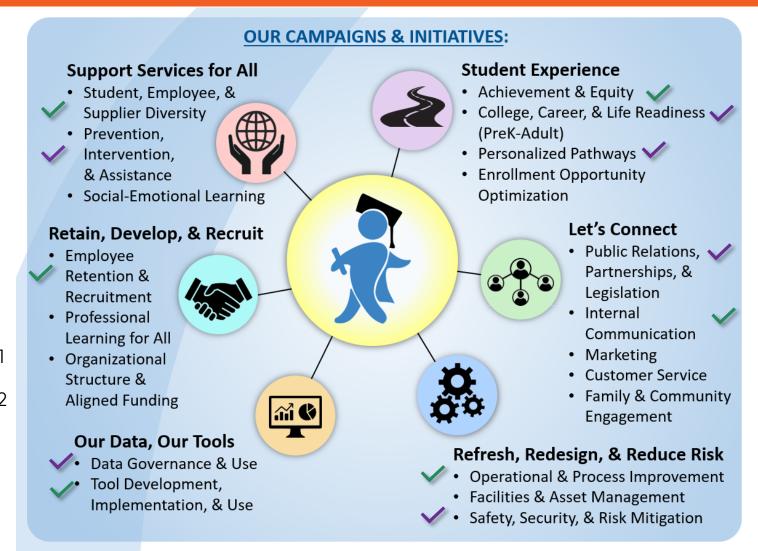


# 2024 Strategic Plan: Cadence of Accountability, Year 2 Reporting Schedule for Board Workshops

Proposed



= Year 2





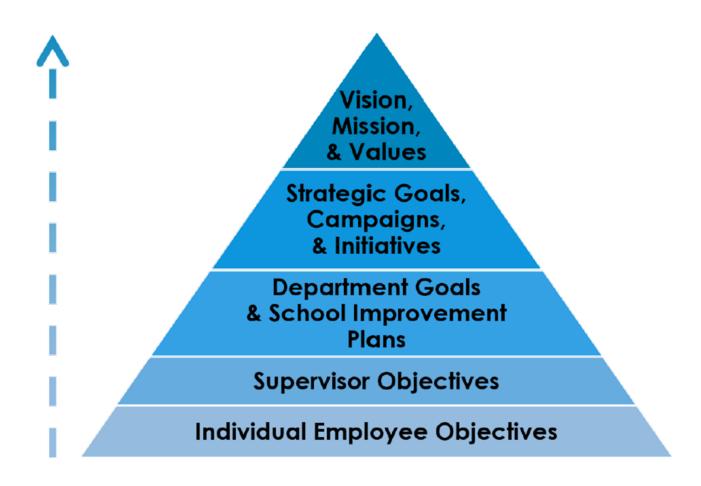
### 2019-20 Annual Outcomes Report



The outcomes presented today will be featured in the **Annual Outcomes Report** to be published soon

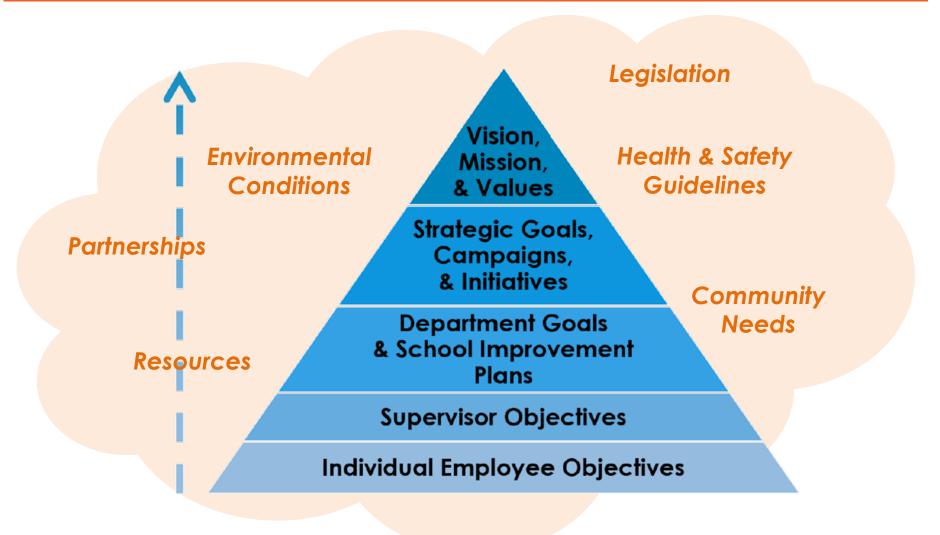


### 2024 Strategic Plan: District-wide Alignment





### 2024 Strategic Plan: District-wide Alignment





### Proposed Updates to Change Management Process

#### **Current Model**

Strategic Plan Revised and Published

**School Board** 

Superintendent's Cabinet

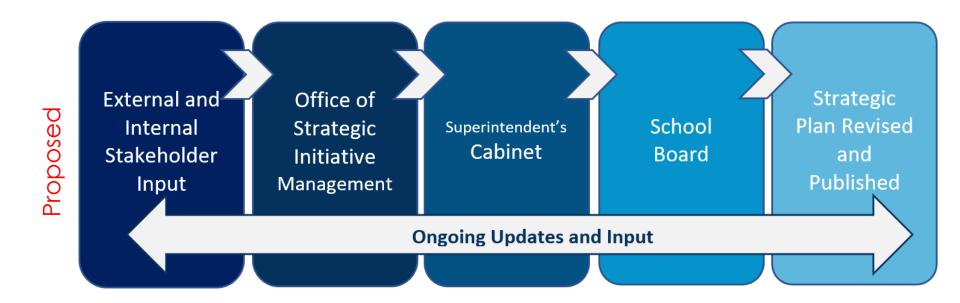
Office of Strategic Initiative Management

 $\underline{www.browardschools.com/strategicplan}$ 



### Proposed Updates to Change Management Process

- Expanded Input and Feedback Change suggestions may also be captured from any direction or level of the organization or through external sources (e.g., legislation, advisory groups, health officials, etc.).
- Improved Cadence for Change Management Initiatives, Metrics, and Targets may now be revised and updated at any time during the year with School Board approval.





### Staying Focused on Our Mission

"History tells us that we must never ever give up. That we must never ever give in or give out. That we must not get lost in a sea of despair. That we must all keep the faith. That we must keep our eyes on the prize."

#### **-JOHN LEWIS**

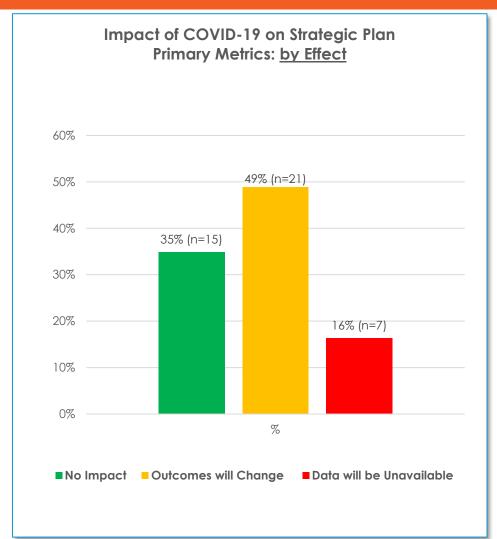
U.S. Congressman & Civil Rights Leader

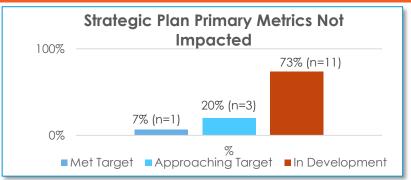


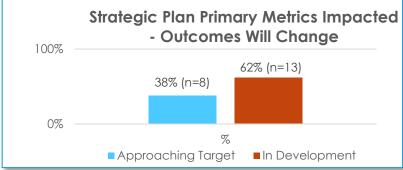
### **APPENDIX**

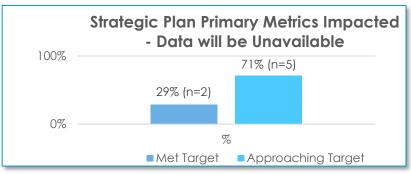


### 2024 Strategic Plan: COVID-19 Impact on Metrics











### 2024 Strategic Plan: HQI Metrics Development Status

HQI Metric	Status
School Academic Performance: Mastery vs. Growth: ELA	Met Target
School Academic Performance: Mastery vs. Growth: ELA	Approaching Target
School Academic Performance: Mastery vs. Growth: ELA High	Approaching Target
School Academic Performance: Mastery vs. Growth: ELA	Approaching Target
School Academic Performance: Mastery vs. Growth: ELA	Met Target
School Academic Performance: Mastery vs. Growth: Math	Met Target
School Academic Performance: Mastery vs. Growth: Math	Approaching Target
School Academic Performance: Mastery vs. Growth: Math High	Approaching Target
School Academic Performance: Mastery vs. Growth: Math	Approaching Target
School Academic Performance: Mastery vs. Growth: Math	Met Target
School Academic Performance: ESSA Elementary	Met Target
School Academic Performance: ESSA Middle	Approaching Target
School Academic Performance: ESSA High	Approaching Target
School Academic Performance: ESSA Combo	Approaching Target
School Academic Performance: ESSA District Total	Approaching Target
Student Academic Performance: KG Readiness	Approaching Target
Student Academic Performance: Primary Reading, Grade 1	Approaching Target
Student Academic Performance: Primary Reading, Grade 2	Approaching Target
Student Academic Performance: ELA, Grade 3	Approaching Target
Student Academic Performance: ELA, Grade 10	Approaching Target
Student Academic Performance: ELA, Grades 4 & 5	Met Target

HQI Metric	Status
Student Academic Performance: ELA, Middle	Met Target
Student Academic Performance: ELA, High	Met Target
Student Academic Performance: Math, Elementary	Met Target
Student Academic Performance: Math, Middle	Approaching Target
Student Academic Performance: Algebra 1, Middle	Approaching Target
Student Academic Performance: Algebra 1, High	Approaching Target
Student Academic Performance: Algebra 1, Combined	Approaching Target
Student Academic Performance: ELLs, Elementary	Approaching Target
Student Academic Performance: ELLs, Middle	Approaching Target
Student Academic Performance: ELLs, High	Approaching Target
Student Academic Performance: Disabilities-ELA,	Met Target
Student Academic Performance: Disabilities-ELA, Middle	Approaching Target
Student Academic Performance: Disabilities-ELA, High	Approaching Target
Student Academic Performance: Disabilities-Math,	Met Target
Student Academic Performance: Disabilities-Math,	Approaching Target
Student Academic Performance: Higher Education	Met Target
Graduation Rate	Approaching Target
Connection to School, Middle	Approaching Target
Connection to School, High	Approaching Target
College and Career Exploration, Middle/High	Approaching Target
Personalized Educational Pathways	In Progress

