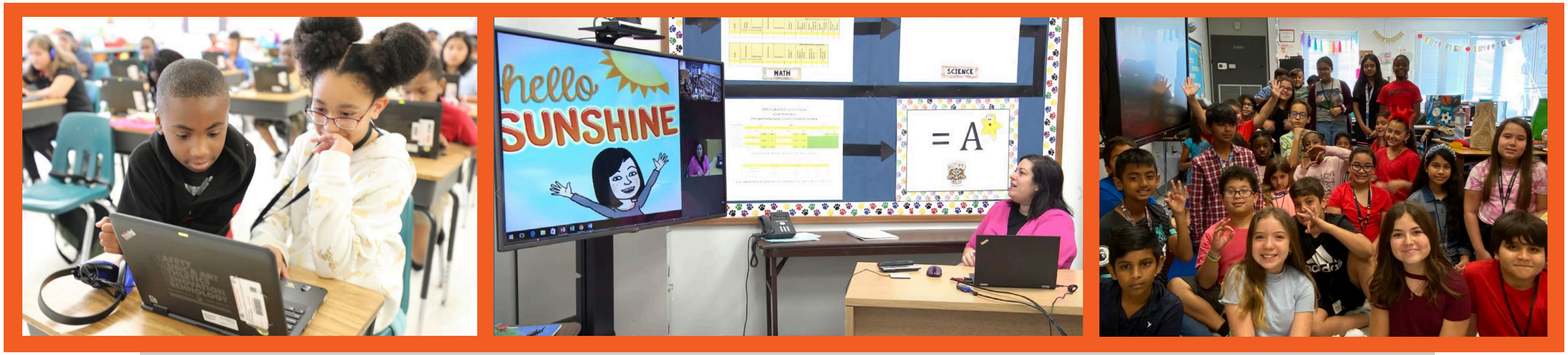


August 25, 2020

2024 Strategic Plan: 4th Quarterly Report & Annual Recalibration

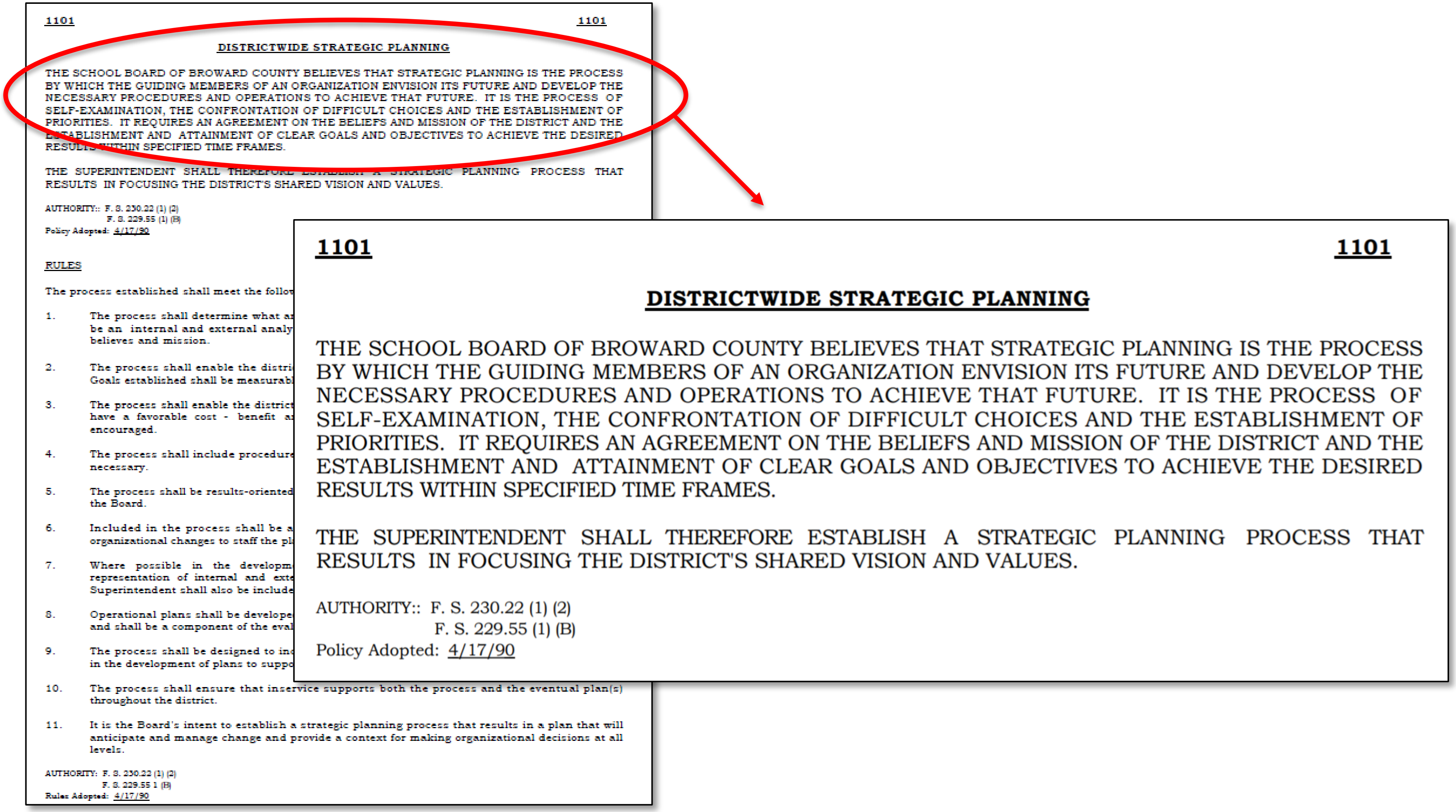
Presented by the Office of Strategic Initiative Management (SIM)

SIM

Established 1915
BROWARD
County Public Schools

Table of Contents

BCPS Strategic Planning Policy 1101



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 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

RULES

The process established shall meet the follo

1. The process shall determine what a
be an internal and external analy
believes and mission.

2. The process shall enable the distri
Goals established shall be measurab

3. The process shall enable the district
have a favorable cost - benefit a
encouraged.

4. The process shall include procedure
necessary.

5. The process shall be results-oriented
the Board.

6. Included in the process shall be a
organizational changes to staff the pl

7. Where possible in the developm
representation of internal and ext
Superintendent shall also be include

8. Operational plans shall be develope
and shall be a component of the eval

9. The process shall be designed to in
in the development of plans to suppo

10. The process shall ensure that inservice supports both the process and the eventual plan(s) throughout the district.

11. 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

1101 1101

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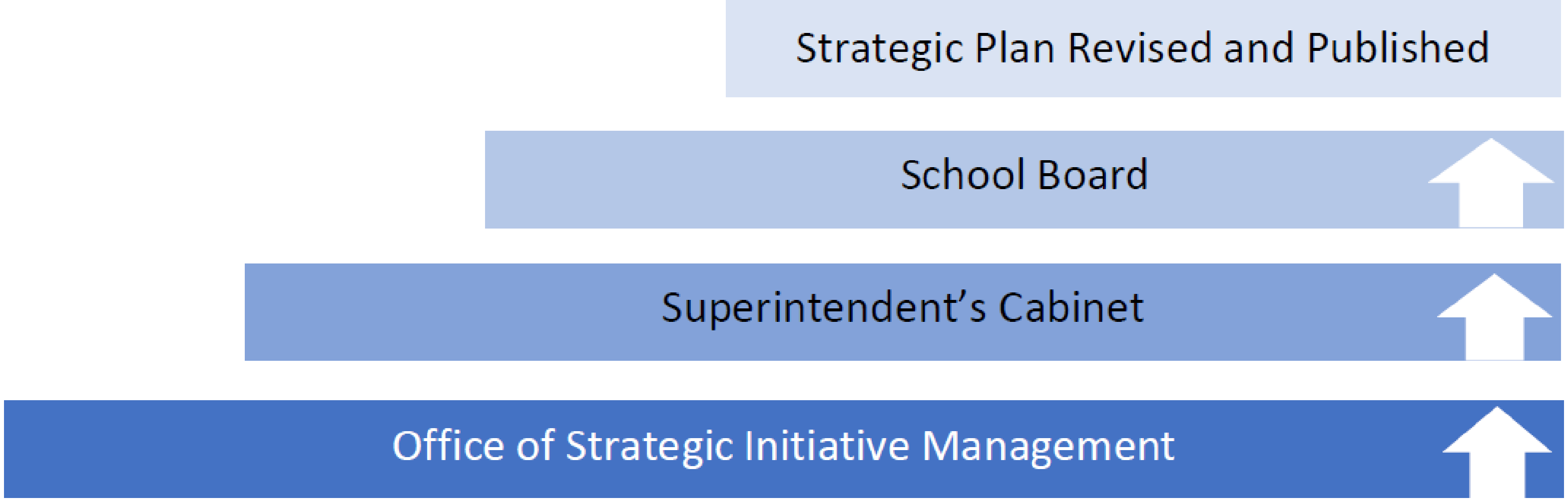
F. S. 229.55 (1) (B)
Policy Adopted: 4/17/90

2024 Strategic Plan: Cadence of Accountability

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

* For all available data


Strategic Plan Revised and Published

School Board

Superintendent's Cabinet

Office of Strategic Initiative Management

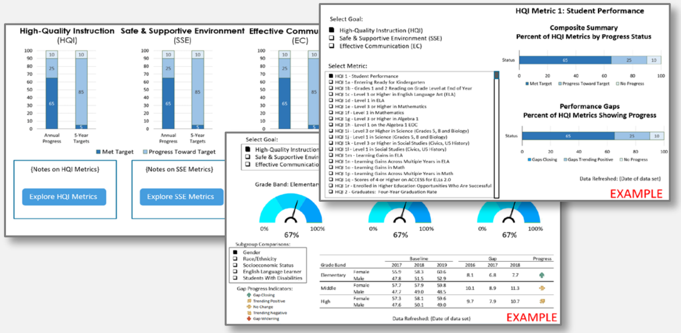
www.browardschools.com/strategicplan

2024 Strategic Plan: Cadence of Accountability

Quarterly Reporting at Board Workshops, with Initiative Deep Dives

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

Dashboards



Select Goal:

- ■ High-Quality Instruction (HQI)
- ☐ Safe & Supportive Environment (SSE)
- ☐ Effective Communication (EC)

Select Metric:

- ■ HQI 1 - Student Performance
- ☐ HQI 1a - Entering Ready for Kindergarten
- ☐ HQI 1b - Grades 1 and 2 Reading on Grade Level at End of Year
- ☐ HQI 1c - Level 3 or Higher in English Language Art (ELA)
- ☐ HQI 1d - Level 1 in ELA
- ☐ HQI 1e - Level 3 or Higher in Mathematics
- ☐ HQI 1f - Level 1 in Mathematics
- ☐ HQI 1g - Level 3 or Higher in Algebra 1
- ☐ HQI 1h - Level 1 on the Algebra 1 EOC
- ☐ HQI 1i - Level 3 or Higher in Science (Grades 5, 8 and Biology)
- ☐ HQI 1j - Level 1 in Science (Grades 5, 8 and Biology)
- ☐ HQI 1k - Level 3 or Higher in Social Studies (Civics, US History)
- ☐ HQI 1l - Level 1 in Social Studies (Civics, US History)
- ☐ HQI 1m - Learning Gains in ELA
- ☐ HQI 1n - Learning Gains Across Multiple Years in ELA
- ☐ HQI 1o - Learning Gains in Math
- ☐ HQI 1p - Learning Gains Across Multiple Years in Math
- ☐ HQI 1q - Scores of 4 or Higher on ACCESS for ELLs 2.0
- ☐ HQI 1r - Enrolled in Higher Education Opportunities Who Are Successful
- ☐ HQI 2 - Graduates: Four-Year Graduation Rate

Data Refreshed: {Date of data set}

Subgroup Comparisons:

- ■ Gender
- ☐ Race/Ethnicity
- ☐ Socioeconomic Status
- ☐ English Language Learner
- ☐ Students With Disabilities

Gap Progress Indicators:

- Gap Closing
- Trending Positive
- No Change
- Trending Negative
- Gap Widening

Grade Band		Baseline 2017	Baseline 2018	Baseline 2019	Gap 2016	Gap 2017	Gap 2018	Progress
Elementary	Female	55.9	58.3	60.6	8.1	6.8	7.7	↑
	Male	47.8	51.5	52.9				
Middle	Female	57.7	57.9	59.8	10.1	8.9	11.3	→
	Male	47.7	49.0	48.5				
High	Female	57.3	58.1	59.6	9.7	7.9	10.7	↗
	Male	47.6	50.1	49.0				

Data Refreshed: {Date of data set}

EXAMPLE

Annual Outcomes Report

Established 1915
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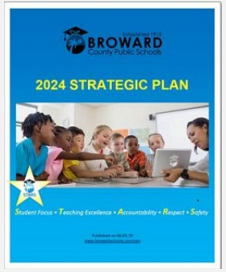
County Public Schools