**Bold indicates Primary Metrics** 

**29% Met Target** – 2020 Target has been met

69% Approaching Target – Metrics Defined, Data Available, and Work in Progress
 2% In Progress – Data Available and Work in Progress



### 2024 Strategic Plan: SSE Metrics Development Status

SSE Metric	Status
Safety Preparedness: External-Sourced Recommendations	In Progress
Safety Preparedness: Priority 1 and 2 Work Orders	In Progress
Safety Preparedness: Priority 1 and 2 Completion Time	Met Target
Safety Preparedness: Training Program	In Progress
Safety Preparedness: Communications - Alerts Sent	Under Development
Safety Preparedness: Communications - Tips Received	Under Development
Perceptions of Safety and Supports, Elementary Students	Approaching Target
Perceptions of Safety and Supports, Secondary Students	Met Target
Perceptions of Safety and Supports, Parents	Approaching Target
Perceptions of Safety and Supports, School Staff	Approaching Target
Perceptions of Safety and Supports, District Staff	Approaching Target
Perceptions of Safety and Supports, Community	Approaching Target
Student Attendance, Elementary	Approaching Target
Student Attendance, Middle	Approaching Target
Student Attendance, High	Approaching Target
Teacher Retention: New Hire Retention, 5 Years	Approaching Target
Teacher Retention: New Hire Retention, 4 Years	Approaching Target
Teacher Retention: New Hire Retention, 3 Years	Approaching Target
Teacher Retention: New Hire Retention, 2 Years	Approaching Target
Teacher Retention: New Hire Retention, 1 Year	Approaching Target
Teacher Retention: Mobility, Elementary	In Progress

SSE Metric	Status
Teacher Retention: Mobility, Middle	In Progress
Teacher Retention: Mobility, High	In Progress
Professional Learning	Under Development
Student Behavior Supports, Elementary	In Progress
Student Behavior Supports, Middle	In Progress
Student Behavior Supports, High	In Progress
Operational Efficiency: Finance	In Progress
Operational Efficiency: Finance	In Progress
Operational Efficiency: Food Services	In Progress
Operational Efficiency: Food Services	In Progress
Operational Efficiency: Information & Technology	In Progress
Operational Efficiency: Information & Technology	In Progress
Operational Efficiency: Maintenance	In Progress
Operational Efficiency: Maintenance	In Progress
Operational Efficiency: Procurement	In Progress
Operational Efficiency: Procurement	In Progress
Operational Efficiency: Transportation	In Progress
Operational Efficiency: Transportation	In Progress
Social-Emotional Learning, Elementary	Under Development
Social-Emotional Learning, Middle	Under Development
Social-Emotional Learning, High	Under Development

**Bold indicates Primary Metrics** 

5% Met Target – 2020 Target has been met

31% Approaching Target – Metrics Defined, Data Available, and Work in Progress

50% In Progress – Data Available and Work in Progress

14% Under Development – Defining Metric, Establishing Processes, or Data Unavailable



### 2024 Strategic Plan: EC Metrics Development Status

EC Metric	Status
Perceptions of Communication, Elementary Students	Met Target
Perceptions of Communication, Secondary Students	Approaching Target
Perceptions of Communication, Parents	Approaching Target
Perceptions of Communication, School Staff	Met Target
Perceptions of Communication, District Staff	Approaching Target
Perceptions of Communication, Community	Approaching Target
Community Partnerships	In Progress
Communications Ambassadors	In Progress
Family Connection	Approaching Target
Positive Media Coverage	Approaching Target
Social Media Usage	Under Development

**Bold indicates Primary Metrics** 

18% Met Target – 2020 Target has been met

55% Approaching Target – Metrics Defined, Data Available, and Work in Progress

18% In Progress – Data Available and Work in Progress

9% Under Development – Defining Metric, Establishing Processes, or Data Unavailable



### **Achievement & Equity: Theory of Action**



	Theory	Action Plan
Lead Measures     Attendance     Behavior     BAS     BSA     School-     based     Formative     Assessments	If we:  Identify and scale up best practices while aligning systems to enhance opportunities, support, resources, and structures targeting student and school needs	<ol> <li>Identify schools successfully closing the achievement gap and understand their strategies</li> <li>Design professional learning opportunities that focus on achievement equity</li> <li>Review and revise current practices and systems as they impact achievement and equity</li> <li>Develop strategies to enable families to support achievement equity</li> </ol>
Lag Measures     BAS     PRT     FSA     EOC     Graduation     Rates	Then we will:  Close disparities in absolute levels of achievement, learning gains, and opportunities across the PreK-12 spectrum, ensuring the highest and most equitable outcomes for all students.	5) Review service delivery systems to identify opportunities for improvement (Collaborative Problem Solving, Extended Learning Opportunities, Mentoring, Social Emotional Learning Supports, Intervention Plans)

BAS = Benchmark Assessment Test; BSA = ; PRT = ; EOC = End of Course Exam



### Achievement & Equity: Project Plan



Last Modified: 07/15/20

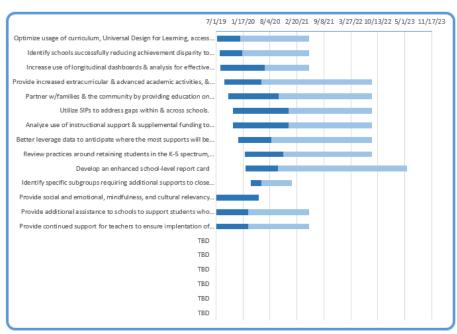


#### **Project Plan**

#### **Initiative: Achievement & Equity**

Initiative Lead: Dr. Lori Canning

Task Name	Owner	Start Date	End Date	Calc % Comp			Risk Level
Optimize usage of curriculum, Universal Design for I	Learning	7/10/2019	5/20/2021	55%	25%	•	Med
Identify schools successfully reducing achievement of	OSPA, Acad.	7/27/2019	5/20/2021	53%	25%	•	Med
Increase use of longitudinal dashboards & analysis for	Assess, SIM	8/3/2019	5/20/2021	53%	50%	1	Low
Provide increased extracurricular & advanced acade	Student Activitie	9/1/2019	8/29/2022	29%	25%	•	Low
Partner w/families & the community by providing ed	FACE	10/1/2019	8/29/2022	27%	35%	•	Low
Utilize SIPs to address gaps within & across schools.	SSI, DIV	11/3/2019	8/29/2022	25%	40%	1	Low
Analyze use of instructional support & supplemental	OSPA, Title One	11/3/2019	8/29/2022	25%	40%	1	Low
Better leverage data to anticipate where the most	Literacy, Learnir	12/13/2019	8/29/2022	22%	25%	•	Low
Review practices around retaining students in the K	MTSS/RtI	1/31/2020	8/29/2022	18%	30%	•	Low
Develop an enhanced school-level report card	Learning	2/4/2020	5/20/2023	13%	20%	•	Low
Identify specific subgroups requiring additional supp	Stud Assessment	3/17/2020	1/15/2021	39%	25%	•	Low
Provide social and emotional, mindfulness, and cultu	SSI-SEL, DIV	4/30/2019	5/14/2020	100%	100%		Low
Provide additional assistance to schools to support s	SSI-SEL	4/30/2019	5/20/2021	59%	40%	1	Low
Provide continued support for teachers to ensure im	MTS/RtI	4/30/2019	5/20/2021	59%	40%	1	Low
TBD				0%	0%	0	
TBD				0%	0%	0	
TBD				0%	0%	0	
TBD				0%	0%	$\circ$	
TBD				0%	0%	0	
TBD				0%	0%	0	







# College, Career, & Life Readiness (PreK-Adult): Theory of Action

	Theory	Action Plan
Lead Measures  Attendance Behavior Projects Participation SEL Measures BAS BSA School-based Formative Assessments	If we execute this strategy:  If we ensure that all students have rich experiences in schools, which includes accessing various levels of texts, participating in problem/project based learning, applying knowledge learned in real world settings, and being supported in a warm environment where their education needs are met and they have an opportunity to express themselves in all academic areas	<ul> <li>Review status of the 2016-19 HQI Initiatives to ensure alignment and implementation fidelity</li> <li>Identify and implement actions for grades 3 to 5, which represent a gap under the previous plan</li> <li>Identify grade-level appropriate actions for early college and career exploration</li> <li>Identify areas for optimal</li> </ul>
Lag Measures  BAS FSA/EOC PSAT/SAT Grad. Rates College, Career, Life Readiness	Then we will realize this goal:  Establish a cadence of experiences implemented across PreK-Adult that meet our expectations for all students to have the academic as well as interpersonal skills to be prepared for higher education, early employability, and civic engagement.	collaboration with families, the external community, businesses, and college partners  Develop a Social, Emotional, and Academic Development (SEAD) framework and measurement tool  Streamline Response to Intervention (Rtl) processes  Better define school-level autonomy and recommend parameters

SEL = Social-Emotional Learning; BAS = Benchmark Assessment Test; BSA = ; FSA = Florida Standards Assessment; EOC = End of Course Exam; Rtl = Response to Intervention



# College, Career, & Life Readiness (PreK–Adult): Project Plan



Last Modified: 07/27/20

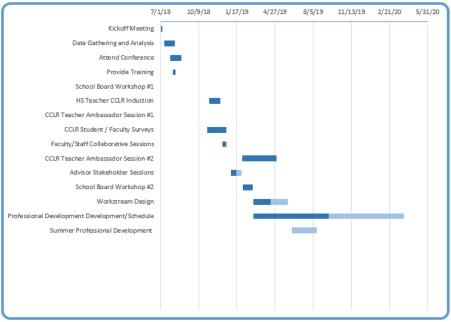


#### **Project Plan**

#### College, Career, & Life Readiness (Prek-Adult): Summary Overview

Workstream Lead: Guy Barmoha

Task Name	Owner	Start Date	End Date	Calc % Comp			Risk Level
Kickoff Meeting	Riberio	7/1/2018	7/5/2018	100%	100%		Low
Data Gathering and Analysis	Riberio	7/10/2018	8/7/2018	100%	100%		Low
Attend Conference	Riberio	7/27/2018	8/24/2018	100%	100%		Low
Provide Training	Riberio	8/3/2018	8/10/2018	100%	100%		Low
School Board Workshop #1	Riberio	9/25/2018	9/25/2018	100%	100%		Low
HS Teacher CCLR Induction	Riberio	11/6/2018	12/5/2018	100%	100%		Low
CCLR Teacher Ambassador Session #1	Riberio	11/19/2018	11/19/2018	100%	100%		Low
CCLR Student / Faculty Surveys	Riberio	11/1/2018	12/21/2018	100%	100%		Low
Faculty/Staff Collaborative Sessions	Riberio	12/10/2018	12/21/2018	100%	100%		Low
CCLR Teacher Ambassador Session #2	Riberio/LaPace	1/31/2019	5/1/2019	100%	100%		Low
Advisor Stakeholder Sessions	Riberio/LaPace	1/1/2019	1/30/2019	100%	50%	•	High
School Board Workshop #2	Reberio/Barmol	2/1/2019	2/28/2019	100%	100%		Low
Workstream Design	Riberio	3/1/2019	5/30/2019	100%	50%	•	High
Professional Development Development/Schedule	Riberio/Leon	3/1/2019	3/30/2020	100%	50%	1	High
Summer Professional Development	Riberio/Leon	6/10/2019	8/14/2019	100%	0%	0	High
				0%	0%	0	
				0%	0%	0	
				0%	0%	0	
				0%	0%	0	
				0%	0%	0	



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



### Personalized Pathways: Theory of Action



	ineory	Action Plan
La sial Maraisi was	16 1. 11.2.	

#### **Lead Measures**

- % magnet programs that follow feeder patterns
- %teachers trained in personalized pathways/ learning strategies
- % administrators trained in personalized pathways/ learning strategies
- 4) % students earning Career & Technical Education (CTE) certifications
- 5) % schools offering CTE programs
- 6) # business and community partnerships

#### Lag Measures

- Year/Year Increase in Lead Measures 1 & 4
- Increase in work/projectbased learning/individualized student playlists
- Funding to schools based on CTE certifications
- 4) Number of internships & job placement

### If we execute this strategy:

Develop an education model that seeks to accelerate student learning by tailoring the instructional environment- what, when, how and where students learn – to address the individual needs, skills, and interests of each student

### Then we will realize this goal:

Enhance and expand personalized educational pathways, inclusive of college and career pathways, and ensure equitable access to innovative programs.

- 1) Develop Magnet Program progressions through feeder patterns from elementary to middle to high school so that students can continue a course of study that engages them and where they graduate with skills in a concentration area of interest.
- 2) Develop training options for teachers and administrators to develop instructional strategies promoting personalized learning that lead to individualized student pathways.
- 3) Develop CTE pathways for students as they progress from elementary to middle to high schools so that students can continue a course of study that engages them and where they graduate with certifications in areas of interest along with a diploma.
- 4) Develop personalized pathways for our Center and ESE students enabling them to develop the life skills needed to be productive citizens.
- 5) Develop matriculation options for students to graduate high school and complete CTE programs at our technical colleges.
- 6) Develop flexible elementary, middle, and high school bell schedules that promote career exploration, internships, industry certifications, and job placement.



### Personalized Pathways: Project Plan



Last Modified: 07/24/20

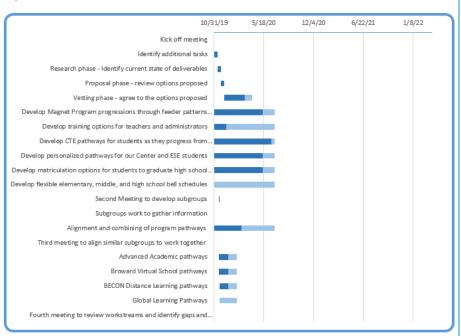


#### **Project Plan**

#### **Initiative: Personalized Pathways**

Initiative Lead: Dr. Daryl Diamond

Task Name	Owner	Start Date	End Date	Calc % Comp	Actual % Complete	Risk Level
Kick off meeting	Daryl Diamond	10/31/2019	10/31/2019	100%	100%	Low
Identify additional tasks	Daryl Diamond	10/31/2019	11/14/2019	100%	100%	Low
Research phase - Identify current state of deliverable	Daryl Diamond	11/14/2019	11/28/2019	100%	100%	Low
Proposal phase - review options proposed	Daryl Diamond	11/28/2019	12/12/2019	100%	100%	Low
Vetting phase - agree to the options proposed	Daryl Diamond	12/12/2019	3/31/2020	100%	75%	High
Develop Magnet Program progressions through fee	Shernett Grant	10/31/2019	6/30/2020	100%	80%	High
Develop training options for teachers and administra	Daryl Diamond	10/31/2019	6/30/2020	100%	20%	High
Develop CTE pathways for students as they progress	James Payne	10/31/2019	6/30/2020	100%	95%	High
Develop personalized pathways for our Center and E	Center Directors	10/31/2019	6/30/2020	100%	80%	High
Develop matriculation options for students to gradu	Thomas Moncilo	10/31/2019	6/30/2020	100%	80%	High
Develop flexible elementary, middle, and high school	Daryl Diamond	10/31/2019	6/30/2020	100%	0%	) High
Second Meeting to develop subgroups	Daryl Diamond	11/21/2019	11/22/2019	100%	100%	Low
Subgroups work to gather information	Various Individua	11/21/2019	1/15/2019	100%	95%	High
Alignment and combining of program pathways	Various Individua	1/16/2019	6/30/2020	100%	75%	High
Third meeting to align similar subgroups to work tog	various individua	12/17/2019	12/17/2019	100%	100%	Low
Advanced Academic pathways	bob mckinney	11/21/2019	1/30/2020	100%	50%	High
Broward Virtual School pathways	chris mcquire	11/21/2019	1/30/2020	100%	50%	High
BECON Distance Learning pathways	melissa fulkersor	11/21/2019	1/30/2020	100%	50%	High
Global Learning Pathways	Daryl Diamond	11/21/2019	1/30/2020	100%	0%	) High
Fourth meeting to review workstreams and identify	Daryl Diamond	1/23/2020	1/23/2020	100%	100%	Low



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



# Enrollment Opportunity Optimization: Theory of Action



	Theory		Action Plan
Lead Measures  District Enrollment Percent of Schools underenrolled Program	If we execute this strategy:  Analyze enrollment trends and the capacity of existing school programs and facilities	1)	Develop a comprehensive view of current state and national trends Optimize School Choice processes and interactions with other business units
Participation		3)	Launch a new School Choice application system
		4)	Develop & adopt process for reviewing, leveraging, & customizing
Lag Measures	Then we will realize this goal:		District assets
<ul><li>New-to-District</li><li>Enrollment</li><li>Middle</li></ul>	Maximize those resources to most effectively meet the needs of	5)	Develop a system for measuring & evaluating impact of educational programs
School/Program Matriculation • High	School/Program students, staff, and the community.  Matriculation	6)	Develop a plan to increase customer engagement
School/Program Matriculation		7)	Align School Board policies from insights gained



# Enrollment Opportunity Optimization: Project Plan



Last Modified: 07/24/20

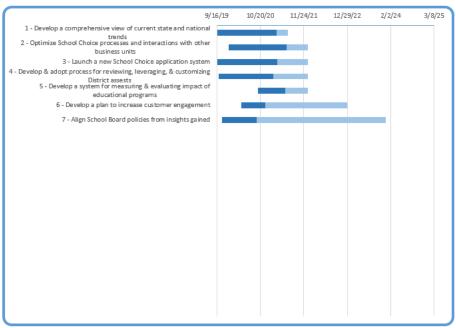


#### **Project Plan**

#### **Initiative: Enrollment Opportunity Optimization**

Initiative Lead: Janis Wint

Task Name	Owner	Start Date	End Date	Calc % Comp			Risk Level
1 - Develop a comprehensive view of current state a	Jill Young	3/1/2019	6/30/2021	60%	88%		Low
2 - Optimize School Choice processes and interaction	Janis Wint	1/1/2020	12/31/2021	28%	73%		Low
3 - Launch a new School Choice application system	Janis Wint	9/16/2019	12/31/2021	37%	66%		Low
4 - Develop & adopt process for reviewing, leveraging	Jill Young	10/1/2019	12/31/2021	36%	62%		Low
5 - Develop a system for measuring & evaluating im	Hope Targoff	10/1/2020	12/31/2021	0%	55%	•	Low
6 - Develop a plan to increase customer engagemer	Janis Wint	5/1/2020	12/31/2022	9%	23%	•	Low
7 - Align School Board policies from insights gained	Shernette Grant	11/3/2019	12/21/2023	17%	21%	•	Low
				0%	0%	0	
				0%	0%	0	
				0%	0%	0	
				0%	0%	0	
				0%	0%	0	
				0%	0%	0	
				0%	0%	0	
				0%	0%	0	
				0%	0%	0	
				0%	0%	0	
				0%	0%	0	
				0%	0%	0	
				0%	0%	0	



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



# Student, Employee, & Supplier Diversity: Theory of Action



	Theory	Action Plan
Lead Measures  Student interventions Talent/supplier sourcing platforms Supplier report cards	If we execute this strategy:  Foster a culture of equitable access and opportunity for students, promote and support a diverse employee population, rebrand and re-position the District as welcoming to all women and minority-owned businesses and the community at large, and communicate our commitment to cultural diversity and inclusion	<ol> <li>Foster a culture of equitable access and opportunity through educating students and enhanced awareness and training.</li> <li>Hire, retain, and support a diverse employee population by implementing affirmative outreach Talent Acquisition strategies for (Non-Instructional &amp; Instructional</li> </ol>
Lag Measures  Counts and percentages by diversity characteristics:  Students  Employees  Suppliers	Then we will realize this goal:  Cultivate an equitable, inclusive, and diverse environment for all stakeholders through a variety of best practices.	<ol> <li>Employees).</li> <li>Rebrand and re-position the District as welcoming to women and minority-owned businesses and the community at large.</li> <li>Communicate our commitment to cultural diversity and inclusion through technology, media, policies, procedures, outreach, and training.</li> </ol>