2017/18 Strategic Plan
Annual Outcomes Report

Prepared by:
SIM
The Office of Strategic Initiative Management

Annual Strategic Plan Recalibration



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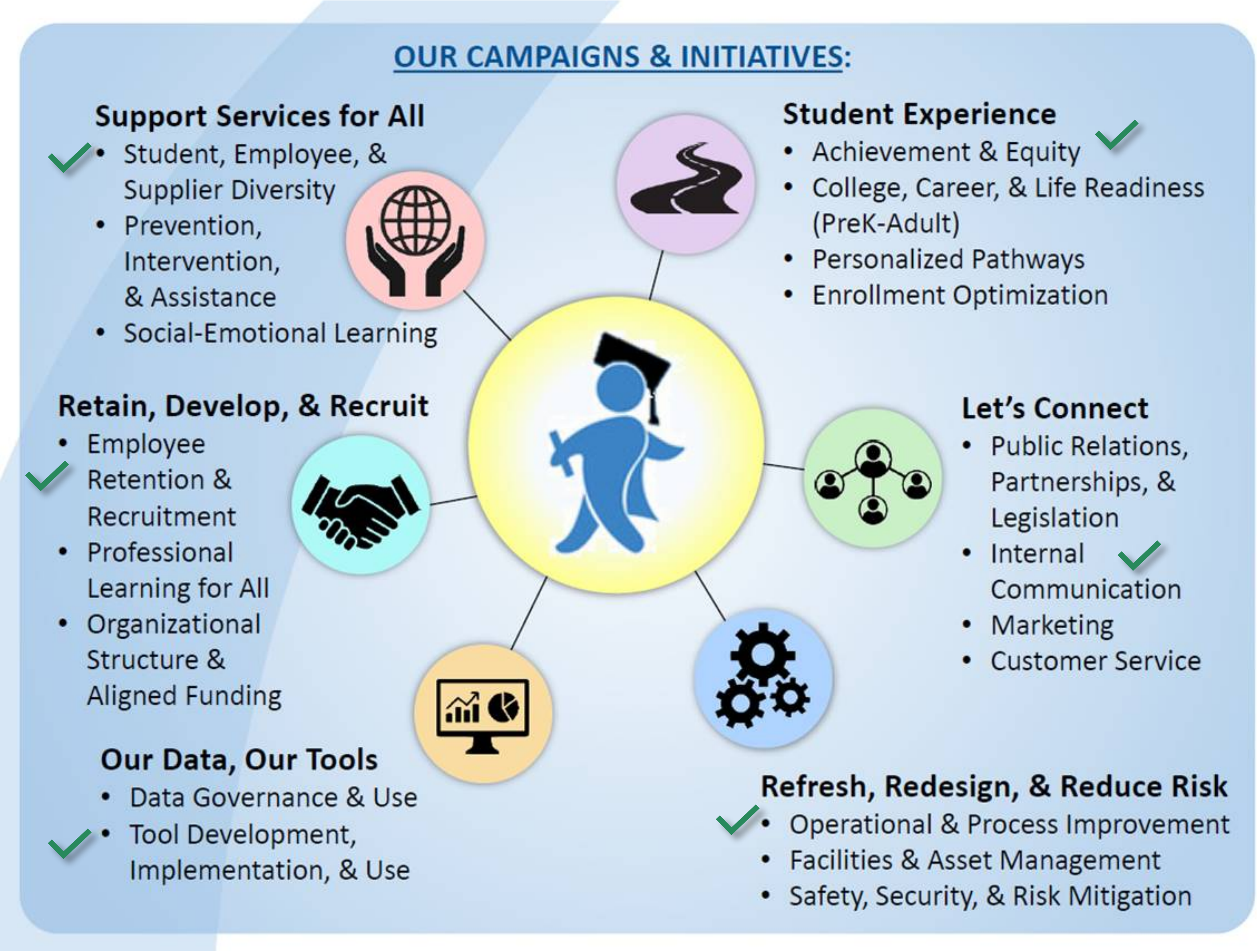
2024 STRATEGIC PLAN

Student Focus • Teaching Excellence • Accountability • Respect • Safety

2024 Strategic Plan: Cadence of Accountability, Year 1



OUR CAMPAIGNS & INITIATIVES:

Support Services for All
- ✓ Student, Employee, & Supplier Diversity
- Prevention, Intervention, & Assistance
- Social-Emotional Learning

Student Experience
- Achievement & Equity ✓
- College, Career, & Life Readiness (PreK-Adult)
- Personalized Pathways
- Enrollment Optimization

Retain, Develop, & Recruit
- ✓ Employee Retention & Recruitment
- Professional Learning for All
- Organizational Structure & Aligned Funding

Let's Connect
- Public Relations, Partnerships, & Legislation
- Internal ✓ Communication
- Marketing
- Customer Service

Our Data, Our Tools
- Data Governance & Use
- ✓ Tool Development, Implementation, & Use

Refresh, Redesign, & Reduce Risk
- ✓ Operational & Process Improvement
- Facilities & Asset Management
- Safety, Security, & Risk Mitigation

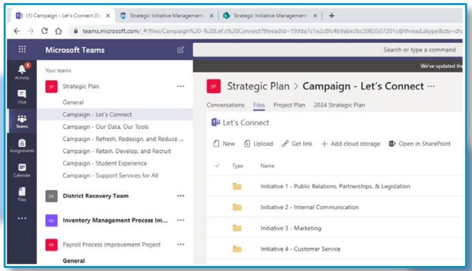
2024 Strategic Plan Execution & Accountability Framework

SIM
Strategic Initiative Management
Ambassador Program

SIM Ambassadors

- New model for expanding capacity
- 150+ Trained

Leveraging Tools, Technology, & Personalized Approaches to Foster Collaboration


(1) Campaign - Let's Connect (St ×
Strategic Initiative Management ×
Strategic Initiative Management ×
teams.microsoft.com/_#/files/Campaign%20-%20Let's%20Connect?threadId=19:fda7c1e2c8fc4b9abe3bc3983507201c@thread.skype&ctx=cha

Microsoft Teams
Search or type a command
We've updated th

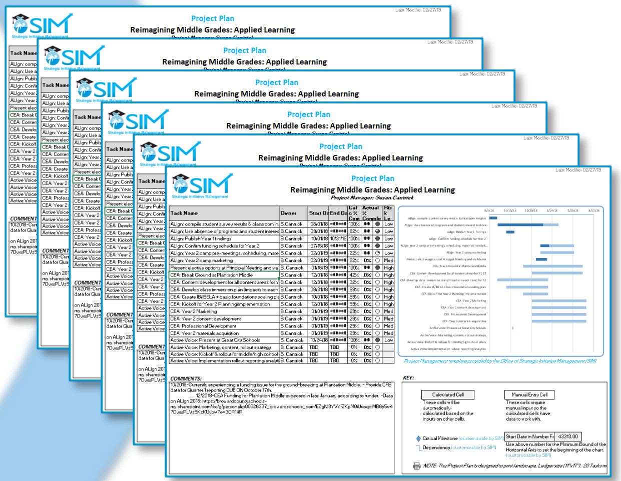
Your teams
- Strategic Plan
  - General
  - Campaign - Let's Connect
  - Campaign - Our Data, Our Tools
  - Campaign - Refresh, Redesign, and Reduce ...
  - Campaign - Retain, Develop, and Recruit
  - Campaign - Student Experience
  - Campaign - Support Services for All
- District Recovery Team
- Inventory Management Process Im...
- Payroll Process Improvement Project
  - General

Strategic Plan > Campaign - Let's Connect
Conversations | Files | Project Plan | 2024 Strategic Plan
Let's Connect
New | Upload | Get link | Add cloud storage | Open in SharePoint

Type	Name
📁	Initiative 1 - Public Relations, Partnerships, & Legislation
📁	Initiative 2 - Internal Communication
📁	Initiative 3 - Marketing
📁	Initiative 4 - Customer Service

Microsoft Teams

Unified Communications and Information Sharing of all Initiative-related work


Last Modifie 02/27/19

Project Plan
Reimagining Middle Grades: Applied Learning
Project Manager: Susan Cantrick

Task Name	Owner	Start Da	End Da	Cal c % Com	Actual % Comple		Ris k Le
ALIgn: compile student survey results & classroom in	S.Cantrick	08/01/18	######	100%	##	●	Low
ALIgn: Use absence of programs and student interes	S.Cantrick	09/01/18	######	82%	##	◕	Low
ALIgn: Publish Year 1 findings	S.Cantrick	10/01/18	10/31/18	100%	##	●	Low
ALIgn: Confirm funding schedule for Year 2	S.Cantrick	07/15/18	######	100%	##	●	Low
ALIgn: Year 2 camp pre-meetings, scheduling, mate	S.Cantrick	02/01/19	######	22%	##	◔	Low
ALIgn: Year 2 camp marketing	S.Cantrick	02/01/19	######	22%	0%	○	Med
Present elective options at Principal Meeting and via	S. Cantrick	01/16/19	######	100%	##	●	High
CEA: Break Ground at Plantation Middle	S.Cantrick	12/01/18	######	42%	0%	○	High
CEA: Content development for all content areas for Y	S.Cantrick	12/31/18	######	32%	0%	○	High
CEA: Develop class immersion plan (impacts to each	S.Cantrick	08/31/18	######	99%	0%	○	High
CEA: Create IB/IBELA + basic foundations scaling pla	S.Cantrick	10/01/18	######	99%	0%	○	High
CEA: Kickoff for Year 2 Planning/Implementation	S.Cantrick	12/01/18	######	99%	0%	○	High
CEA: Year 2 Marketing	S.Cantrick	01/01/19	######	29%	0%	○	Med
CEA: Year 2 content development	S.Cantrick	01/01/19	######	29%	0%	○	Med
CEA: Professional Development	S.Cantrick	01/01/19	######	29%	0%	○	Med
CEA: Year 2 materials acquisition	S.Cantrick	01/01/19	######	29%	0%	○	Med
Active Voice: Present at Great City Schools	S. Cantrick	10/24/18	######	100%	##	●	Low
Active Voice: Marketing, content, rollout strategy	S. Cantrick	TBD	TBD	0%	0%	○	
Active Voice: Kickoff & rollout for middle/high school	S. Cantrick	TBD	TBD	0%	0%	○	
Active Voice: Implementation rollout reporting/analyti	S. Cantrick	TBD	TBD	0%	0%	○	

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

COMMENTS:
10/2018-Currently experiencing a funding issue for the ground-breaking at Plantation Middle. - Provide CFB data for Quarter 1 reporting DUE ON October 17th.
12/2018-CEA Funding for Plantation Middle expected in late January according to funder. -Data on ALIgn 2018: https://browardcountyschools-my.sharepoint.com/:b:/g/personal/p00026337_browardschools_com/EZgNl3YVYfZKpM0iUxoqojMB6y5v47DyxsPLVz9KzKUybw?e=3CR14R

KEY:
Calculated Cell
These cells will be automatically calculated based on the inputs on other cells.

Manual Entry Cell
These cells require manual input so the calculated cells have data to work with.

Critical Milestone (customizable by SIM)
Dependency (customizable by SIM)

Start Date in Number Fo | 43313.00
Use above number for the Minimum Bound of the Horizontal Axis to set the beginning of the chart. (customizable by SIM)

NOTE: This Project Plan is designed to print landscape, Ledger size (11"x17"). 20 Tasks m

Project Plans

Timelines, Resources, Risks

Individual Consultations

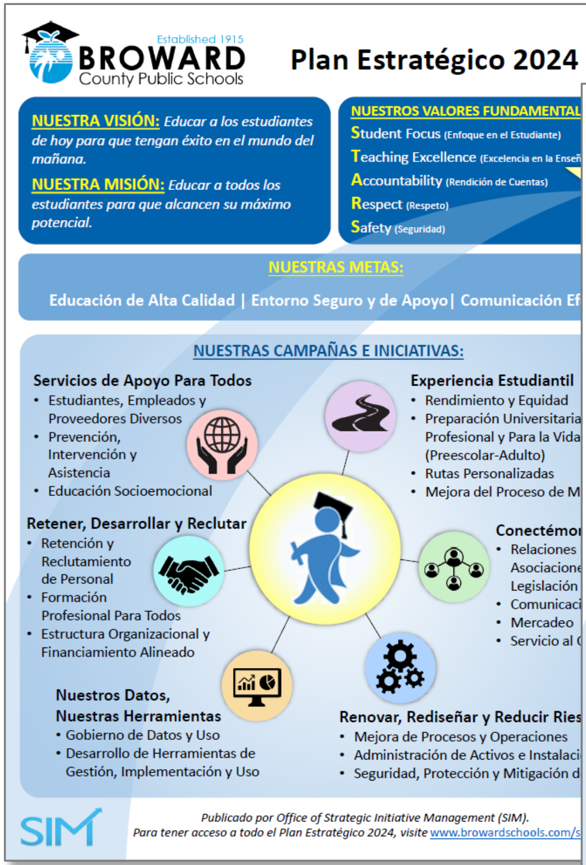
- Thought Partnership
- Quarterly Reporting Guidance
- Data Analysis

Monthly Campaign Meetings

With Executive Sponsors & Initiative Leads via Skype

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

Portuguese



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Plan Estratégico 2024

NUESTRA VISIÓN: *Educar a los estudiantes de hoy para que tengan éxito en el mundo del mañana.*

NUESTRA MISIÓN: *Educar a todos los estudiantes para que alcancen su máximo potencial.*

NUESTROS VALORES FUNDAMENTAL

Student Focus (Enfoque en el Estudiante)
Teaching Excellence (Excelencia en la Enseñ
Accountability (Rendición de Cuentas)
Respect (Respeto)
Safety (Seguridad)

NUESTRAS METAS:

Educación de Alta Calidad | Entorno Seguro y de Apoyo | Comunicación Ef

NUESTRAS CAMPAÑAS E INICIATIVAS:

Servicios de Apoyo Para Todos
- Estudiantes, Empleados y Proveedores Diversos
- Prevención, Intervención y Asistencia
- Educación Socioemocional

Experiencia Estudiantil
- Rendimiento y Equidad
- Preparación Universitaria Profesional y Para la Vida (Preescolar-Adulto)
- Rutas Personalizadas
- Mejora del Proceso de M

Retener, Desarrollar y Reclutar
- Retención y Reclutamiento de Personal
- Formación Profesional Para Todos
- Estructura Organizacional y Financiamiento Alineado

Conectémo
- Relaciones Asociacione Legislación
- Comunicaci
- Mercadeo
- Servicio al (

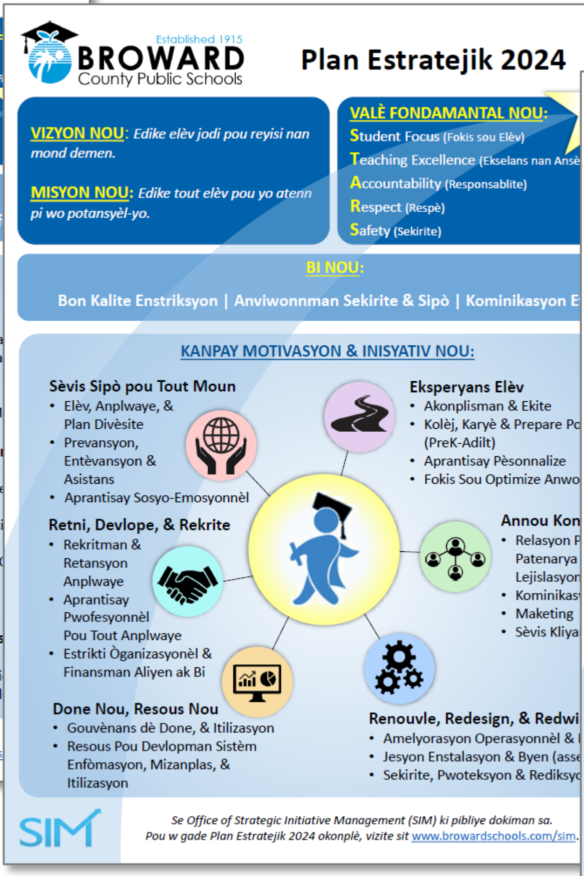
Nuestros Datos, Nuestras Herramientas
- Gobierno de Datos y Uso
- Desarrollo de Herramientas de Gestión, Implementación y Uso

Renovar, Rediseñar y Reducir Ries
- Mejora de Procesos y Operaciones
- Administración de Activos e Instalaci
- Seguridad, Protección y Mitigación d

SIM

Publicado por Office of Strategic Initiative Management (SIM).
Para tener acceso a todo el Plan Estratégico 2024, visite www.browardschools.com/s

Haitian Creole



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Plan Estratejik 2024

VIZYON NOU: *Edike elèv jodi pou reyisi nan mond demen.*

MISYON NOU: *Edike tout elèv pou yo atenn pi wo potansyèl-yo.*

VALÈ FONDAMANTAL NOU:

Student Focus (Fokis sou Elèv)
Teaching Excellence (Ekselans nan Ansè
Accountability (Responsablite)
Respect (Respè)
Safety (Sekirite)

BI NOU:

Bon Kalite Enstriksyon | Anviwonnman Sekirite & Sipò | Kominikasyon E

KANPAY MOTIVASYON & INISYATIV NOU:

Sèvis Sipò pou Tout Moun
- Elèv, Anplwaye, & Plan Divèsite
- Prevansyon, Entèvansyon & Asistans
- Aprantisay Sosyo-Emosyonnèl

Eksperyans Elèv
- Akonplisman & Ekite
- Kolèj, Karyè & Prepare Po (PreK-Adilt)
- Aprantisay Pèsonnalize
- Fokis Sou Optimize Anwo

Retni, Devlope, & Rekrite
- Rekritman & Retansyon Anplwaye
- Aprantisay Pwofesyonnèl Pou Tout Anplwaye
- Estrikti Òganizasyonèl & Finansman Aliyen ak Bi

Annou Kon
- Relasyon P Patenarya Lejislasyon
- Kominikas
- Maketing
- Sèvis Kliya

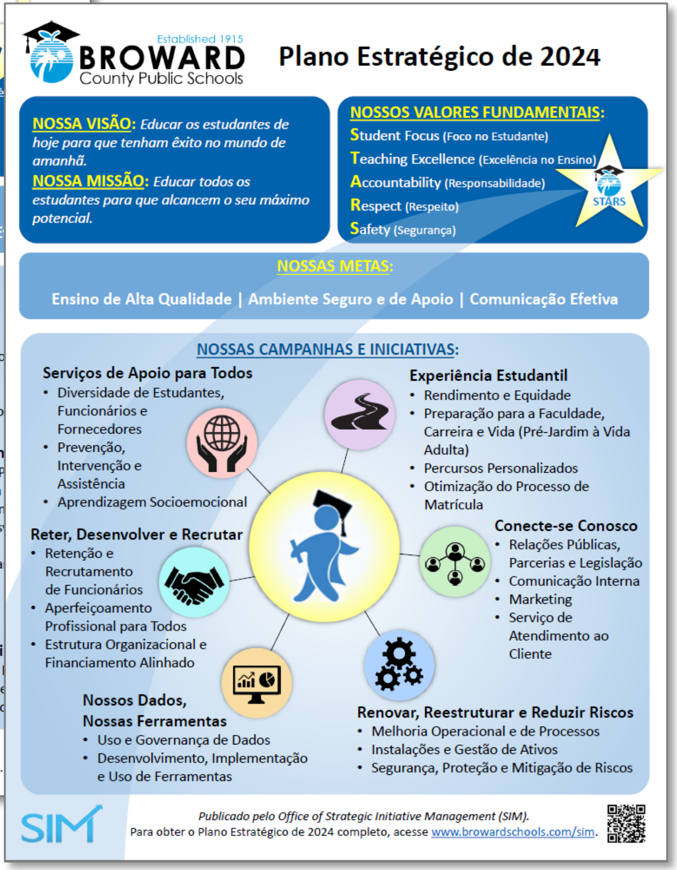
Done Nou, Resous Nou
- Gouvènans dè Done, & Itilizasyon
- Resous Pou Devlopman Sistèm Enfòmasyon, Mizanplas, & Itilizasyon

Renouvle, Redesign, & Redwi
- Amelyorasyon Operasyonnèl & I
- Jesyon Enstalasyon & Byen (asse
- Sekirite, Pwoteksyon & Rediksy

SIM

Se Office of Strategic Initiative Management (SIM) ki pibliye dokiman sa.
Pou w gade Plan Estratejik 2024 okonplè, vizite sit www.browardschools.com/sim.

Spanish



Established 1915 BROWARD County Public Schools

Plano Estratégico de 2024

NOSSA VISÃO: *Educar os estudantes de hoje para que tenham êxito no mundo de amanhã.*

NOSSA MISSÃO: *Educar todos os estudantes para que alcancem o seu máximo potencial.*

NOSSOS VALORES FUNDAMENTAIS:

Student Focus (Foco no Estudante)
Teaching Excellence (Excelência no Ensino)
Accountability (Responsabilidade)
Respect (Respeito)
Safety (Segurança)

STARS

NOSSAS METAS:

Ensino de Alta Qualidade | Ambiente Seguro e de Apoio | Comunicação Efetiva

NOSSAS CAMPANHAS E INICIATIVAS:

Serviços de Apoio para Todos
- Diversidade de Estudantes, Funcionários e Fornecedores
- Prevenção, Intervenção e Assistência
- Aprendizagem Socioemocional

Experiência Estudantil
- Rendimento e Equidade
- Preparação para a Faculdade, Carreira e Vida (Pré-Jardim à Vida Adulta)
- Percursos Personalizados
- Otimização do Processo de Matrícula

Reter, Desenvolver e Recrutar
- Retenção e Recrutamento de Funcionários
- Aperfeiçoamento Profissional para Todos
- Estrutura Organizacional e Financiamento Alinhado

Conecte-se Conosco
- Relações Públicas, Parcerias e Legislação
- Comunicação Interna
- Marketing
- Serviço de Atendimento ao Cliente

Nossos Dados, Nossas Ferramentas
- Uso e Governança de Dados
- Desenvolvimento, Implementação e Uso de Ferramentas

Renovar, Reestruturar e Reduzir Riscos
- Melhoria Operacional e de Processos
- Instalações e Gestão de Ativos
- Segurança, Proteção e Mitigação de Riscos

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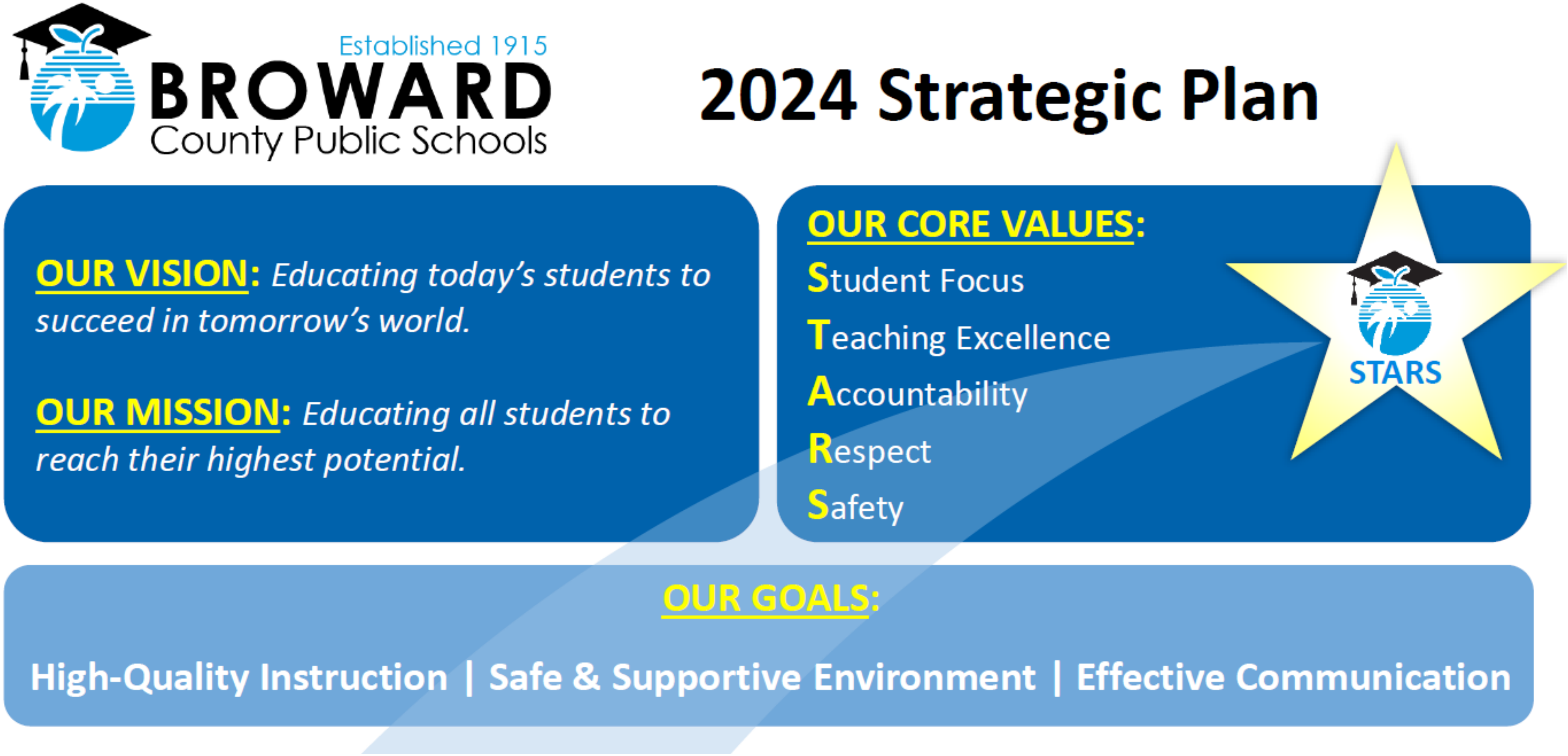
Para obter o Plano Estratégico de 2024 completo, acesse www.browardschools.com/sim.

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



Established 1915
BROWARD
County Public Schools

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.*

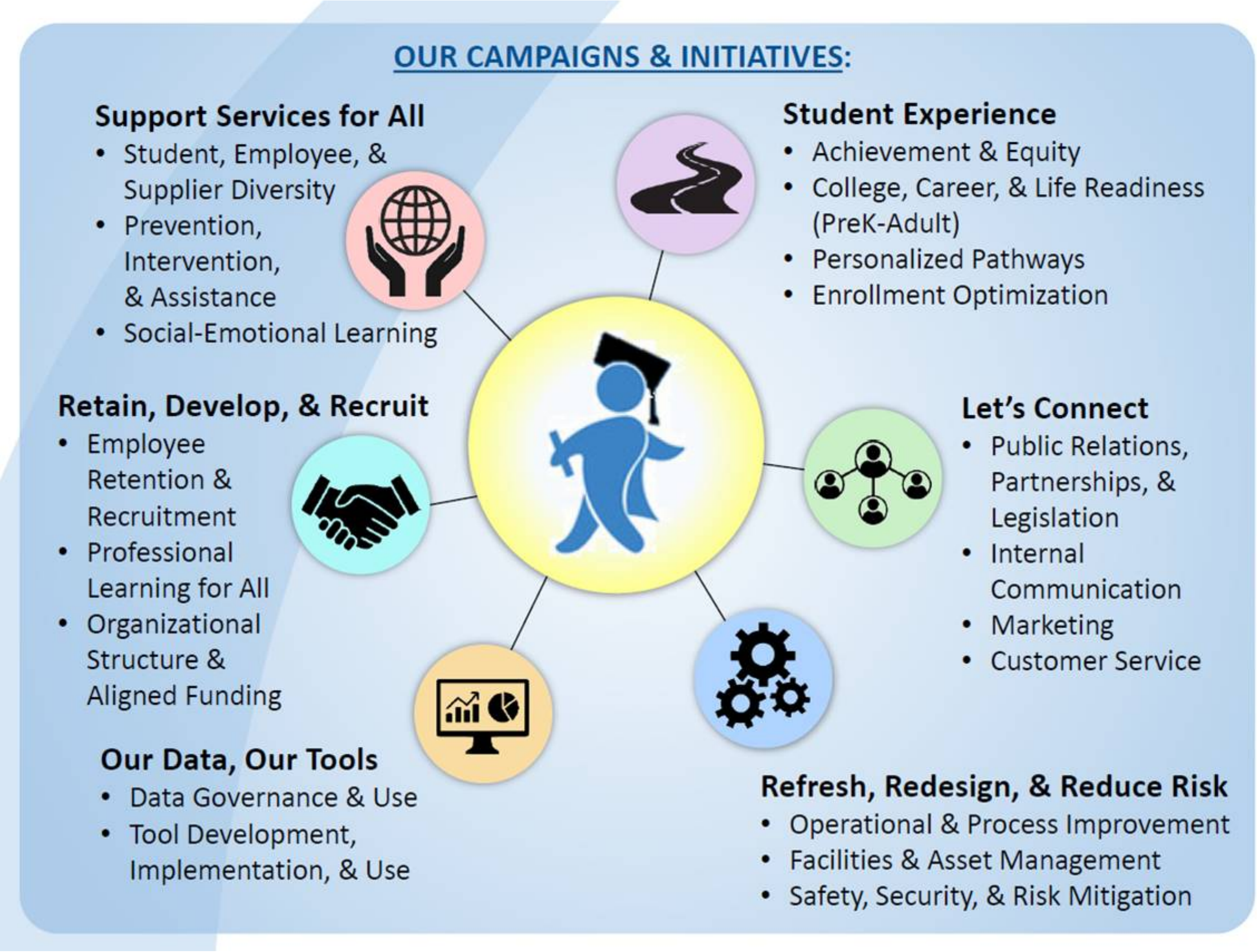
OUR CORE VALUES:

Student Focus
Teaching Excellence
Accountability
Respect
Safety

OUR GOALS:

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

2024 Strategic Plan: Campaigns & Initiatives



OUR CAMPAIGNS & INITIATIVES:

Support Services for All
- Student, Employee, & Supplier Diversity
- Prevention, Intervention, & Assistance
- Social-Emotional Learning

Student Experience
- Achievement & Equity
- College, Career, & Life Readiness (PreK-Adult)
- Personalized Pathways
- Enrollment Optimization

Retain, Develop, & Recruit
- Employee Retention & Recruitment
- Professional Learning for All
- Organizational Structure & Aligned Funding

Let's Connect
- Public Relations, Partnerships, & Legislation
- Internal Communication
- Marketing
- Customer Service

Our Data, Our Tools
- Data Governance & Use
- Tool Development, Implementation, & Use

Refresh, Redesign, & Reduce Risk
- Operational & Process Improvement
- Facilities & Asset Management
- 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.