# Student, Employee, & Supplier Diversity: Project Plan



Last Modified: 07/20/20

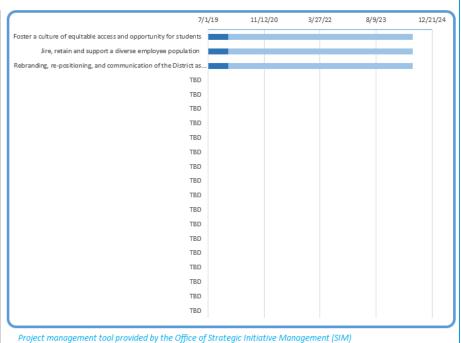


#### **Project Plan**

Initiative: Student, Employee, & Supplier Diversity

Initiative Leads: Wladimir Alvarez & David Watkins

Task Name	Owner	Start Date	End Date	Calc % Comp	Actual 9 Comple		Risk Level
Foster a culture of equitable access and opportunity	David Watkins	7/1/2019	6/30/2024	21%	10%	0	Low
Jire, retain and support a diverse employee populati	Wladimir Alvare	7/1/2019	6/30/2024	21%	10%	0	Low
Rebranding, re-positioning, and communication of t	Robert Ballou	7/1/2019	6/30/2024	21%	10%	0	Low
TBD				0%	0%	0	
TBD				0%	0%	0	
TBD				0%	0%	0	
TBD				0%	0%	0	
TBD				0%	0%	0	
TBD				0%	0%	0	
TBD				0%	0%	0	
TBD				0%	0%	0	
TBD				0%	0%	0	
TBD				0%	0%	0	
TBD				0%	0%	0	
TBD				0%	0%	0	
TBD				0%	0%	0	
TBD				0%	0%	0	
TBD				0%	0%	0	
TBD				0%	0%	0	
TBD				0%	0%	0	





# Prevention, Intervention, & Assistance: Updated Theory of Action



	Theory	Action Plan
Lead Measures  Behavior Incident Attendance Progress Monitoring Plans Tiered Interventions Service utilization data Trainings / PL completions	If we execute this strategy:  Develop, implement & support evidence-based practices and recovery coordination & resources;  Engage partners to fill capability gaps; Create a central communications website/portal for all recovery-related resources;  Sustain/reinforce specialized supports to the MSD¹ zone, including commemorations; and regularly provide data & analysis on the utilization of prevention, intervention, & assistance services to drive programmatic changes.	2) Identify service gaps. Develop an engagement model for working with Partners to fill gaps as needed. Create an asset map documenting available services & service providers.
Lag Measures  FSA results Course Grades EOC Exams Satisfaction data	Then we will realize this goal: Improve the intellectual, mental & physical health of students, families, & staff and become more	recovery resources.  4) Regularly collect & analyze data to drive programmatic modifications & improvements in services provided to MSD, the MSD zone, & District-wide.
lasco – Asari	any Stanoman Douglas: 2 BCBS - Broward County Bodi	ionay Sarvigas



# Prevention, Intervention, & Assistance: Project Plan



Last Modified: 07/15/20

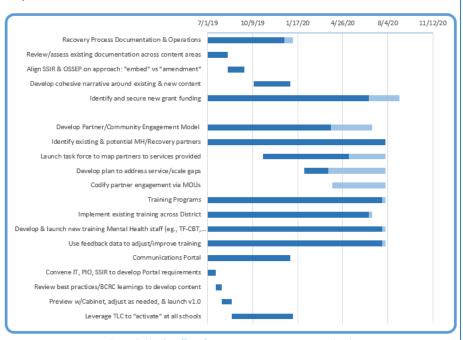


#### **Project Plan**

#### Initiative: Prevention, Intervention, & Assistance

Initiative Lead: Dr. Philip Harris

Task Name	Owner	Start Date	End Date	Calc % Comp	Actual % Complet		Risk Level
Recovery Process Documentation & Operations	P. Harris	7/1/2019	1/6/2020	100%	90% (		High
Review/assess existing documentation across conte	L. Thompson	7/1/2019	8/14/2019	100%	100%		Low
Align SSIR & OSSEP on approach: "embed" vs "ame	A. Hickman	8/14/2019	9/20/2019	100%	100%		Low
Develop cohesive narrative around existing & new	TBD	10/11/2019	12/31/2019	100%	100%		Low
Identify and secure new grant funding	P. Harris	6/1/2019	8/30/2020	90%	85% (		Low
				0%	0%(	0	
Develop Partner/Community Engagement Model	P. Harris	7/1/2019	6/30/2020	100%	75% (	•	High
Identify existing & potential MH/Recovery partner	L. Thompson	7/1/2019	7/30/2020	96%	100%		Low
Launch task force to map partners to services provi	P. Harris	11/1/2019	7/30/2020	94%	70%	•	Med
Develop plan to address service/scale gaps	L. Thompson	1/31/2020	7/30/2020	92%	30%	•	High
Codify partner engagement via MOUs	P. Harris	4/3/2020	7/30/2020	87%	0%	0	High
Training Programs	P. Harris	7/1/2019	7/30/2020	96%	98% (		Low
Implement existing training across District	D. Watkins	7/1/2019	6/30/2020	100%	98% (		High
Develop & launch new training Mental Health staff	M. Rodriguez	7/1/2019	7/30/2020	96%	98% (		Low
Use feedback data to adjust/improve training	D. Watkins	7/1/2019	7/30/2020	96%	98% (		Low
Communications Portal	P. Harris	7/1/2019	12/31/2019	100%	100%		Low
Convene IT, PIO, SSIR to develop Portal requiremen	P. Harris	7/1/2019	7/19/2019	100%	100% (		Low
Review best practices/BCRC learnings to develop or	P. Harris	7/19/2019	8/2/2019	100%	100%		Low
Preview w/Cabinet, adjust as needed, & launch v1.	P. Harris	8/2/2019	8/23/2019	100%	100%		Low
Leverage TLC to "activate" at all schools	P. Harris	8/23/2019	1/6/2020	100%	100%		Low







# Social-Emotional Learning: Theory of Action



	Theory	Action Plan
	If we execute this strategy:	Define & institutionalize BCPS's SEL¹ framework
Lead	Cultivate wellness through the acquisition & implementation of evidence-based SEL programs,	2) Screen programs to develop & launch a managed menu of SEL Offerings  3) Select, procure, & implement SEL programs & an SEL measurement tool
<ul><li>Measures</li><li>Attendance</li><li>Extracurricular participation</li></ul>	instruction, PL & supports based on a unified District SEL framework. <b>Regularly monitor</b> wellness through observation, outreach, & the collection & analysis of data to	4) Rationalize/adapt Professional Learning content & delivery to align with District's SEL <sup>1</sup> framework, programs, service delivery channels & existing processes (eg, MTSS-RtI)
<ul> <li>Professional</li> <li>Learning</li> <li>completions</li> </ul>	inform District actions. Simplify school planning & service delivery requirements around SEL. Ensure	5) Complete a School Counselor Job Study. Revise job description, hiring processes, & evaluation instrument to align with ASCA <sup>1</sup> best practices
Behavior incidents  Lag Measures	wide availability of SEL resources.  Then we will realize this goal:	6) Eliminate redundancies & synchronize timelines across school planning requirements (SIP, PBIS <sup>4</sup> , SEL, Counseling, etc.), combining plans where
<ul> <li>SEL survey results</li> <li>FSA, PSAT, SAT, AP results</li> <li>Improvements across critical dimensions of student wellne Emotional, Intellectual, Perso</li> </ul>	Improvements across critical dimensions of student wellness: Emotional, Intellectual, Personal, Physical, Social, Environmental,	feasible.  7) Develop/launch Mindfulness program with associated professional learning, an asset map of resources, & a managed menu of programs  8) Engage youth through mentoring & leadership
	ana Occupational	programs, and a Youth Summit.  9) Embed SEL resources, content & links across



# Social-Emotional Learning: Project Plan



Last Modified: 07/15/20

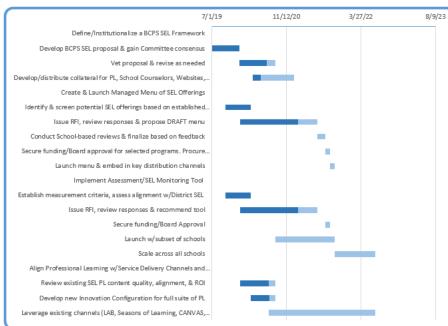


**Project Plan** 

**Initiative: Social-Emotional Learning** 

Initiative Lead: Danny Shapiro

Task Name	Owner	Start Date	End Date	Calc % Comp	Actual Comp		Risk Level
Define/Institutionalize a BCPS SEL Framework	Yarlie Nicolas	7/1/2019	9/1/2020				
Develop BCPS SEL proposal & gain Committee cons	Yarlie Nicolas	7/1/2019	1/1/2020	100%	100%		Low
Vet proposal & revise as needed	Yarlie Nicolas	1/1/2020	9/1/2020	80%	75%		Low
Develop/distribute collateral for PL, School Counse	Yarlie Nicolas	3/31/2020	1/1/2021	38%	20%	•	Low
Create & Launch Managed Menu of SEL Offerings	Adam larussi	10/1/2019	9/1/2021				
Identify & screen potential SEL offerings based on e	Adam larussi	10/1/2019	3/20/2020	100%	100%		Low
Issue RFI, review responses & propose DRAFT men	Adam larussi	1/6/2020	6/6/2021	37%	75%	•	Low
Conduct School-based reviews & finalize based on f	Adam larussi	6/6/2021	7/31/2021	0%	0%	0	Low
Secure funding/Board approval for selected progra	Antoine Hickman	7/31/2021	9/1/2021	0%	0%	0	Low
Launch menu & embed in key distribution channels	Adam larussi	9/1/2021	9/30/2021	0%	0%	0	Low
Implement Assessment/SEL Monitoring Tool	Adam Iarussi	10/1/2019	6/30/2022				
Establish measurement criteria, assess alignment v	Adam larussi	10/1/2019	3/20/2020	100%	100%		Low
Issue RFI, review responses & recommend tool	Adam larussi	1/6/2020	6/6/2021	37%	75%	•	Low
Secure funding/Board Approval	Antoine Hickman	7/31/2021	9/1/2021	0%	0%	0	Low
Launch w/subset of schools	Adam larussi	9/1/2020	9/30/2021	0%	0%	0	Low
Scale across all schools	Adam larussi	10/1/2021	6/30/2022	0%	0%	0	Low
Align Professional Learning w/Service Delivery Chan	SEL Supervisor	1/6/2020	6/30/2022				
Review existing SEL PL content quality, alignment,	SEL Supervisor	1/6/2020	9/1/2020	80%	80%		Low
Develop new Innovation Configuration for full suite	Danny Shapiro	3/20/2020	9/1/2020	71%	75%		Low
Leverage existing channels (LAB, Seasons of Learni	SEL Supervisor	7/15/2020	6/30/2022	0%	0%	0	Low



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



# Employee Retention & Recruitment: Theory of Action



	Theory	Year 1 Action Plan: Instructiona
Lead Measures	If we execute this strategy:  Attracting and retaining a diverse workforce is one of the most important drivers to improving success in our schools.	<ol> <li>Assessment of district-wide staffing needs will allow for building a targeted roadmap to improve recruitment and retention efforts.</li> <li>Develop targeted strategies to attract, recruit, develop, and retain employees.</li> <li>Improve communication with</li> </ol>
Lag Measures	Then we will realize this goal:  Attracting quality candidates, increasing retention rates, and obtaining greater continuity in employment will increase student achievement.	<ul> <li>employees so they feel connected and engaged in district operations.</li> <li>Develop best-practices to be adopted district-wide for recruitment and retention efforts.</li> <li>Develop practical strategies for continued reevaluations of successes and strategies for improvements.</li> </ul>



# Employee Retention & Recruitment: Project Plan



Last Modified: 07/24/20

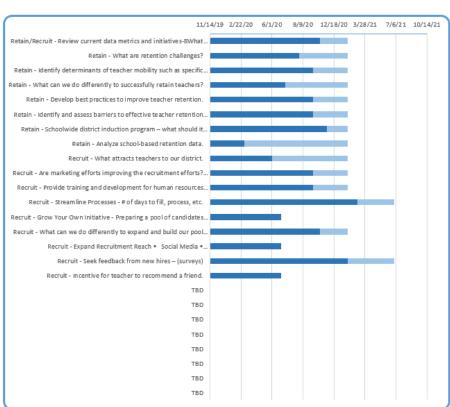


#### **Project Plan**

#### **Initiative: Employee Retention & Recruitment**

Initiative Lead: Susan Rockelman

Task Name	Owner	Start Date	End Date	Calc % Comp	Actual 9		Risk Level
Retain/Recruit - Review current data metrics and	S. Rockelman	11/14/2019	1/31/2021	57%	80%		Low
Retain - What are retention challenges?	S. Rockelman	11/14/2019	1/31/2021	57%	65%	•	Low
Retain - Identify determinants of teacher mobility	S. Rockelman	11/14/2019	1/31/2021	57%	75%	•	Low
Retain - What can we do differently to successful	S. Rockelman	11/14/2019	1/31/2021	57%	55%	1	Low
Retain - Develop best practices to improve teach	S. Rockelman	11/14/2019	1/31/2021	57%	75%	•	Low
Retain - Identify and assess barriers to effective t	S. Rockelman	11/14/2019	1/31/2021	57%	75%	•	Low
Retain - Schoolwide district induction program -	S. Rockelman	11/14/2019	1/31/2021	57%	85%		Low
Retain - Analyze school-based retention data.	S. Rockelman	11/14/2019	1/31/2021	57%	25%	<b>(</b>	High
Recruit - What attracts teachers to our district.	S. Rockelman	11/14/2019	1/31/2021	57%	45%	1	Low
Recruit - Are marketing efforts improving the rec	S. Rockelman	11/14/2019	1/31/2021	57%	75%	•	Low
Recruit - Provide training and development for hu	S. Rockelman	11/14/2019	1/31/2021	57%	75%	•	Low
Recruit - Streamline Processes - # of days to fill, p	S. Rockelman	11/14/2019	6/30/2021	43%	80%		Low
Recruit - Grow Your Own Initiative - Preparing a p	S. Rockelman	11/14/2019	6/30/2020	100%	100%		Low
Recruit - What can we do differently to expand a	S. Rockelman	11/14/2019	1/31/2021	57%	80%		Low
Recruit - Expand Recruitment Reach • Social Med	S. Rockelman	11/14/2019	6/30/2020	100%	100%		Low
Recruit - Seek feedback from new hires – (surveys	S. Rockelman	11/14/2019	6/30/2021	43%	75%	•	Low
Recruit - Incentive for teacher to recommend a for	S. Rockelman	11/14/2019	6/30/2020	100%	100%		Low
TBD				0%	0%	0	
TBD				0%	0%	0	
TBD				0%	0%	0	
TBD				0%	0%	0	
TBD				0%	0%	0	
TBD				0%	0%	0	
TBD				0%	0%	0	
TBD				0%	0%	0	







### Professional Learning for All: Theory of Action



	Theory	Action Plan
Lead Measures  • Survey results,  • Listening Tour results,  • Collaborative School visit data	If we execute this strategy:  Provide a cohesive and deliberate plan of action to ensure that professional learning is intentional, monitored, supported, valued, and sustained to ensure positive impact on teaching, learning, job performance, and career growth and development.	<ol> <li>Review current practices &amp; trends. Compare to research-based recommendations &amp; national best practices.</li> <li>Conduct multiple stakeholder focus groups to identify professional development needs.</li> <li>Collaborate with Finance to identify all available funding sources.</li> <li>Collaborate with Academics and Student Support Initiatives Divisions to develop the "what".</li> <li>Collaborate with Academics &amp; Student Support Initiatives to develop playlists for</li> </ol>
Lag Measures  PD: Participation Satisfaction Completion PLC survey results Student achievement data	Then we will realize this goal: Then we will ensure that all personnel are highly skilled and trained in their respective areas of responsibilities & practice.	professional development based on teacher assignments and the associated deliverers of professional learning.  6) Coordinate all professional learning through one central hub.  7) Establish & expand Professional Learning Facilitator Academy to build capacity for professional learning and supports to schools  8) Establish a centralized and integrated vetting process for vendors approved to provide professional learning opportunities aligned with district standards and needs.



## Professional Learning for All: Project Plan



Last Modified: 07/15/20

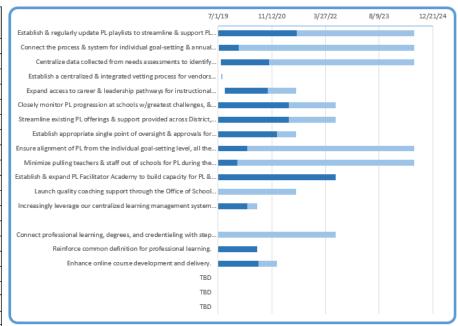


**Project Plan** 

**Initiative: Professional Learning for All** 

Initiative Lead: Susan Leon

Task Name	Owner	Start Date	End Date	Calc % Comp	Actual Comple		Risk Level
Establish & regularly update PL playlists to streamlin	Susan Leon	7/1/2019	6/30/2024	21%	40%		Low
Connect the process & system for individual goal-set	Susan Leon	7/10/2019	6/30/2024	20%	10%	0	Low
Centralize data collected from needs assessments to	Susan Leon	7/27/2019	6/30/2024	20%	25%	•	Low
Establish a centralized & integrated vetting process	Susan Leon	8/3/2019	8/10/2019	100%	100%		Low
Expand access to career & leadership pathways for i	Ted Toomer	9/1/2019	6/30/2021	48%	60%	•	Low
Closely monitor PL progression at schools w/greates	Support Director	7/1/2019	6/30/2022	35%	60%		Low
Streamline existing PL offerings & support provided	Governance Tea	7/1/2019	6/30/2022	35%	60%		Low
Establish appropriate single point of oversight & app	Susan Leon	7/1/2019	6/30/2021	52%	75%	•	Low
Ensure alignment of PL from the individual goal-sett	Susan Leon	7/1/2019	6/30/2024	21%	15%	0	Low
Minimize pulling teachers & staff out of schools for F	Susan Leon	7/1/2019	6/30/2024	21%	10%	0	Low
Establish & expand PL Facilitator Academy to build o	Susan Leon	7/1/2019	6/30/2022	35%	100%		Low
Launch quality coaching support through the Office	Angela Brown	7/1/2019	6/30/2021	52%	0%	0	High
Increasingly leverage our centralized learning mana		7/1/2019	6/30/2020	100%	75%	•	High
				100%		0	High
Connect professional learning, degrees, and credent	Governance Tea	7/1/2019	6/30/2022	35%	0%	0	High
Reinforce common definition for professional learning	[Completed]	7/1/2019	6/30/2020	100%	100%		Low
Enhance online course development and delivery.	PD Directors	7/1/2019	12/30/2020	69%	69%	•	Low
TBD				0%	0%	0	
TBD				0%	0%	0	
TBD				0%	0%	0	







## Organizational Structure & Aligned Funding: Theory of Action



	Theory	Action Plan
Lead Measures  • Funds available by defined category • Project completion	If we execute this strategy:  Maximize resource utilization for all funds while ensuring alignment to the District's Strategic Plan, and review and realign Exceptional Student Education (ESE) school-based funding and staffing allocations.	<ol> <li>Maximize resource utilization for all funds and ensure alignment to the District's Strategic Plan.</li> <li>Review Exceptional Student Education (ESE) school-based funding and staffing allocations, and recommend realignments as necessary to better meet the needs of our ESE students.</li> </ol>
Lag Measures  • Fund resource utilization by defined category	Then we will realize this goal:  Ensure proper alignment of organizational structure and funding to best support employee retention, development, and recruitment.	



## Organizational Structure & Aligned Funding: Project Plan



Last Modified: 07/24/20

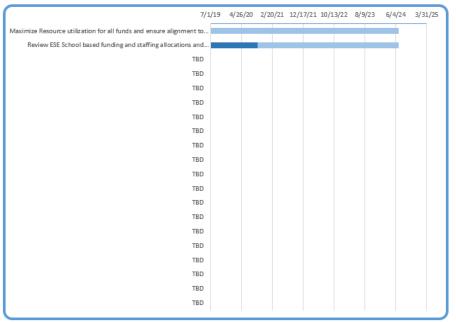


#### **Project Plan**

### Initiative: Organizational Structure & Aligned Funding

Initiative Lead: Oleg Gorokhovsky

Task Name	Owner	Start Date	End Date	Calc % Comp	Actual Compl		Risk Level
Maximize Resource utilization for all funds and ensu	Oleg Gorokhovsk	7/1/2019	6/30/2024	21%	0%	0	Med
Review ESE School based funding and staffing alloca	Oleg Gorokhovsk	7/1/2019	6/30/2024	21%	25%	<b>(</b>	Low
TBD				0%	0%	0	
TBD				0%	0%	0	
TBD				0%	0%	0	
TBD				0%	0%	0	
TBD				0%	0%	0	
TBD				0%	0%	0	
TBD				0%	0%	0	
TBD				0%	0%	0	
TBD				0%	0%	0	
TBD				0%	0%	0	
TBD				0%	0%	0	
TBD				0%	0%	0	
TBD				0%	0%	0	
TBD				0%	0%	0	
TBD				0%	0%	0	
TBD				0%	0%	0	
TBD				0%	0%	0	
TBD				0%	0%	0	