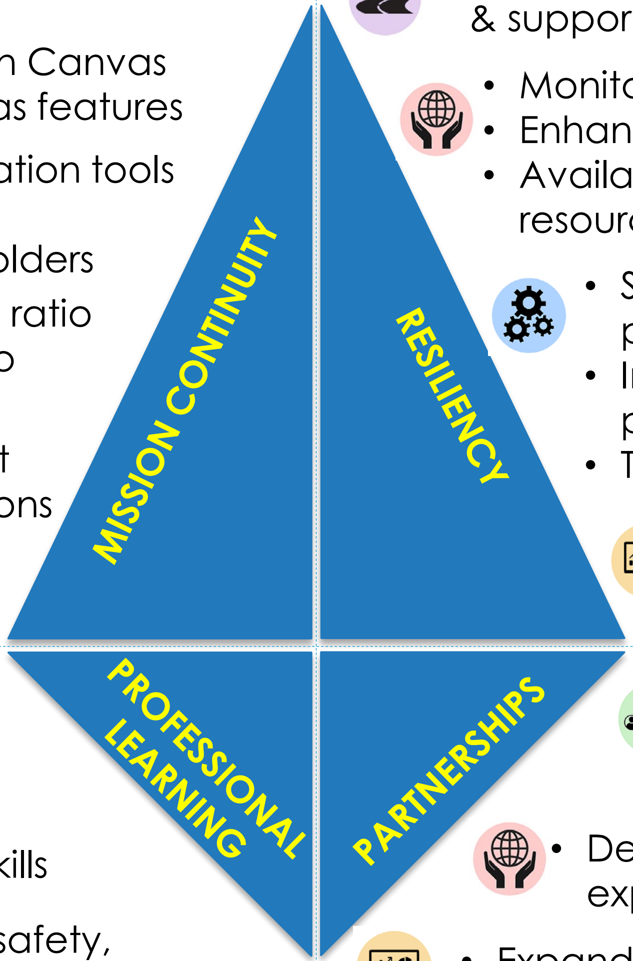
Build local capacity through partnering organizations and businesses.

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 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

- 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

- Implementation of remote work models
- Expanded professional learning on virtual work & instruction, knowledge & skills

- Personnel trained on new safety, health, & cleaning protocols

- 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

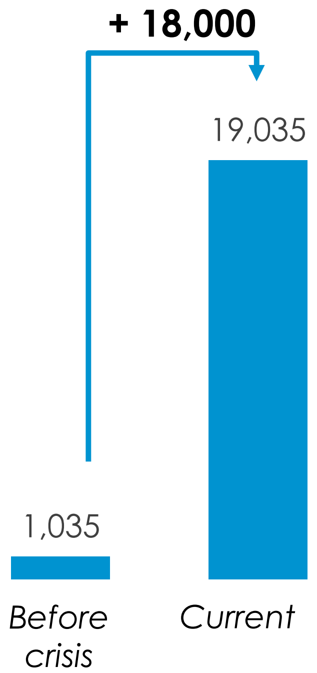
College, Career, & Life Readiness (PreK-Adult)	• Growth in **Canvas course penetration** from 30% to over 98%
Tool Development, Implementation, & Use	• Student to device ratio: **rollout of over 100,000 devices**
Facilities & Asset Management	• Closures created **expanded window for SMART** Program projects
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

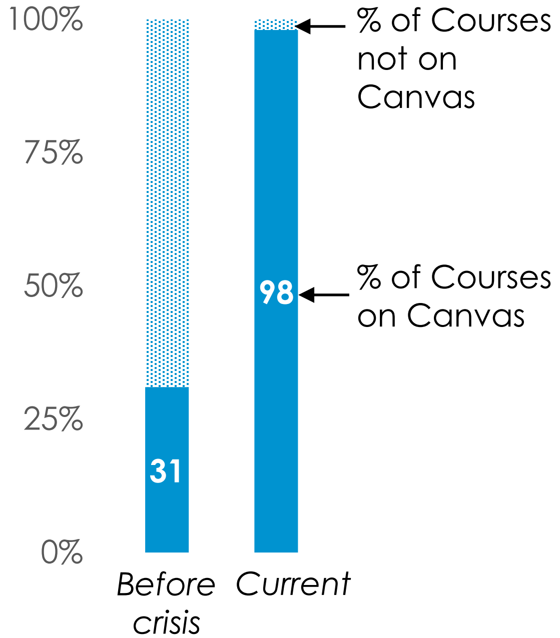
Microsoft Teams

Number of Licenses



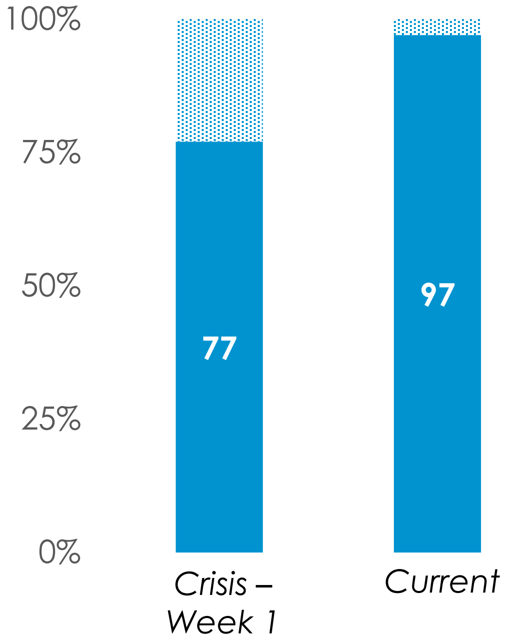
Canvas

% of District Courses on Canvas



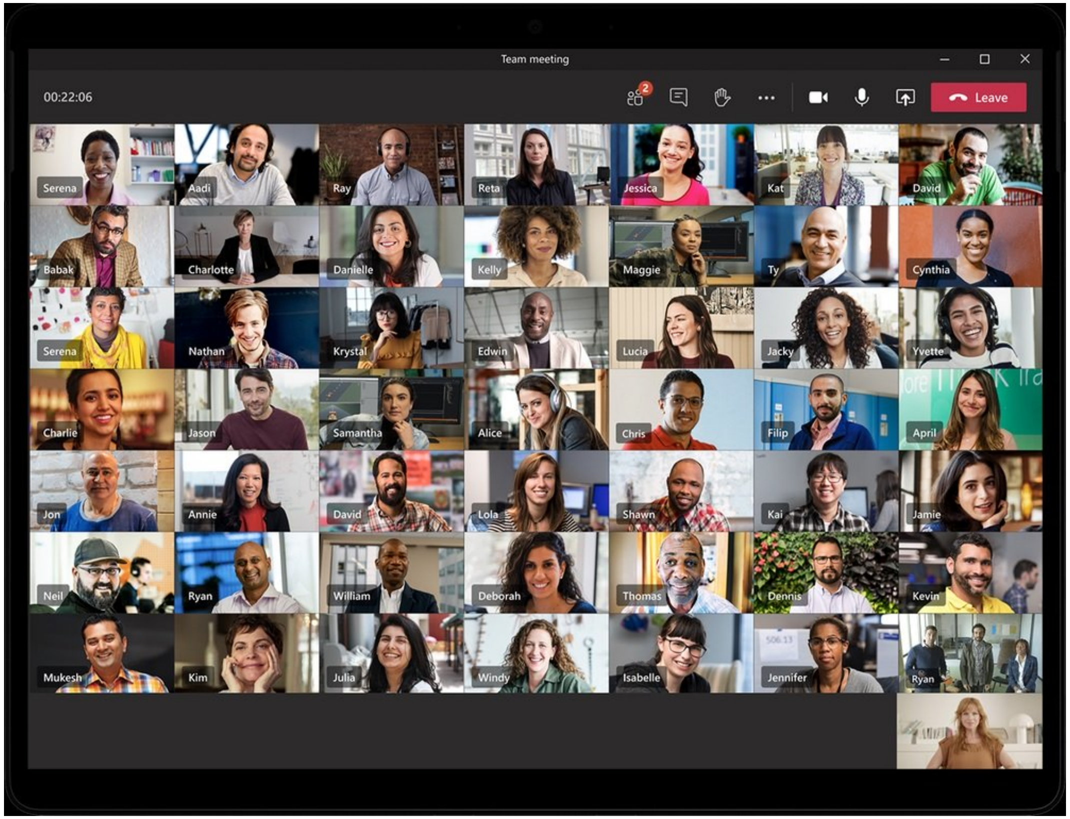
Clever

% of Students
Single Sign-On to Class



- Essential for **Remote Work**
- Essential for **Teaching and Learning**
- Essential for monitoring **Student Engagement**

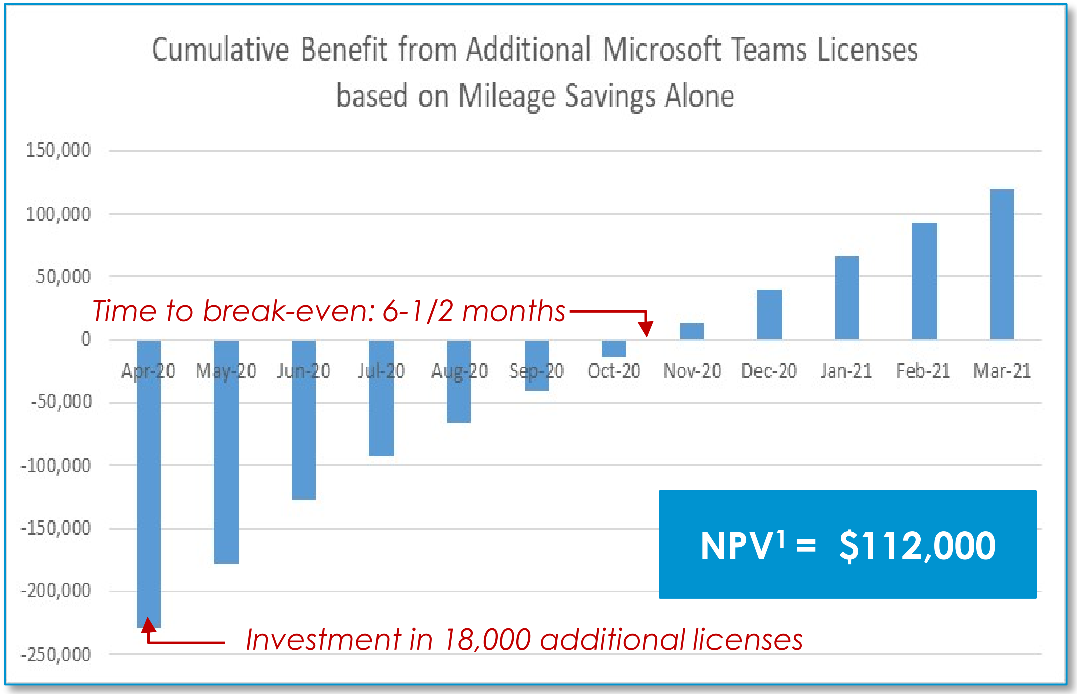
2024 Strategic Plan:
Acceleration of Timelines (Our Data, Our Tools)



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



Time to break-even: 6-1/2 months

NPV[1] = $112,000

Investment in 18,000 additional licenses

Example of Mileage Savings through Adoption of Virtual Format

Elementary Level Principal Meeting

Assumptions

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

---

[1] 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

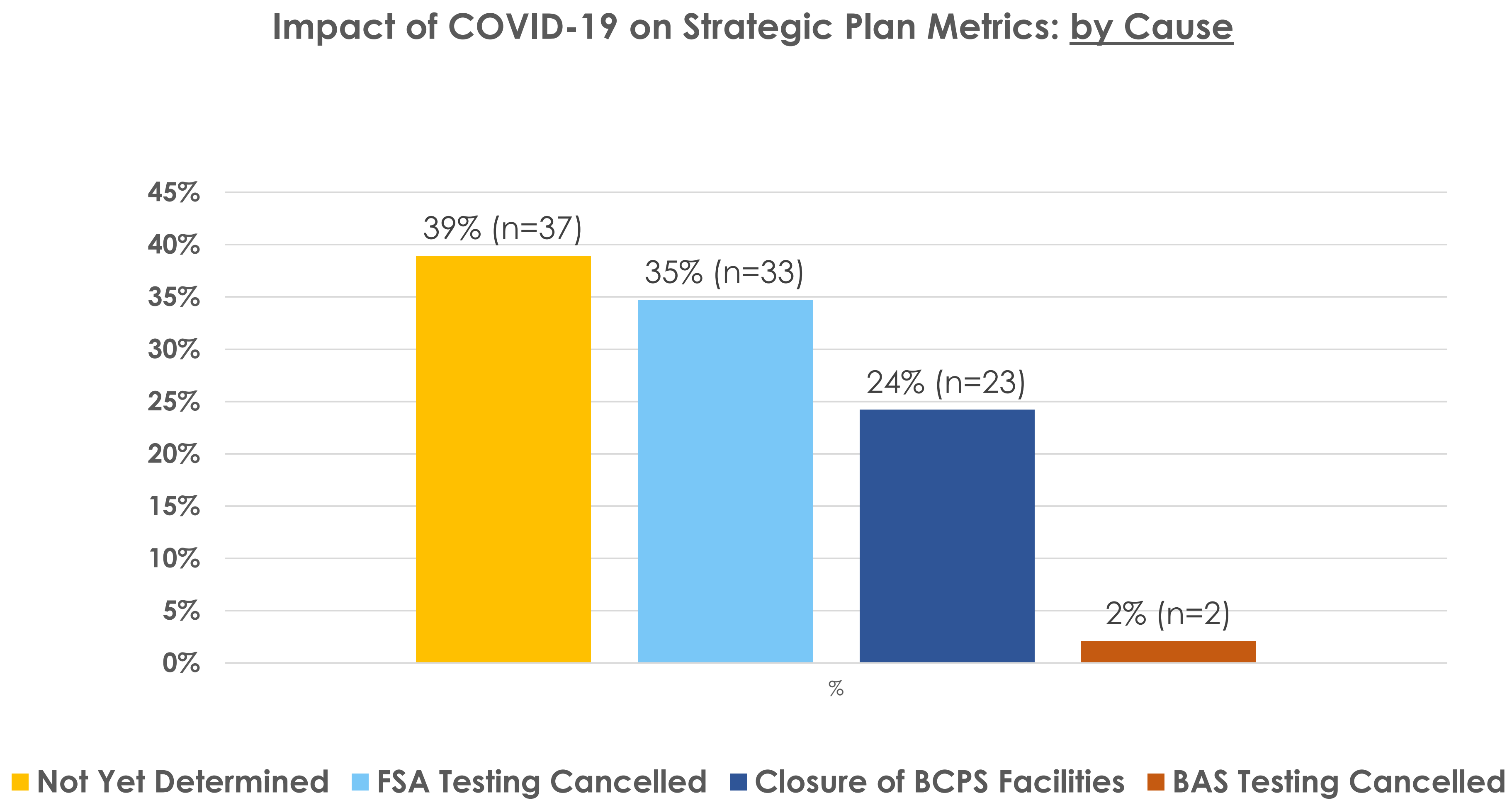
S	M	A	R	T	E	R
Specific	Measurable	Attainable	Relevant	Time-bound	Engaging	Resourced