### Data Governance & Use: Theory of Action



	Theory	Action Plan
Lead Measures  • Local Error Reports  • Data Quality Owners  • Data governing body membership	If we execute this strategy:  Create a standing data governing body founded on sound principals and best practices; instill a sense of ownership and accountability among staff; and promote the need for high-quality data integrity, security and use,	<ul> <li>Convene a standing data governing body</li> <li>Establish policies, procedures, documentation, and training to support the data governance framework</li> <li>Establish role-based security access best practices</li> <li>Identify stand-alone data bases</li> </ul>
<ul> <li>Lag Measures</li> <li>State Error Reports</li> <li>Stand-alone databases</li> <li>Full-time equivalent recaptured</li> </ul>	Then we will realize this goal: Establish and enforce a data governance network which facilitates optimal data quality, ownership, access, security, and confidentiality.	<ul> <li>owned by departments and schools</li> <li>Create or expand centralized data repositories</li> <li>Review vendor contract language to ensure data governance language</li> </ul>



### Data Governance & Use: Project Plan



Last Modified: 07/24/20

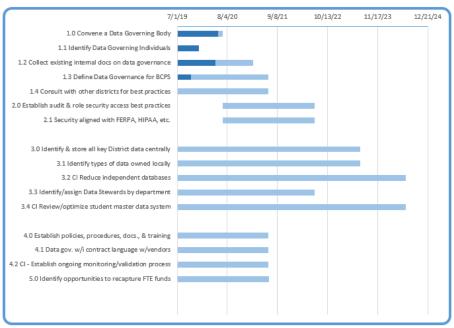


#### **Project Plan**

#### Initiative: Data Governance & Use

Initiative Lead: Richard Baum

Task Name	Owner	Start Date	End Date	Calc % Comp	Actual Comple		Risk Level
1.0 Convene a Data Governing Body	RB	7/1/2019	6/30/2020	100%	90%		High
1.1 Identify Data Governing Individuals	AA	7/1/2019	12/19/2019	100%	100%		Low
1.2 Collect existing internal docs on data governance	КВ	7/1/2019	2/28/2021	64%	50%	1	Low
1.3 Define Data Governance for BCPS	AA	7/1/2019	6/30/2021	53%	15%	0	High
1.4 Consult with other districts for best practices	CS	7/1/2019	6/30/2021	53%	0%	0	High
2.0 Establish audit & role security access best practi	YZ	7/1/2020	6/30/2022	3%	0%	0	Low
2.1 Security aligned with FERPA, HIPAA, etc.	JS, TS	7/1/2020	6/30/2022	3%	0%	0	Low
				0%	0%	0	
3.0 Identify & store all key District data centrally	JS, EH	7/1/2019	6/30/2023	27%	0%	0	Med
3.1 Identify types of data owned locally	JS, EH	7/1/2019	6/30/2023	27%	0%	0	Med
3.2 CI Reduce independent databases	YZ, JS	7/1/2019	6/30/2024	21%	0%	0	Med
3.3 Identify/assign Data Stewards by department	RB	7/1/2019	6/30/2022	36%	0%	0	High
3.4 CI Review/optimize student master data system	JS, EH	7/1/2019	6/30/2024	21%	0%	0	Med
				0%	0%	0	
4.0 Establish policies, procedures, docs., & training	JS, RB	7/1/2019	6/30/2021	53%	0%	0	High
4.1 Data gov. w/i contract language w/vendors	TS, RB	7/1/2019	6/30/2021	53%	0%	0	High
4.2 CI - Establish ongoing monitoring/validation prod	JS, EH, RB	7/1/2019	6/30/2021	53%	0%	0	High
5.0 Identify opportunities to recapture FTE funds	RB	7/1/2019	6/30/2021	53%	0%	0	High
				0%	0%	0	
				0%	0%	0	





## Tool Development, Implementation, & Use: Theory of Action



	Theory	Action Plan
Lead Measures  TR: OOW + Age < 5y  SIS: Stakeholders Survey/ Engagement	If we execute this strategy:  Begin technology refresh while setting up the framework of a new SIS while evaluating existing tools/processes	<ol> <li>Develop a sustainable plan for technology refresh.         <ul> <li>Finalize Planning/ITB &amp; select vendors</li> <li>Four year rollout of new devices</li> </ul> </li> <li>Provide a new Student Information System built on the latest technologies that will support State reporting requirements &amp; facilitate District decision-making &amp; student progress monitoring.         <ul> <li>Scope/RFP/Budget</li> <li>Development/Presentation by Phase</li> <li>Document change management</li> </ul> </li> </ol>
<ul> <li>TR: Avg OOW drops</li> <li>TR: TCO drops</li> <li>TR: Ratio</li> <li>SIS:     Stakeholders     Survey/     Engagement</li> </ul>	<ol> <li>Then we will realize this goal:</li> <li>Reduce data loss risk         throughout the organization         while enhancing the         interoperability and         accessibility of systems; and</li> <li>Provide impactful classroom         tools for digital learning</li> </ol>	<ul> <li>strategy</li> <li>Formalize project governance</li> <li>Compile Program Team Kickoff OCM</li> <li>Configure New SIS (Core+), Continue OCM</li> <li>Rollout Core+, Professional Development, Begin Phase II (Interfaces/DWA)</li> <li>Custom App Rationalization (CAR)</li> <li>Develop &amp; adopt process for reviewing, leveraging, and customizing existing tools &amp; resources to adequately meet user needs over time.</li> </ul>

OOW = Out of Warranty; TR = Technology Refresh; SIS = Student Information System; TCO = ; DWA = ; OCM = Organizational Change Management; ITB = Invitation to Bid; RFP = Request for Proposal



## Tool Development, Implementation, & Use: Project Plan



Last Modified: 07/24/20

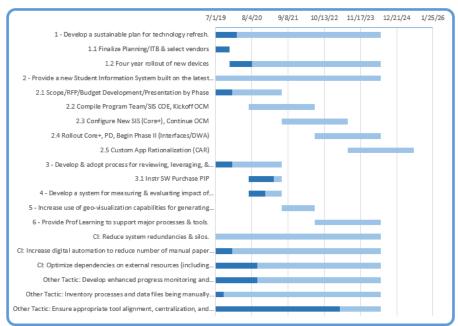


#### **Project Plan**

#### Initiative: Tool Development, Implementation, & Use

Initiative Lead: Dale Bondanza

Task Name	Owner	Start Date	End Date	Calc % Comp	Actual Compl		Risk Level
1 - Develop a sustainable plan for technology refresl	Maximo Rosario	7/1/2019	6/30/2024	21%	13%	0	Low
1.1 Finalize Planning/ITB & select vendors		7/1/2019	12/1/2019	100%	100%		Low
1.2 Four year rollout of new devices		12/1/2019	6/30/2024	14%	15%	0	Low
2 - Provide a new Student Information System built	Kathy Brooks	7/1/2019	6/30/2024	21%	0%	0	Med
2.1 Scope/RFP/Budget Development/Presentation		7/1/2019	6/30/2021	53%	25%	<b>(</b>	Med
2.2 Compile Program Team/SIS COE, Kickoff OCM		7/1/2020	6/30/2022	3%	0%	0	Low
2.3 Configure New SIS (Core+), Continue OCM		7/1/2021	6/30/2023	0%	0%	0	Low
2.4 Rollout Core+, PD, Begin Phase II (Interfaces/	'	7/1/2022	6/30/2024	0%	0%	0	Low
2.5 Custom App Rationalization (CAR)		7/1/2023	6/30/2025	0%	0%	0	Low
3 - Develop & adopt process for reviewing, leveraging	Jeff Stanley	7/1/2019	6/30/2021	53%	25%	<b>(</b>	Med
3.1 Instr SW Purchase PIP	Kathy Brooks	7/1/2020	6/30/2021	6%	75%	•	Low
4 - Develop a system for measuring & evaluating im	Daryl Diamond	7/1/2020	6/30/2021	6%	50%	1	Low
5 - Increase use of geo-visualization capabilities for g	Ed Hineline	7/1/2021	6/30/2022	0%	0%	0	Low
6 - Provide Prof Learning to support major processes	Jeff Stanley	7/1/2022	6/30/2024	0%	0%	0	Low
CI: Reduce system redundancies & silos.		7/1/2019	6/30/2024	21%	0%	0	Med
CI: Increase digital automation to reduce number of	f	7/1/2019	6/30/2024	21%	10%	0	Low
CI: Optimize dependencies on external resources (in		7/1/2019	6/30/2024	21%	25%	•	Low
Other Tactic: Develop enhanced progress monitorin		7/1/2019	6/30/2024	21%	25%	$\odot$	Low
Other Tactic: Inventory processes and data files bein		7/1/2019	6/30/2024	21%	5%	0	Low
Other Tactic: Ensure appropriate tool alignment, ce		7/1/2019	6/30/2024	21%	75%	•	Low





## Operational & Process Improvement: Theory of Action



	,	
	Theory	Action Plan
Lead Measures  Number of training sessions held Number of Process Improvement Projects facilitated Project plan task completion	If we execute this strategy:  Provide relevant training, support actions aligned to continuous improvement, map and improve District processes, and ensure alignment of individual, school, and departmental objectives to the 2024 Strategic Plan	<ol> <li>Facilitate a culture of continuous improvement by performing periodic reviews and improvements of processes at District and school levels.</li> <li>Facilitate Performance Management Reviews and Process Improvement Projects using Lean Six Sigma Framework, adopting best practices in communication of changes made to support process improvements implemented.</li> <li>Provide training in process improvement, project management, and execution &amp; accountability, to facilitate implementation of the Strategic Plan.</li> <li>Establish a recognition program for departments or schools best exemplifying performance</li> </ol>
Lag Measures  Number of District staff and students certified in Lean Six Sigma  Cost savings due to process improvements  Staff time saved due to implementation of individual and organizational process improvements	Then we will realize this goal:  Facilitate a culture of continuous improvement by performing periodic reviews and improvements of processes at all District and school levels, for optimizing operational efficiencies, reducing waste, and saving costs.	<ul> <li>excellence &amp; demonstrated savings through process improvements.</li> <li>5. Facilitate District-wide adoption and training on Lean Six Sigma methodology to facilitate a culture of continuous improvement, including training and deploying high school students.</li> <li>6. Ensure alignment of individual, departmental, and school-level goals and School Improvement Plans to the Strategic Plan.</li> <li>7. Map key processes within each department and school, and analyze impact of potential changes to schools.</li> </ul>