DEPARTMENT OF EDUCATION
UNITED STATES OF AMERICA

Council of the Great City Schools

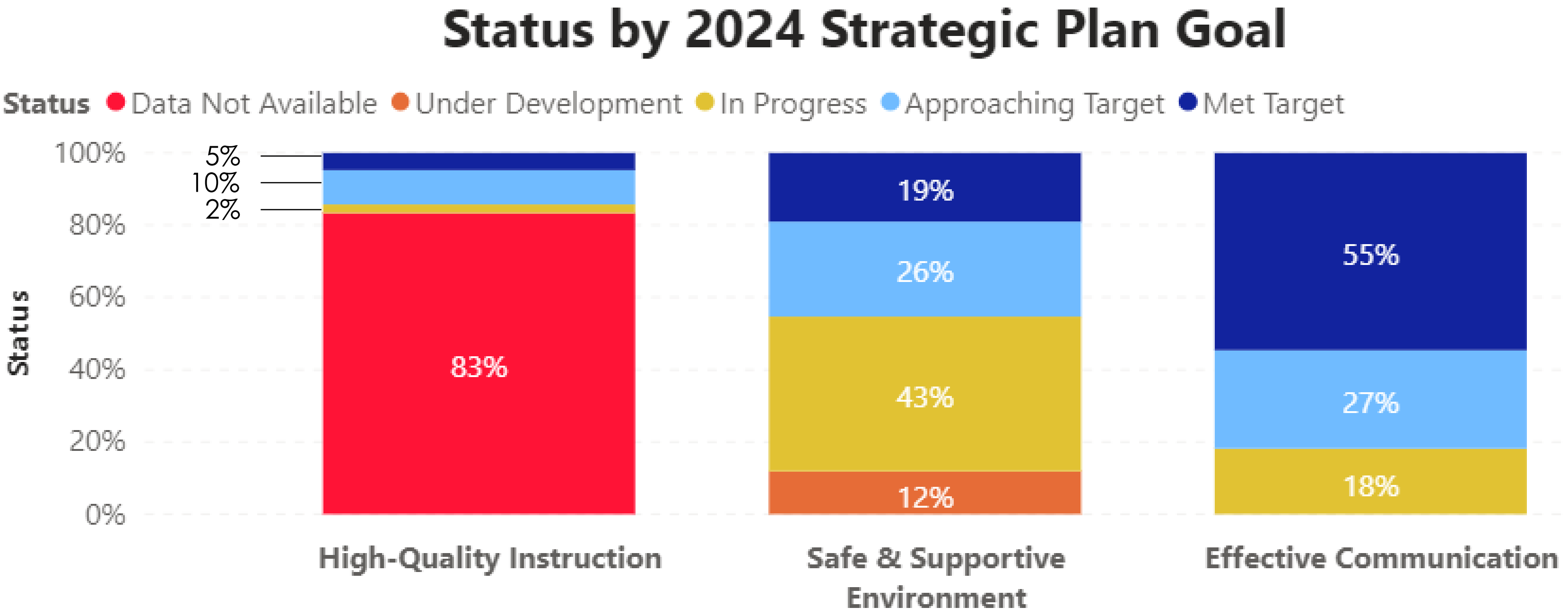
cognia

2024 Strategic Plan: COVID-19 Impact on 2020 Metrics



REVISED

2024 Strategic Plan Dashboard



Combined:

17% Met Target – 2020 Target has been met

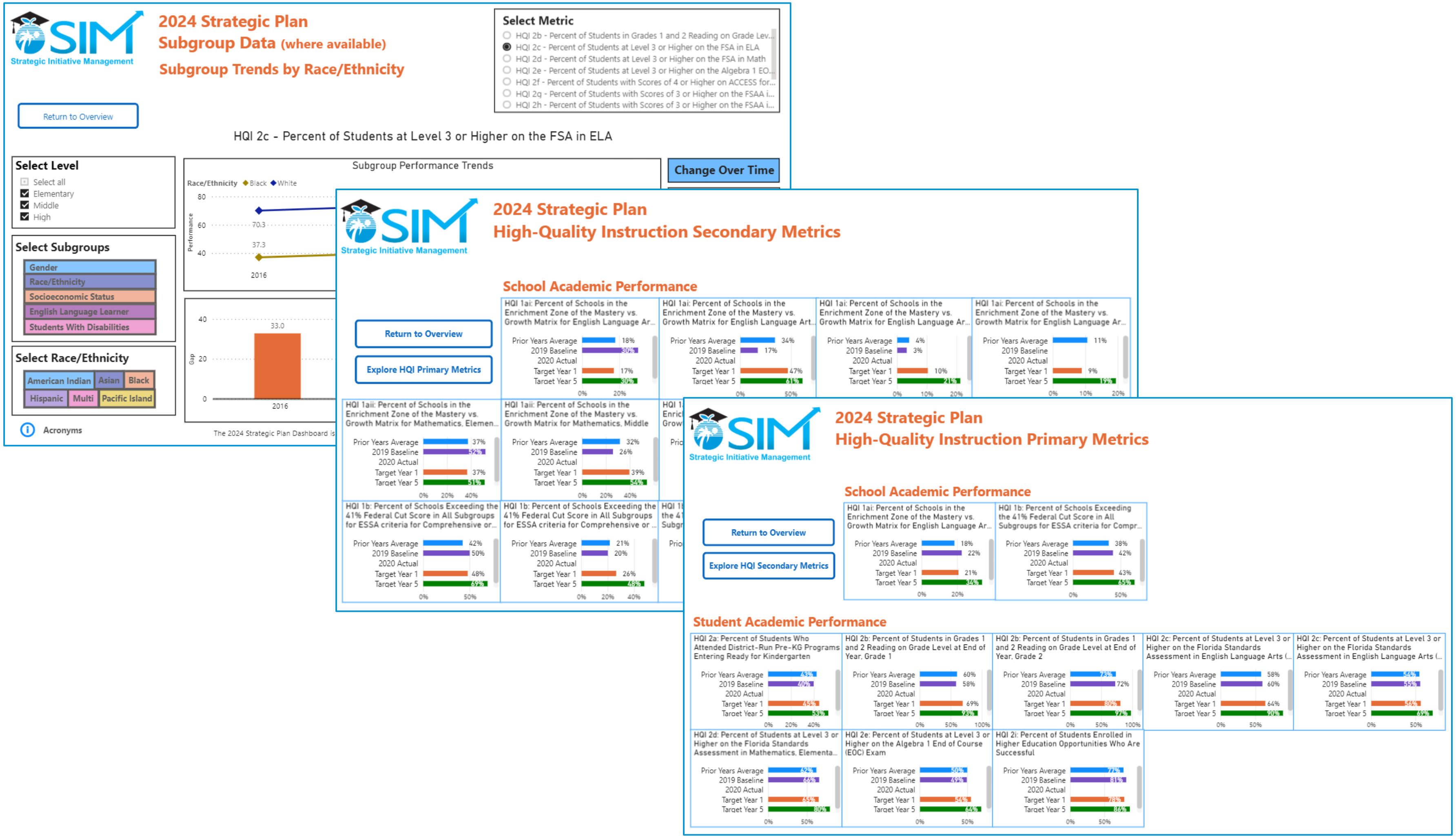
19% Approaching Target – Data Available, Work in Progress, and Target Defined

22% In Progress – Data Available and Work in Progress, but Target Not Defined

5% Under Development – Defining Metric, Establishing Processes, or Data Unavailable

37% Data Not Available – Data Not Available due to COVID-19 Impact (i.e., FSA Cancellation)

2024 Strategic Plan Dashboard



2024 Strategic Plan
Subgroup Data (where available)
Subgroup Trends by Race/Ethnicity

Select Metric
- ○ HQI 2b - Percent of Students in Grades 1 and 2 Reading on Grade Lev...
- ● HQI 2c - Percent of Students at Level 3 or Higher on the FSA in ELA
- ○ HQI 2d - Percent of Students at Level 3 or Higher on the FSA in Math
- ○ HQI 2e - Percent of Students at Level 3 or Higher on the Algebra 1 EO...
- ○ HQI 2f - Percent of Students with Scores of 4 or Higher on ACCESS for...
- ○ HQI 2g - Percent of Students with Scores of 3 or Higher on the FSAA i...
- ○ HQI 2h - Percent of Students with Scores of 3 or Higher on the FSAA i...

HQI 2c - Percent of Students at Level 3 or Higher on the FSA in ELA

Select Level
- ☐ Select all
- ☑ Elementary
- ☑ Middle
- ☑ High

The 2024 Strategic Plan Dashboard is

2024 Strategic Plan
High-Quality Instruction Secondary Metrics

School Academic Performance

Metric	Prior Years Average	2019 Baseline	2020 Actual	Target Year 1	Target Year 5
HQI 1ai: Percent of Schools in the Enrichment Zone of the Mastery vs. Growth Matrix for English Language Ar...	18%	30%		17%	30%
HQI 1ai: Percent of Schools in the Enrichment Zone of the Mastery vs. Growth Matrix for English Language Art...	34%	17%		47%	61%
HQI 1ai: Percent of Schools in the Enrichment Zone of the Mastery vs. Growth Matrix for English Language Ar...	4%	3%		10%	21%
HQI 1ai: Percent of Schools in the Enrichment Zone of the Mastery vs. Growth Matrix for English Language Ar...	11%			9%	19%
HQI 1aii: Percent of Schools in the Enrichment Zone of the Mastery vs. Growth Matrix for Mathematics, Elemen...	37%	52%		37%	51%
HQI 1aii: Percent of Schools in the Enrichment Zone of the Mastery vs. Growth Matrix for Mathematics, Middle	32%	26%		39%	54%
HQI 1b: Percent of Schools Exceeding the 41% Federal Cut Score in All Subgroups for ESSA criteria for Comprehensive or...	42%	50%		48%	69%
HQI 1b: Percent of Schools Exceeding the 41% Federal Cut Score in All Subgroups for ESSA criteria for Comprehensive or ...	21%	20%		26%	48%

2024 Strategic Plan
High-Quality Instruction Primary Metrics

School Academic Performance

Metric	Prior Years Average	2019 Baseline	2020 Actual	Target Year 1	Target Year 5
HQI 1ai: Percent of Schools in the Enrichment Zone of the Mastery vs. Growth Matrix for English Language Ar...	18%	22%		21%	34%
HQI 1b: Percent of Schools Exceeding the 41% Federal Cut Score in All Subgroups for ESSA criteria for Compr...	38%	42%		43%	65%

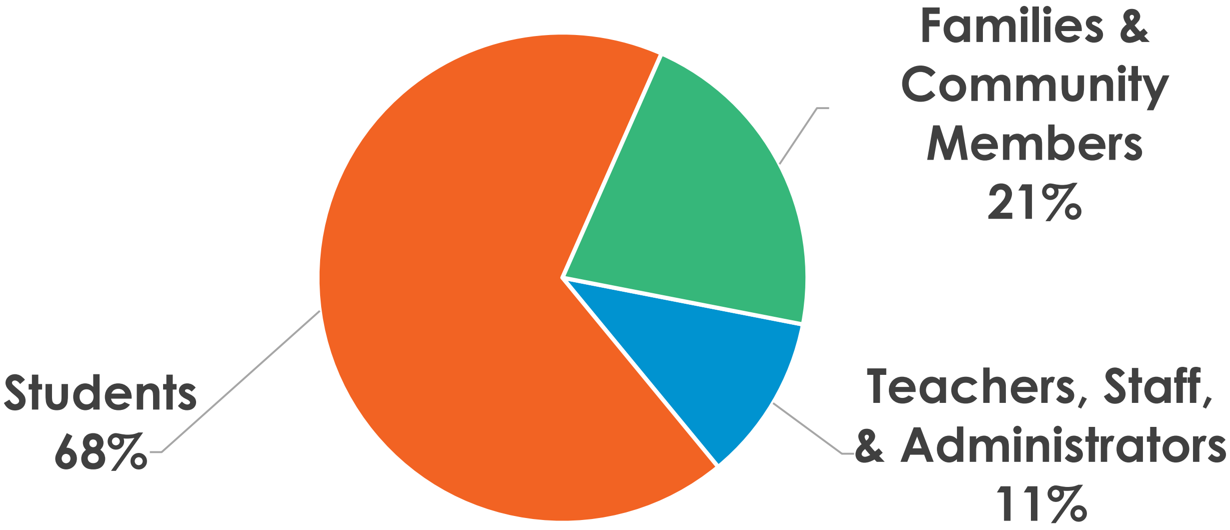
Student Academic Performance

Metric	Prior Years Average	2019 Baseline	2020 Actual	Target Year 1	Target Year 5
HQI 2a: Percent of Students Who Attended District-Run Pre-KG Programs Entering Ready for Kindergarten	43%	40%		45%	53%
HQI 2b: Percent of Students in Grades 1 and 2 Reading on Grade Level at End of Year, Grade 1	60%	58%		69%	93%
HQI 2b: Percent of Students in Grades 1 and 2 Reading on Grade Level at End of Year, Grade 2	73%	72%		80%	97%
HQI 2c: Percent of Students at Level 3 or Higher on the Florida Standards Assessment in English Language Arts (...	58%	60%		64%	90%
HQI 2c: Percent of Students at Level 3 or Higher on the Florida Standards Assessment in English Language Arts (...	54%	55%		56%	69%
HQI 2d: Percent of Students at Level 3 or Higher on the Florida Standards Assessment in Mathematics, Elementa...	62%	66%		65%	80%
HQI 2e: Percent of Students at Level 3 or Higher on the Algebra 1 End of Course (EOC) Exam	50%	49%		54%	64%
HQI 2i: Percent of Students Enrolled in Higher Education Opportunities Who Are Successful	77%	81%		78%	86%