### Operational & Process Improvement: Project Plan



Last Modified: 07/24/20

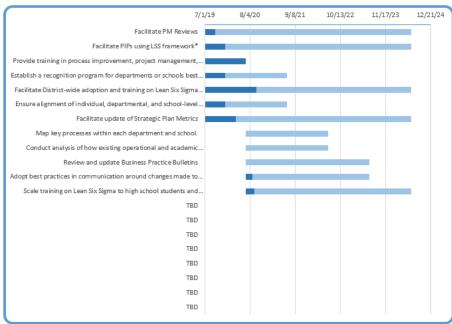


### **Project Plan**

### **Initiative: Operational & Process Improvement**

Initiative Lead: Dr. Deborah Posner

Task Name	Owner	Start Date	End Date	Calc % Comp	Actual Compl		Risk Level
Facilitate PM Reviews	Dale Schmidt	7/1/2019	6/30/2024	21%	5%	0	Low
Facilitate PIPs using LSS framework*	Dr. Deborah Pos	7/1/2019	6/30/2024	21%	10%	0	Low
Provide training in process improvement, project ma	Dr. Deborah Pos	7/1/2019	6/30/2020	100%	100%		Low
Establish a recognition program for departments or	Dr. Deborah Pos	7/1/2019	6/30/2021	53%	25%	<b>(</b>	Med
Facilitate District-wide adoption and training on Lea	Dr. Deborah Pos	7/1/2019	6/30/2024	21%	25%	<b>(</b>	Low
Ensure alignment of individual, departmental, and s	Dr. Deborah Pos	7/1/2019	6/30/2021	53%	25%	•	Med
Facilitate update of Strategic Plan Metrics	Dr. Deborah Pos	7/1/2019	6/30/2024	21%	15%	0	Low
Map key processes within each department and sch	Dr. Deborah Pos	7/1/2020	6/30/2022	3%	0%	0	Low
Conduct analysis of how existing operational and aca	Dr. Deborah Pos	7/1/2020	6/30/2022	3%	0%	0	Low
Review and update Business Practice Bulletins	Dr. Deborah Pos	7/1/2020	6/30/2023	2%	0%	0	Low
Adopt best practices in communication around chan	Dr. Deborah Pos	7/1/2020	6/30/2023	2%	5%	0	Low
Scale training on Lean Six Sigma to high school stude	Dr. Deborah Pos	7/1/2020	6/30/2024	2%	5%	0	Low
TBD				0%	0%	0	
TBD				0%	0%	0	
TBD				0%	0%	0	
TBD				0%	0%	0	
TBD				0%	0%	0	
TBD				0%	0%	0	
TBD				0%	0%	0	
TBD				0%	0%	0	





### Facilities & Asset Management: Theory of Action



	Theory	Action Plan
Lead Measures Percentage of CGCS <sup>1</sup> recommendations incorporated Percentage of budgetary practices that comply with GFOA <sup>2</sup> Smarter School standards Project plan task completion	If we execute this strategy:  Develop a capital funding planning document, develop long term business plans for key areas, and leverage existing resources that can be used to execute the business plans	<ol> <li>Develop a capital funding planning document that has decision support tools, prioritization assumptions and standard templates intended for business planning of the core areas that utilize capital funding.</li> <li>Develop long term business plans for key areas that address strategic initiatives and business objectives as well as a process for updating these plans.</li> </ol>
Lag Measures	Then we will realize this goal:	
<ul> <li>Percentage of district locations using business plans to inform long term strategies for Capital Assets</li> <li>Number of existing District resources that are leveraged to realign District assets to the 2024 Strategic Plan</li> </ul>	Ensure that BCPS's portfolio is aligned with its mission and with demand for services. Where demand exceeds District resources, institute unbiased, datadriven approaches for setting priorities and evaluating alternatives.	<ol> <li>Leverage existing resources (funding, organizational, parallel efforts, systems and processes) that can be used to execute the business plans as well as identify gaps in resources to progress those plans.</li> </ol>



1. CGCS = Council of Great City Schools | 2. CFOA – Government Finance Officers Association

## Facilities & Asset Management: Project Plan



Last Modified: 07/24/20

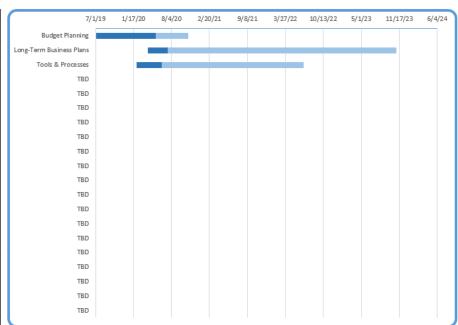


### **Project Plan**

### **Initiative: Facilities & Asset Management**

Initiative Lead: Omar Shim

Task Name	Owner	Start Date	End Date	Calc % Comp			Risk Level
Budget Planning	Omar Shim	7/1/2019	10/31/2020	80%	65%	•	Low
Long-Term Business Plans	Omar Shim	4/1/2020	11/1/2023	9%	8%	0	Low
Tools & Processes	Omar Shim	2/1/2020	7/1/2022	20%	15%	0	Low
TBD				0%	0%	0	
TBD				0%	0%	0	
TBD				0%	0%	0	
TBD				0%	0%	0	
TBD				0%	0%	0	
TBD				0%	0%	0	
TBD				0%	0%	0	
TBD				0%	0%	0	
TBD				0%	0%	0	
TBD				0%	0%	0	
TBD				0%	0%	0	
TBD				0%	0%	0	
TBD				0%	0%	0	
TBD				0%	0%	0	
TBD				0%	0%	$\bigcirc$	
TBD				0%	0%	0	
TBD				0%	0%	0	







## Safety, Security, & Risk Mitigation: Updated Theory of Action



	Theory	Action Plan
Lead Measures  Percentage of key risks monitored Project plan task completion	If we execute this strategy: Establish a resilient and responsive Safety, Security & Emergency Preparedness Division	<ol> <li>Build a functioning Safety, Security, and Emergency Preparedness (SSEP) Division</li> <li>Establish an Enterprise Risk Management framework</li> <li>Develop a multi-mode SSEP Communication Plan</li> <li>Build a District Security Operations Center (DSOC)</li> </ol>
Lag Measures  District's Progress on Top-Ranked Safety and Security External-Source Recommendations  Progress on Planning, Developing, and Executing a Safety and Security Training Program for all staff  Safety Communications via Multiple Platforms	Then we will realize this goal: Enable the organization to be prepared to address all risks, threats and potential vulnerabilities.	<ul> <li>5. Implement technology/systems for School Safety Plans, Incident Management and centralizing data for cross-comparison.</li> <li>6. Initiate &amp; deploy role-specific processes, standard operating procedures (SOPs) &amp; aligned training.</li> <li>7. Identify actionable Safety Recommendations and develop plans for implementation.</li> </ul>

## Safety, Security, & Risk Mitigation: Project Plan



Last Modified: 07/17/20

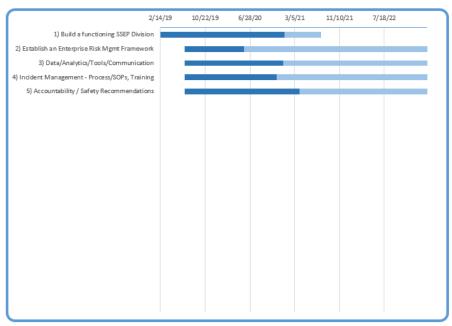


#### **Project Plan**

Initiative: Safety, Security, & Risk Mitigation

Initiative Lead: Aston Henry

Task Name	Owner	Start Date	End Date	Calc % Comp					Risk Level
1) Build a functioning SSEP Division	Chief Katz	2/14/2019	7/31/2021	58%	77%	•	Low		
2) Establish an Enterprise Risk Mgmt Framework	AHenry/SBrow	7/1/2019	6/30/2024	21%	18%	0	Low		
3) Data/Analytics/Tools/Communication	Tracy Neal	7/1/2019	6/30/2024	21%	30%	•	Low		
4) Incident Management - Process/SOPs, Training	A Henry/ T Neal	7/1/2019	6/30/2024	21%	28%	<b>(</b>	Low		
5) Accountability / Safety Recommendations	Chief Katz	7/1/2019	6/30/2024	21%	35%	<b>(</b>	Low		
				0%	0%	0			
				0%	0%	0			
				0%	0%	0			
				0%	0%	0			
				0%	0%	0			
				0%	0%	0			
				0%	0%	0			
				0%	0%	0			
				0%	0%	0			
				0%	0%	0			
				0%	0%	0			
				0%	0%	0			
				0%	0%	0			
				0%	0%	0			
				0%	0%	0			





## Public Relations, Partnerships, & Legislation: Updated Theory of Action



	Theory	Action Plan
Lead Measures  Percentage of District Staff and leaders trained in external communication best practices  Project plan task completion	If we execute this strategy: Establish and implement consistent procedures for partnerships, branding, communication, and engagement with stakeholders across multiple levels and channels	<ol> <li>Establish consistent procedures for partnerships at the district and school level; redefine and classify partnership levels</li> <li>Partner with community groups, including those that provide messaging accessible to individuals with diverse needs and abilities.</li> <li>Develop a procedure to ensure consistent senior leadership participation in the District's advisory councils and committees.</li> </ol>
Lag Measures  Number of Partnerships with Businesses, Community Organizations, and Law Enforcement  Percentage of external communications meeting established standards	Then we will realize this goal:  Develop effective external communication processes (timely, complete, high quality) to meet the needs of families and community members, including business, higher education, legislative, non-profit organizations, and other community partners.	<ol> <li>Conduct surveys and/or focus groups to determine which communication formats, channels, content type, and frequencies are most preferred by various stakeholder groups</li> <li>Ensure consistent communications with all elected officials on the local, state, and national level.</li> </ol>



## Public Relations, Partnerships, & Legislation: Project Plan



Last Modified: 07/24/20

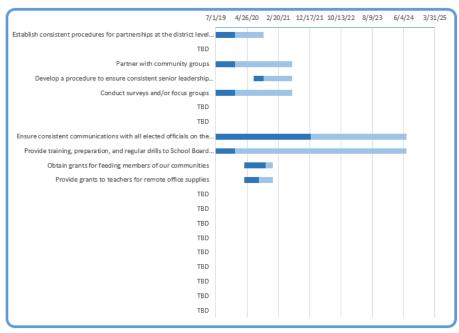


#### **Project Plan**

### Initiative: Public Relations, Partnerships, & Legislation

Initiative Lead: John Sullivan

Task Name	Owner	Start Date	End Date	Calc % Comp	Actual Compl		Risk Level
Establish consistent procedures for partnerships at t	J Sullivan	7/1/2019	9/30/2020	85%	40%	1	High
TBD				0%	0%	0	
Partner with community groups	J Sullivan	7/1/2019	6/30/2021	53%	25%	•	Med
Develop a procedure to ensure consistent senior lea	A Gomez	7/1/2020	6/30/2021	6%	25%	•	Low
Conduct surveys and/or focus groups	A Gomez	7/1/2019	6/30/2021	53%	25%	•	Med
TBD				0%	0%	0	
TBD				0%	0%	0	
Ensure consistent communications with all elected of	J Sullivan	7/1/2019	6/30/2024	21%	50%	1	Low
Provide training, preparation, and regular drills to S	J Sullivan	7/1/2019	6/30/2024	21%	10%	0	Low
Obtain grants for feeding members of our communi	S Williams	4/1/2020	12/31/2020	42%	75%	•	Low
Provide grants to teachers for remote office supplie	S Ciriago	4/1/2020	12/31/2020	42%	50%	1	Low
TBD				0%	0%	0	
TBD				0%	0%	0	
TBD				0%	0%	0	
TBD				0%	0%	0	
TBD				0%	0%	0	
TBD				0%	0%	0	
TBD				0%	0%	$\circ$	
TBD				0%	0%	0	
TBD				0%	0%	0	