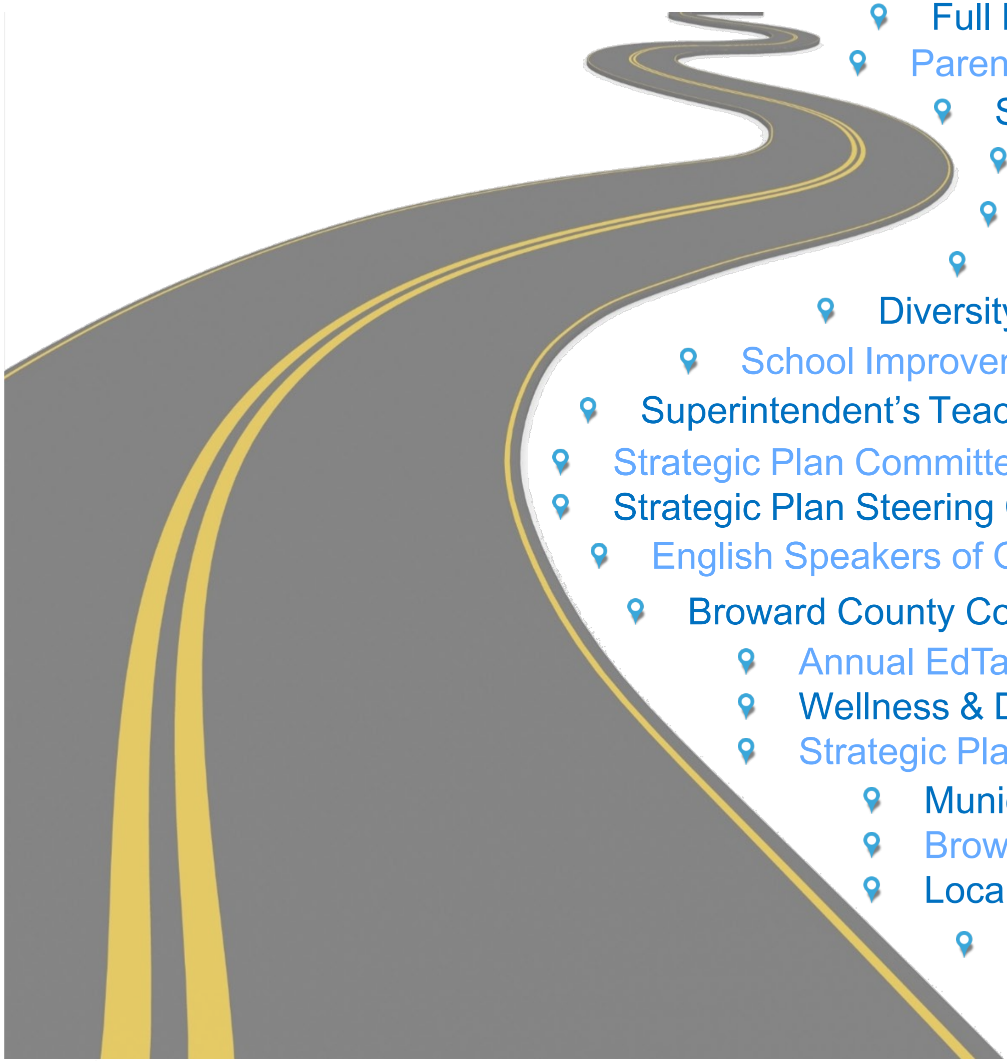
Strategic Initiative Management
Return to Overview
Explore HQI Secondary Metrics

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



- Full Environmental Scan & Peer District Analysis
- Parent and Community Involvement Task Force
- Small Business Advisory Council
- Teacher, Principal, & Staff Focus Groups
- School Board Walkarounds & Workshops
- Employee Labor Groups
- Diversity Committee
- School Improvement Plan Committee (SIP)
- Superintendent's Teacher Advisory Committee (TAC)
- Strategic Plan Committee, SIM Ambassadors, & Planning Retreats
- Strategic Plan Steering Committee (Superintendent's Cabinet)
- English Speakers of Other Languages (ESOL) Leadership Council
- Broward County Council of Parent Teacher/Student Associations
- Annual EdTalk Community Event Data
- Wellness & Distance Learning Survey
- Strategic Plan & School Reopening Survey
- Municipalities & Non-Profit Partners
- Broward Principals & Assistants Association (BPAA)
- Local Higher Education Community
- Gifted, ESE, & Title I Advisory Councils
- District Advisory Council (DAC)
- Custodial Panel & Facilities Task Force

2024 Strategic Plan Listening Tour

Students

Teachers

Staff

Community Members

Local Businesses

School Board

Families

School Administrators

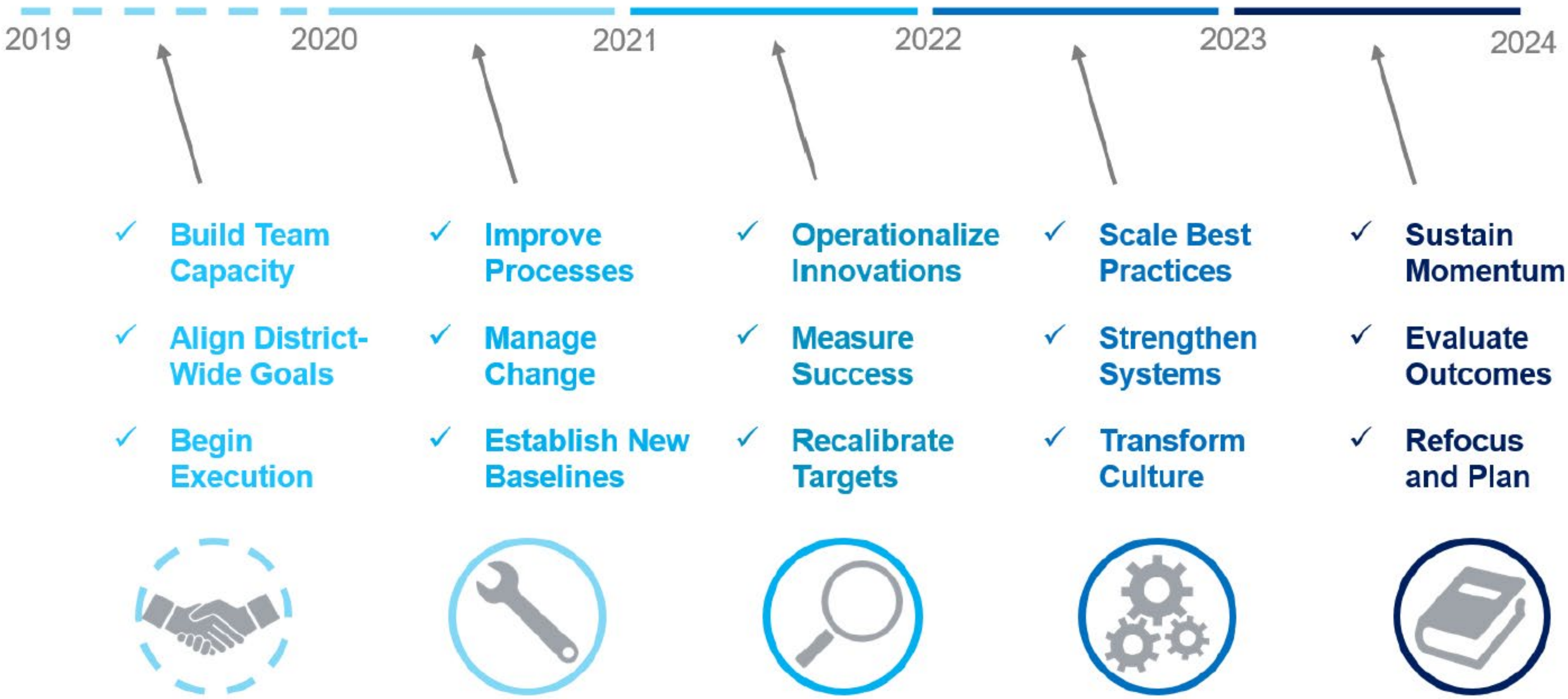
Elected Officials

District Administrators

Nonprofit Partners

- ✓ 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



2019 2020 2021 2022 2023 2024

- ✓ Build Team Capacity
- ✓ Align District-Wide Goals
- ✓ Begin Execution

- ✓ Improve Processes
- ✓ Manage Change
- ✓ Establish New Baselines

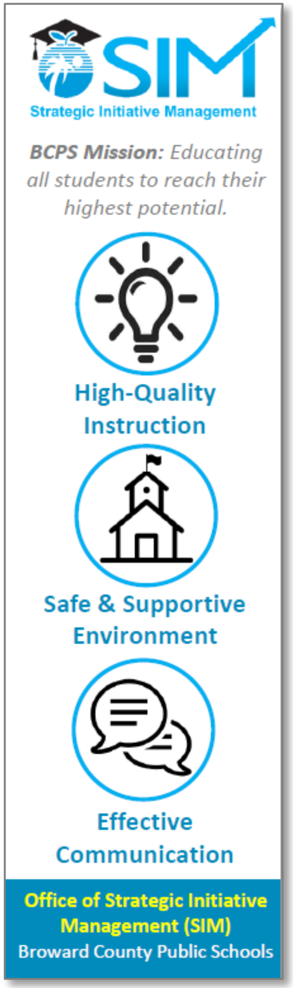
- ✓ Operationalize Innovations
- ✓ Measure Success
- ✓ Recalibrate Targets

- ✓ Scale Best Practices
- ✓ Strengthen Systems
- ✓ Transform Culture

- ✓ Sustain Momentum
- ✓ Evaluate Outcomes
- ✓ Refocus and Plan

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



SIM

Strategic Initiative Management

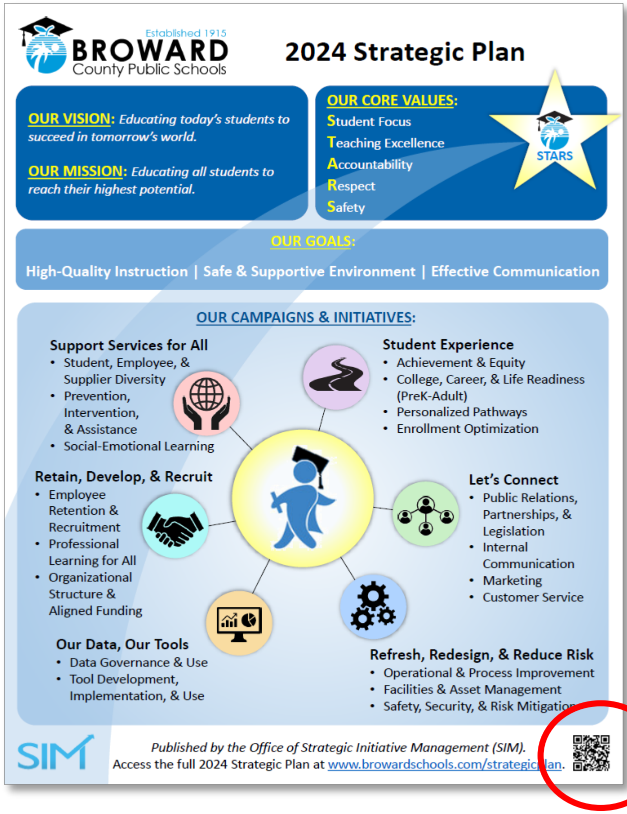
BCPS Mission: *Educating all students to reach their highest potential.*

High-Quality Instruction

Safe & Supportive Environment

Effective Communication

Office of Strategic Initiative Management (SIM)
Broward County Public Schools



Established 1915
BROWARD
County Public Schools

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
Safety

STARS

OUR GOALS:

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

OUR CAMPAIGNS & INITIATIVES:

Support Services for All
- Student, Employee, & Supplier Diversity
- Prevention, Intervention, & Assistance
- Social-Emotional Learning

Student Experience
- Achievement & Equity
- College, Career, & Life Readiness (PreK-Adult)
- Personalized Pathways
- Enrollment Optimization

Retain, Develop, & Recruit
- Employee Retention & Recruitment
- Professional Learning for All
- Organizational Structure & Aligned Funding

Let's Connect
- Public Relations, Partnerships, & Legislation
- Internal Communication
- Marketing
- Customer Service

Our Data, Our Tools
- Data Governance & Use
- Tool Development, Implementation, & Use

Refresh, Redesign, & Reduce Risk
- Operational & Process Improvement
- Facilities & Asset Management
- Safety, Security, & Risk Mitigation

SIM

Published by the Office of Strategic Initiative Management (SIM).
Access the full 2024 Strategic Plan at www.browardschools.com/strategicplan.

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

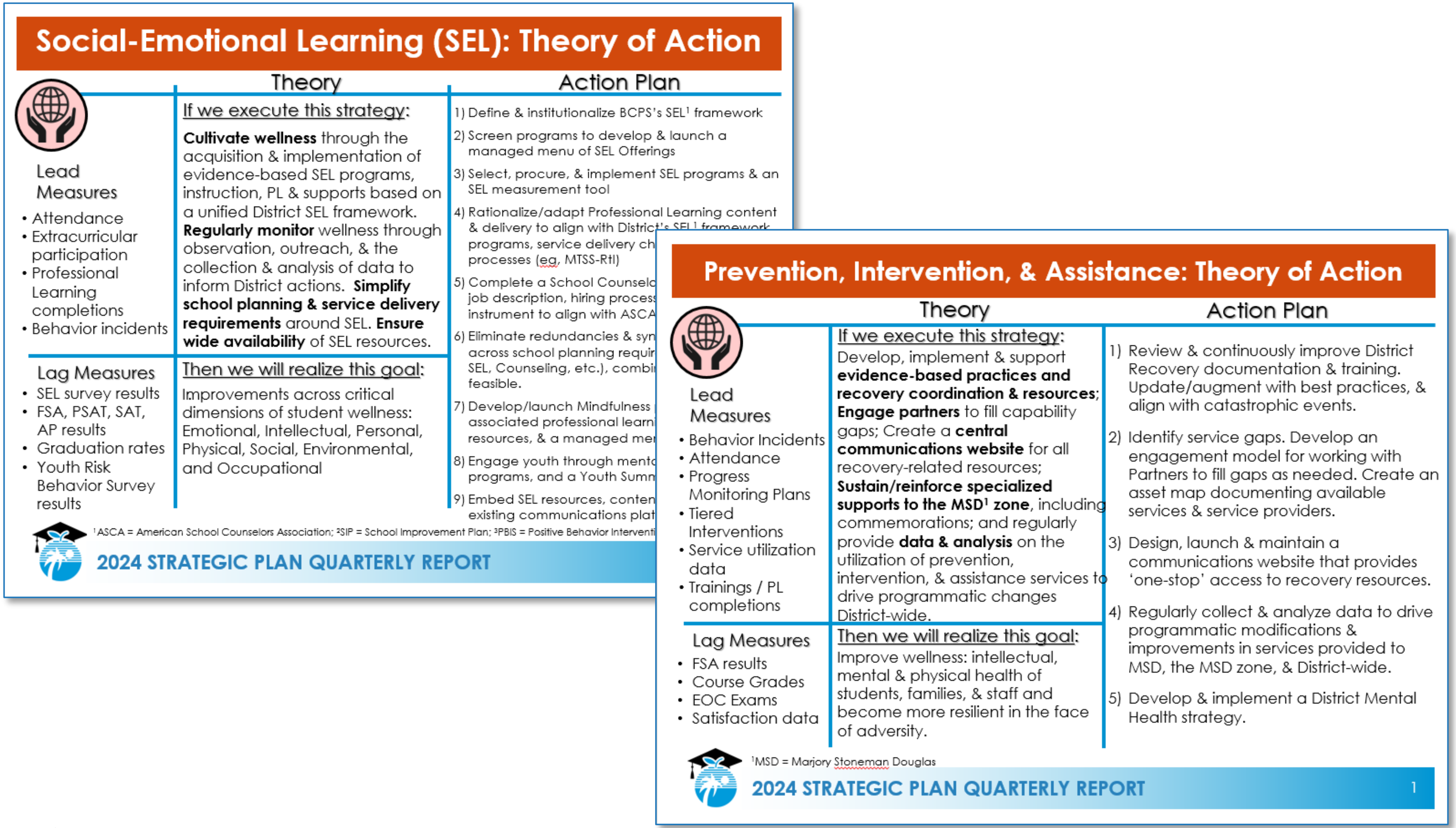
200+
Staff & Students

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

Lead Measures

- Attendance
- Extracurricular participation
- Professional Learning 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 strategy:

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 SEL[1] 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 SEL[1] framework programs, service delivery ch processes (eg, MTSS-RtI)
5) Complete a School Counselo job description, hiring process instrument to align with ASCA
6) Eliminate redundancies & syn across school planning requir SEL, Counseling, etc.), combi feasible.
7) Develop/launch Mindfulness associated professional learni resources, & a managed me
8) Engage youth through mento programs, and a Youth Summ
9) Embed SEL resources, conten existing communications plat

[1] ASCA = American School Counselors Association; [2] SIP = School Improvement Plan; [3] PBIS = 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

Lag Measures

- FSA results
- Course Grades
- EOC Exams
- Satisfaction data

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 MSD[1] 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:

Improve wellness: intellectual, mental & physical health of students, families, & staff and become more resilient in the face of adversity.