### Internal Communication: Theory of Action



	Theory	Action Plan
Lead Measures  Percentage of new teachers oriented to District technology and communication processes  Project plan task completion	If we execute this strategy:  Streamline use of District email, increase use of available tools and programs for internal communication, and improve processes related to the Board Agenda Request Form and communication of Board-related items	<ol> <li>Increase use of Insite and other tools for informational communication while streamlining use of email across the District to work-related items.</li> <li>Improve communication of Board-related items through the implementation of a new E-Agenda Platform.</li> <li>Increase use of Microsoft Office 365</li> </ol>
Lag Measures  Average number of emails received by BCPS staff  Number of announcements made through Insite  Percentage of Board items that directly impact a Strategic Plan Primary Metric	Then we will realize this goal:  Develop effective internal communication processes (timely and high quality) to meet the needs of all schools and District offices. Two outcomes include: 1. To increase participation and 2. to save costs.	across school-based and District-based staff.  4. Enhance the Board Agenda Request Form process to ensure alignment of Board items to the 2024 Strategic Plan.



### Internal Communication: Project Plan



Last Modified: 07/24/20

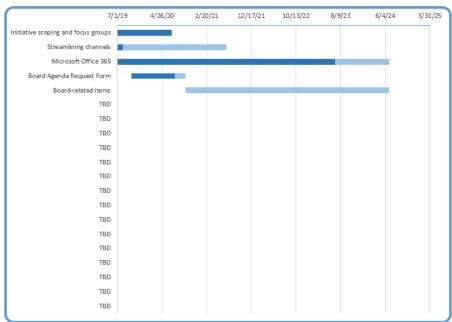


### **Project Plan**

#### **Initiative: Internal Communication**

Initiative Lead: Dr. Leo Nesmith

Task Name	Owner	Start Date	End Date	Calc % Comp			Risk Level
Initiative scoping and focus groups	Chief Moquin	7/1/2019	6/30/2020	100%	100%		Low
Streamlining channels	Chief Moquin	7/1/2019	6/30/2021	53%	5%	0	High
Microsoft Office 365	Alex Macri, Jaso	7/1/2019	6/30/2024	21%	80%		Low
Board Agenda Request Form	Chief Moquin	10/1/2019	10/1/2020	81%	80%		Low
Board-related items	Chief Moquin	10/1/2020	6/30/2024	0%	0%	0	Low
TBD				0%	0%	0	
TBD				0%	0%	0	
TBD				0%	0%	0	
TBD				0%	0%	0	
TBD				0%	0%	0	
TBD				0%	0%	0	
TBD				0%	0%	0	
TBD				0%	0%	0	
TBD				0%	0%	0	
TBD				0%	0%	0	
TBD				0%	0%	0	
TBD				0%	0%	0	
TBD				0%	0%	0	
TBD				0%	0%	0	
TBD				0%	0%	0	





### Marketing: Theory of Action



	Theory	Action Plan
Lead Measures  Number of Communications Ambassadors Project plan task completion  Lag Measures  Percentage of BCPS web pages aligned to Office of Communications standards	If we execute this strategy:  Develop and market a brand strategy that promotes the importance and value Broward County Public Schools deliver to the community.  Then we will realize this goal:  Reinforce the District brand, increase use of social media for stakeholder engagement, and drive traffic to the District website and social media channels.	<ol> <li>Reinforce brand (both visual graphic and brand statement):         <ul> <li>Help drive enrollment and retention, including promotion of special programs.</li> <li>Ensure consistent brand image alignment and standards across the District.</li> <li>Connect with municipalities to amplify District messages.</li> </ul> </li> <li>Increase use of social media and web-based tools for stakeholder engagement:         <ul> <li>Establish team of social media content managers and Communications Ambassadors.</li> <li>Include certification process with required competencies.</li> <li>Engage BCPS resources as brand ambassadors.</li> </ul> </li> <li>Drive traffic to the District website and social media channels:         <ul> <li>Create marketing and communications online resources.</li> </ul> </li> </ol>
<ul><li>Positive Media Coverage</li><li>Social Media Usage</li></ul>		<ul> <li>Streamline website navigation and ensure ease of access.</li> <li>Increase use of BCPS mobile app and QR codes for ease of access while reducing printed materials.</li> </ul>



### Marketing: Project Plan



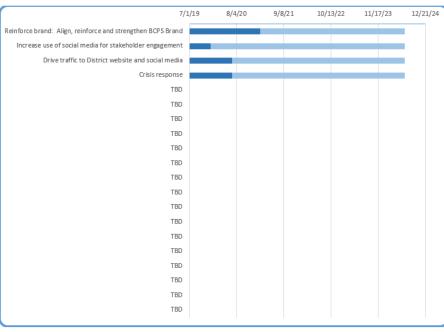


### **Project Plan**

### Initiative: Marketing

Initiative Lead: Jose Perez

Task Name	Owner	Start Date	End Date	Calc % Comp	Actual Compl		Risk Level
Reinforce brand: Align, reinforce and strengthen BC	JRP/KK	7/1/2019	6/30/2024	22%	33%	•	Low
Increase use of social media for stakeholder engager	JRP/KK	7/1/2019	6/30/2024	22%	10%	0	Low
Drive traffic to District website and social media	JRP/KK	7/1/2019	6/30/2024	22%	20%	•	Low
Crisis response	JRP/KK	7/1/2019	6/30/2024	22%	20%	•	Low
TBD				0%	0%	0	
TBD				0%	0%	0	
TBD				0%	0%	0	
TBD				0%	0%	0	
TBD				0%	0%	0	
TBD				0%	0%	0	
TBD				0%	0%	0	
TBD				0%	0%	0	
TBD				0%	0%	0	
TBD				0%	0%	0	
TBD				0%	0%	0	
TBD				0%	0%	0	
TBD				0%	0%	0	
TBD				0%	0%	0	
TBD				0%	0%	0	
TBD				0%	0%	0	





### **Customer Service: Theory of Action**



	Theory	Action Plan
Lead Measures  Percentage of District locations adopting common customer service standards Project plan task completion	If we execute this strategy: Establish common definitions, standards, training, and measurement tools for customer service throughout the District	<ol> <li>Establish common definitions for stakeholder, customer, and engagement</li> <li>Develop and adopt a clear set of customer service standards.</li> <li>Provide District-wide training based on common customer service standards.</li> <li>Educate internal and external customers about our customer service standards to</li> </ol>
Lag Measures  Percentage of District locations receiving positive overall customer service survey responses  Percentages of positive overall customer service survey responses from internal and external customers	Then we will realize this goal: Provide a positive, engaging, and caring experience to all stakeholders by maintaining and enhancing communications and interactions through quality service delivered in a professional manner.	<ul> <li>ensure clear and consistent expectations</li> <li>5. Establish a common criterion-based tool for measuring customer service quality and gathering feedback, both from internal and external customers.</li> <li>6. Explore the development of a customer service incentive and recognition program.</li> </ul>



### Customer Service: Project Plan



Last Modified: 07/24/20

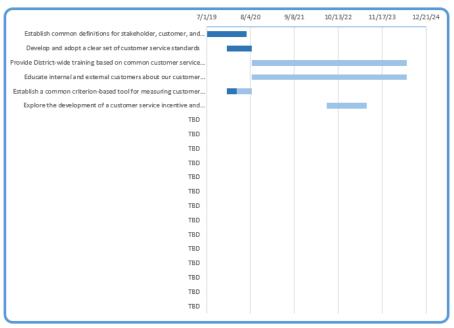


### **Project Plan**

#### **Initiative: Customer Service**

Initiative Lead: Veda Hudge

Task Name	Owner	Start Date	End Date	Calc % Comp	Actual % Complete	Risk Level
Establish common definitions for stakeholder, custon	Lindsey Sierra	7/1/2019	6/30/2020	100%	100%	Low
Develop and adopt a clear set of customer service st	Lindsey Sierra	1/1/2020	8/15/2020	90%	100%	Low
Provide District-wide training based on common cus	Veda Hudge	8/15/2020	6/30/2024	0%	0%	Low
Educate internal and external customers about our	Veda Hudge	8/15/2020	6/30/2024	0%	0%	Low
Establish a common criterion-based tool for measur	Veda Hudge	1/1/2020	8/15/2020	90%	40%	High
Explore the development of a customer service ince	Veda Hudge	7/1/2022	6/30/2023	0%	0%	Low
TBD				0%	0%	
TBD				0%	0%	
TBD				0%	0%	
TBD				0%	0%	
TBD				0%	0%	
TBD				0%	0%	
TBD				0%	0%	
TBD				0%	0%	
TBD				0%	0%	
TBD				0%	0%	
TBD				0%	0%	
TBD				0%	0%	
TBD				0%	0%	
TBD				0%	0%	



# THE SCHOOL BOARD OF BROWARD COUNTY, FLORIDA

Donna P. Korn, Chair Dr. Rosalind Osgood, Vice Chair

Lori Alhadeff
Robin Bartleman
Heather P. Brinkworth
Patricia Good
Laurie Rich Levinson
Ann Murray
Nora Rupert

Robert W. Runcie Superintendent of Schools

The School Board of Broward County, Florida, prohibits any policy or procedure which results in discrimination on the basis of age, color, disability, gender identity, gender expression, genetic information, marital status, national origin, race, religion, sex or sexual orientation. The School Board also provides equal access to the Boy Scouts and other designated youth groups. Individuals who wish to file a discrimination and/or harassment complaint may call the Director, Equal Educational Opportunities/ADA Compliance Department & District's Equity Coordinator/Title IX at 754-321-2150 or Teletype Machine (TTY) 754-321-2158.

Individuals with disabilities requesting accommodations under the Americans with Disabilities Act Amendments Act of 2008, (ADAAA) may call Equal Educational Opportunities/ADA Compliance Department at 754-321-2150 or Teletype Machine (TTY) 754-321-2158.

www.browardschools.com