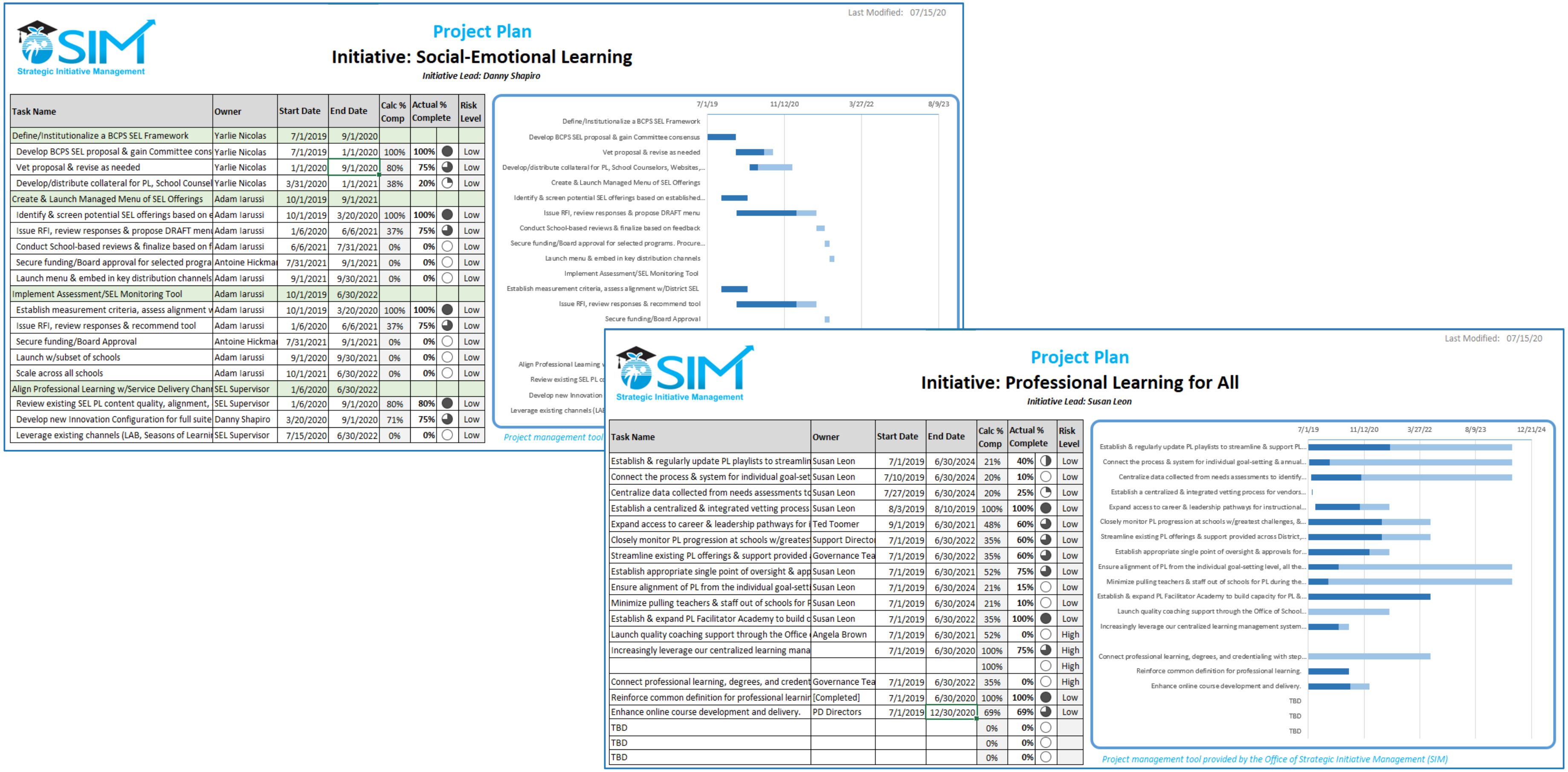
Action Plan

1) Review & continuously improve District Recovery documentation & training. Update/augment with best practices, & align 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.

[1] MSD = Marjory Stoneman Douglas

2024 STRATEGIC PLAN QUARTERLY REPORT 1

2024 Strategic Plan: Project Plan Examples



Last Modified: 07/15/20

Strategic Initiative Management

Project Plan

Initiative: Social-Emotional Learning

Initiative Lead: Danny Shapiro

Task Name	Owner	Start Date	End Date	Calc % Comp	Actual % Complete		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 Counsel	Yarlie Nicolas	3/31/2020	1/1/2021	38%	20%	◔	Low
Create & Launch Managed Menu of SEL Offerings	Adam Iarussi	10/1/2019	9/1/2021				
Identify & screen potential SEL offerings based on e	Adam Iarussi	10/1/2019	3/20/2020	100%	100%	●	Low
Issue RFI, review responses & propose DRAFT menu	Adam Iarussi	1/6/2020	6/6/2021	37%	75%	◕	Low
Conduct School-based reviews & finalize based on f	Adam Iarussi	6/6/2021	7/31/2021	0%	0%	○	Low
Secure funding/Board approval for selected progra	Antoine Hickmai	7/31/2021	9/1/2021	0%	0%	○	Low
Launch menu & embed in key distribution channels	Adam Iarussi	9/1/2021	9/30/2021	0%	0%	○	Low
Implement Assessment/SEL Monitoring Tool	Adam Iarussi	10/1/2019	6/30/2022				
Establish measurement criteria, assess alignment w	Adam Iarussi	10/1/2019	3/20/2020	100%	100%	●	Low
Issue RFI, review responses & recommend tool	Adam Iarussi	1/6/2020	6/6/2021	37%	75%	◕	Low
Secure funding/Board Approval	Antoine Hickmai	7/31/2021	9/1/2021	0%	0%	○	Low
Launch w/subset of schools	Adam Iarussi	9/1/2020	9/30/2021	0%	0%	○	Low
Scale across all schools	Adam Iarussi	10/1/2021	6/30/2022	0%	0%	○	Low
Align Professional Learning w/Service Delivery Chann	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 Learnin	SEL Supervisor	7/15/2020	6/30/2022	0%	0%	○	Low

7/1/19
11/12/20
3/27/22
8/9/23
Define/Institutionalize a BCPS SEL Framework
Develop BCPS SEL proposal & gain Committee consensus
Vet proposal & revise as needed
Develop/distribute collateral for PL, School Counselors, Websites,...
Create & Launch Managed Menu of SEL Offerings
Identify & screen potential SEL offerings based on established...
Issue RFI, review responses & propose DRAFT menu
Conduct School-based reviews & finalize based on feedback
Secure funding/Board approval for selected programs. Procure...
Launch menu & embed in key distribution channels
Implement Assessment/SEL Monitoring Tool
Establish measurement criteria, assess alignment w/District SEL
Issue RFI, review responses & recommend tool
Secure funding/Board Approval
Align Professional Learning w
Review existing SEL PL co
Develop new Innovation
Leverage existing channels (LAB

Project management tool

Last Modified: 07/15/20

Strategic Initiative Management

Project Plan

Initiative: Professional Learning for All

Initiative Lead: Susan Leon

Task Name	Owner	Start Date	End Date	Calc % Comp	Actual % Complete		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%	○	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/greatest	Support Director	7/1/2019	6/30/2022	35%	60%	◕	Low
Streamline existing PL offerings & support provided a	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-setti	Susan Leon	7/1/2019	6/30/2024	21%	15%	○	Low
Minimize pulling teachers & staff out of schools for P	Susan Leon	7/1/2019	6/30/2024	21%	10%	○	Low
Establish & expand PL Facilitator Academy to build c	Susan Leon	7/1/2019	6/30/2022	35%	100%	●	Low
Launch quality coaching support through the Office o	Angela Brown	7/1/2019	6/30/2021	52%	0%	○	High
Increasingly leverage our centralized learning mana		7/1/2019	6/30/2020	100%	75%	◕	High
				100%		○	High
Connect professional learning, degrees, and credent	Governance Tea	7/1/2019	6/30/2022	35%	0%	○	High
Reinforce common definition for professional learnin	[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%	○	
TBD				0%	0%	○	
TBD				0%	0%	○	

7/1/19
11/12/20
3/27/22
8/9/23
12/21/24
Establish & regularly update PL playlists to streamline & support PL...
Connect the process & system for individual goal-setting & annual...
Centralize data collected from needs assessments to identify...
Establish a centralized & integrated vetting process for vendors...
Expand access to career & leadership pathways for instructional...
Closely monitor PL progression at schools w/greatest challenges, &...
Streamline existing PL offerings & support provided across District,...
Establish appropriate single point of oversight & approvals for...
Ensure alignment of PL from the individual goal-setting level, all the...
Minimize pulling teachers & staff out of schools for PL during the...
Establish & expand PL Facilitator Academy to build capacity for PL &...
Launch quality coaching support through the Office of School...
Increasingly leverage our centralized learning management system...
Connect professional learning, degrees, and credentialing with step...
Reinforce common definition for professional learning.
Enhance online course development and delivery.
TBD
TBD
TBD

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

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[1] Cadets**, a peer-to-peer CCLR mentoring program • Initiated Bridge 2 Life, a college access network • Continuation & **growth of PASL[2]** • **Increased FAFSA[3] 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**

[1] Broward Advisors for Continuing Education; [2] Personalization for Academic and Social Learning; [3] 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, Intervention, & 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

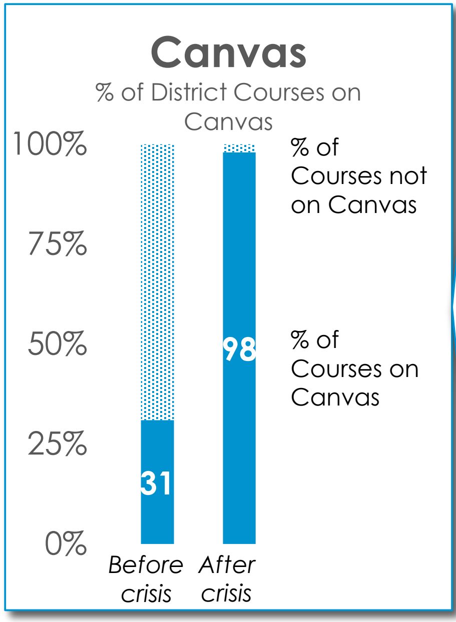
Tool Development, Implementation, & Use

- 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

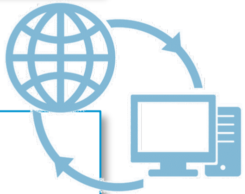
- Supported by 43 course types
- Multiple opportunities to participate
- Over 28,000 participants (District & Charter Staff)

REUTERS

National media attention for eLearning model post-pandemic

Our Teachers

100,000+ devices distributed



Expanded partnerships for Internet Access

240,000 books distributed to PreK-2 at Title I schools

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**

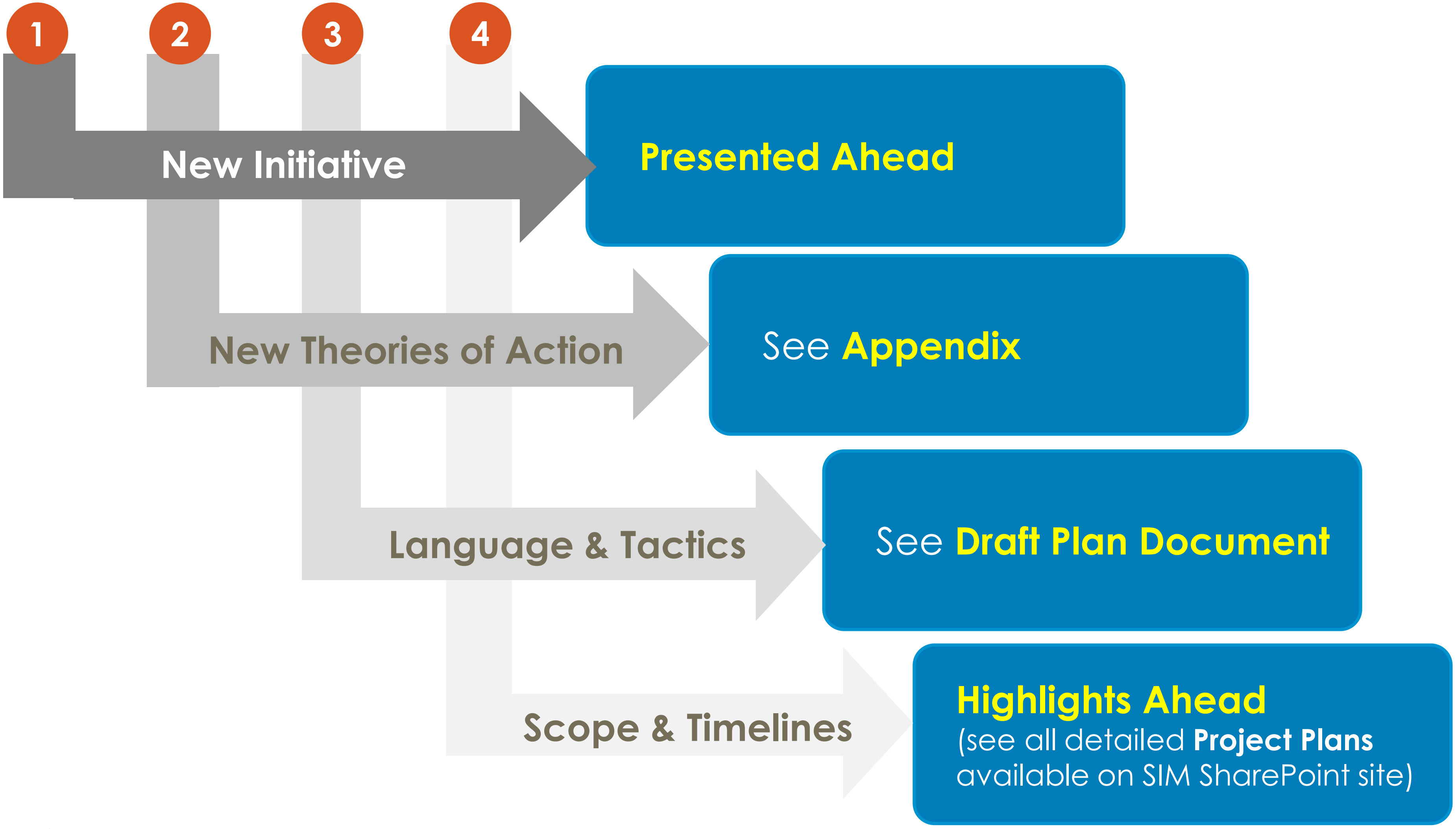
Safety, Security, & Risk Mitigation

- **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



1 New Initiative → **Presented Ahead**

2 New Theories of Action → See **Appendix**

3 Language & Tactics → See **Draft Plan Document**

4 Scope & Timelines → **Highlights Ahead** (see all detailed **Project Plans** available on SIM SharePoint site)

2024 Strategic Plan Initiatives: Decision Matrix

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

Example Template

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			✓
College, Career, & Life Readiness (PreK-Adult)			
Personalized Pathways			
Enrollment Optimization		✓	
Student, Employee, & Supplier Diversity		✓	✓
Prevention, Intervention, & Assistance	✓		
Social Emotional Learning			
Employee Retention & Recruitment			✓
Professional Learning for All			
Organizational Structure & Aligned Funding			
Tool Development, Implementation, & Use		✓	✓
Data Governance		✓	
Operational & Process Improvement			✓
Facilities & Asset Management			
Safety, Security, & Risk Mitigation	✓		
Public Relations, Partnerships, & Legislation	✓	✓	✓
Internal Communications		✓	
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**

- **Development & implementation of learning acceleration strategies**
- **eLearning professional development (expectations, protocols, & pedagogy)**
- **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

Proposed

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)

<u>NOTES</u>:

- * 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

Proposed

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.

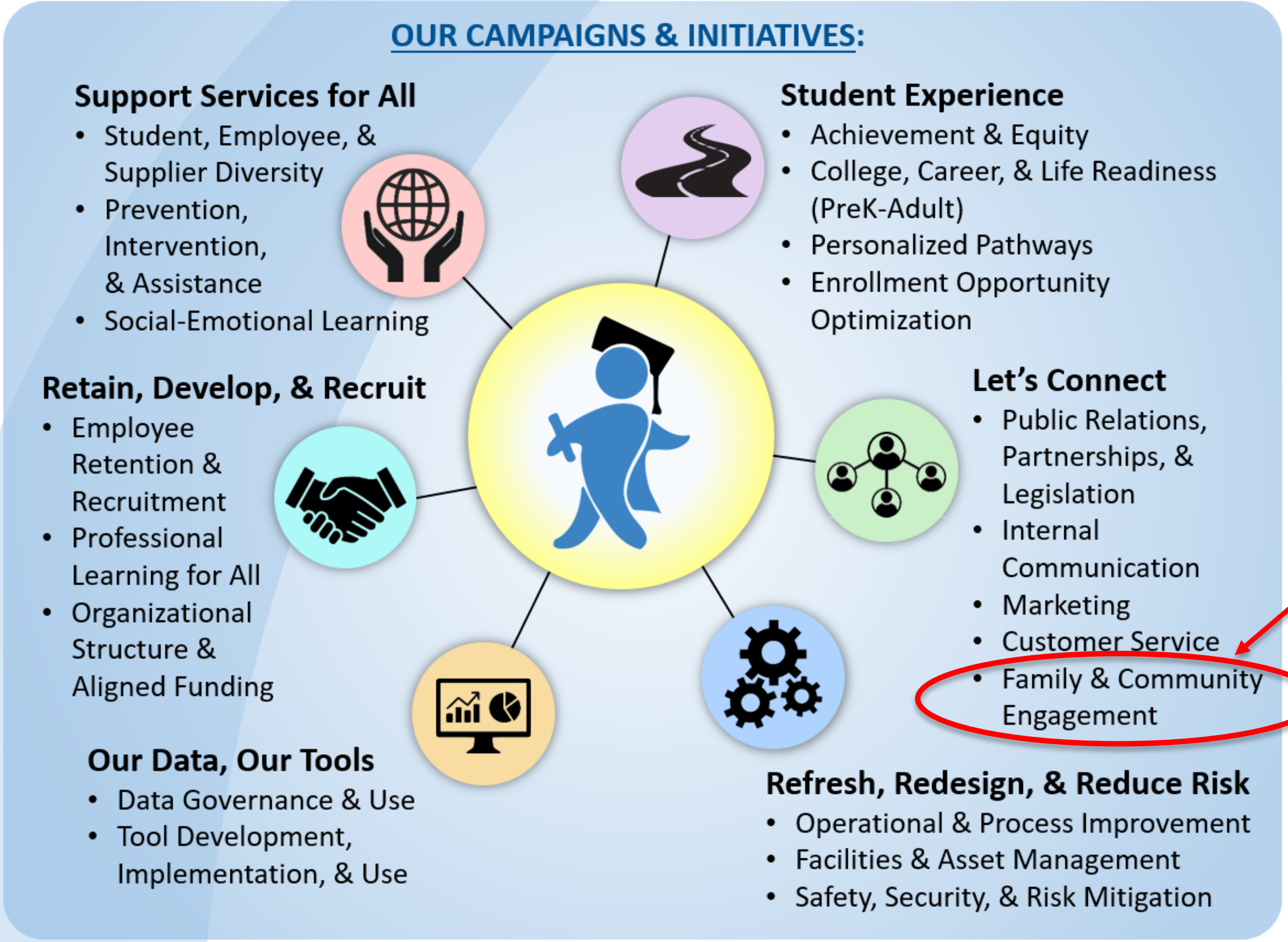
△ Increasingly leverage existing communications channels through community partners.

△ Streamline and focus communications and engagement activities to those which are culturally relevant across varying audiences.

NOTES: * = Chief Executive Sponsor, △ = Continuous Improvement Idea

2024 Strategic Plan New Initiative Proposal: Family & Community Engagement

Proposed



OUR CAMPAIGNS & INITIATIVES:

Support Services for All
- Student, Employee, & Supplier Diversity
- Prevention, Intervention, & Assistance
- Social-Emotional Learning

Student Experience
- Achievement & Equity
- College, Career, & Life Readiness (PreK-Adult)
- Personalized Pathways
- Enrollment Opportunity Optimization

Retain, Develop, & Recruit
- Employee Retention & Recruitment
- Professional Learning for All
- Organizational Structure & Aligned Funding

Let's Connect
- Public Relations, Partnerships, & Legislation
- Internal Communication
- Marketing
- Customer Service
- Family & Community Engagement

New Initiative

Our Data, Our Tools
- Data Governance & Use
- Tool Development, Implementation, & Use

Refresh, Redesign, & Reduce Risk
- Operational & Process Improvement
- Facilities & Asset Management
- Safety, Security, & Risk Mitigation

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

Proposed

Quarterly Reporting at Board Workshops, with Initiative Deep Dives

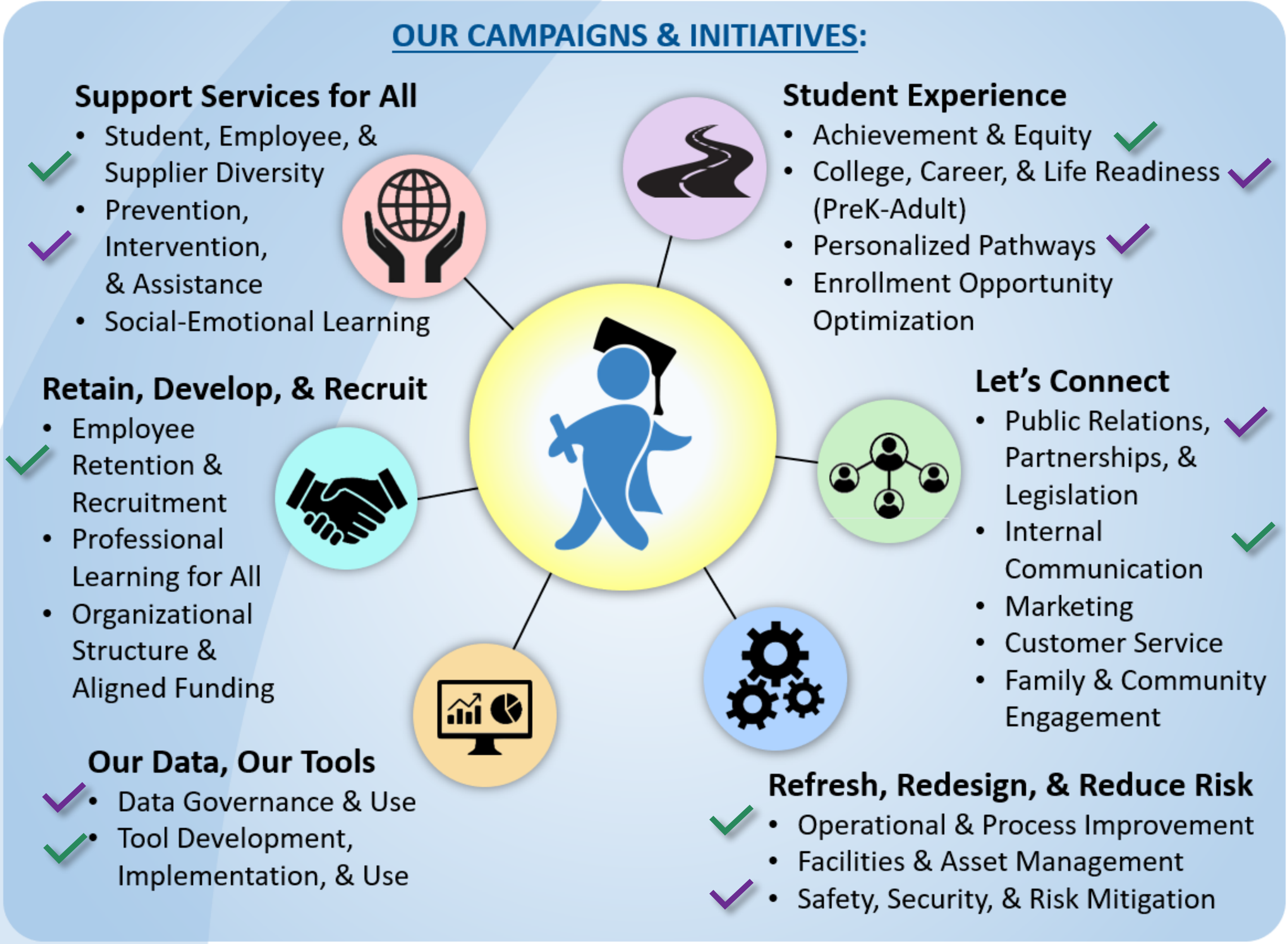
Quarter	Month	Campaigns	Initiatives
1	October 2020	• Refresh, Redesign, & Reduce Risk • Student Experience	• Safety, Security, & Risk Mitigation • College, Career, & Life Readiness (Prek-Adult)
2	January 2021	• Let's Connect • Student Experience	• Public Relations, Partnerships, & Legislation • Personalized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

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

Proposed

✓ = Year 1

✓ = Year 2



OUR CAMPAIGNS & INITIATIVES:

Support Services for All
- ✓ Student, Employee, & Supplier Diversity
- ✓ Prevention, Intervention, & Assistance
- Social-Emotional Learning

Student Experience
- Achievement & Equity ✓
- College, Career, & Life Readiness (PreK-Adult) ✓
- Personalized Pathways ✓
- Enrollment Opportunity Optimization

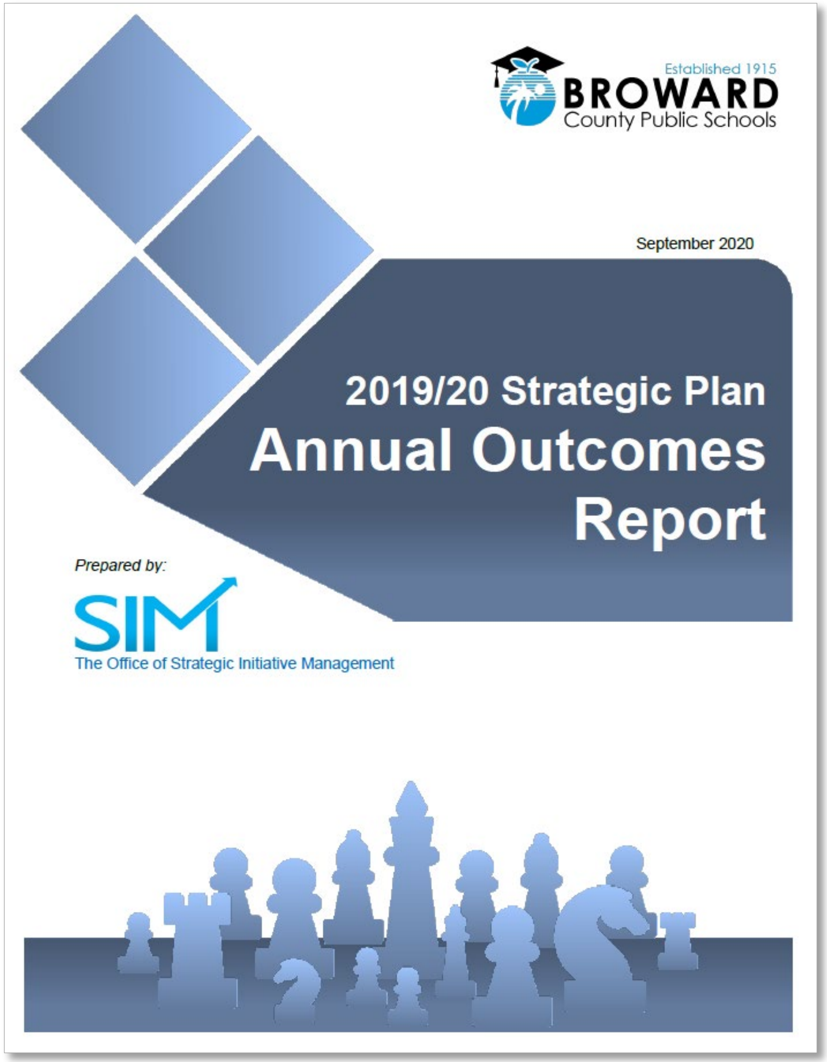
Retain, Develop, & Recruit
- ✓ Employee Retention & Recruitment
- Professional Learning for All
- Organizational Structure & Aligned Funding

Let's Connect
- Public Relations, Partnerships, & Legislation ✓
- Internal Communication ✓
- Marketing
- Customer Service
- Family & Community Engagement

Our Data, Our Tools
- ✓ Data Governance & Use
- ✓ Tool Development, Implementation, & Use

Refresh, Redesign, & Reduce Risk
- ✓ Operational & Process Improvement
- Facilities & Asset Management
- ✓ Safety, Security, & Risk Mitigation

2019-20 Annual Outcomes Report



Established 1915

BROWARD County Public Schools

September 2020

2019/20 Strategic Plan

Annual Outcomes Report

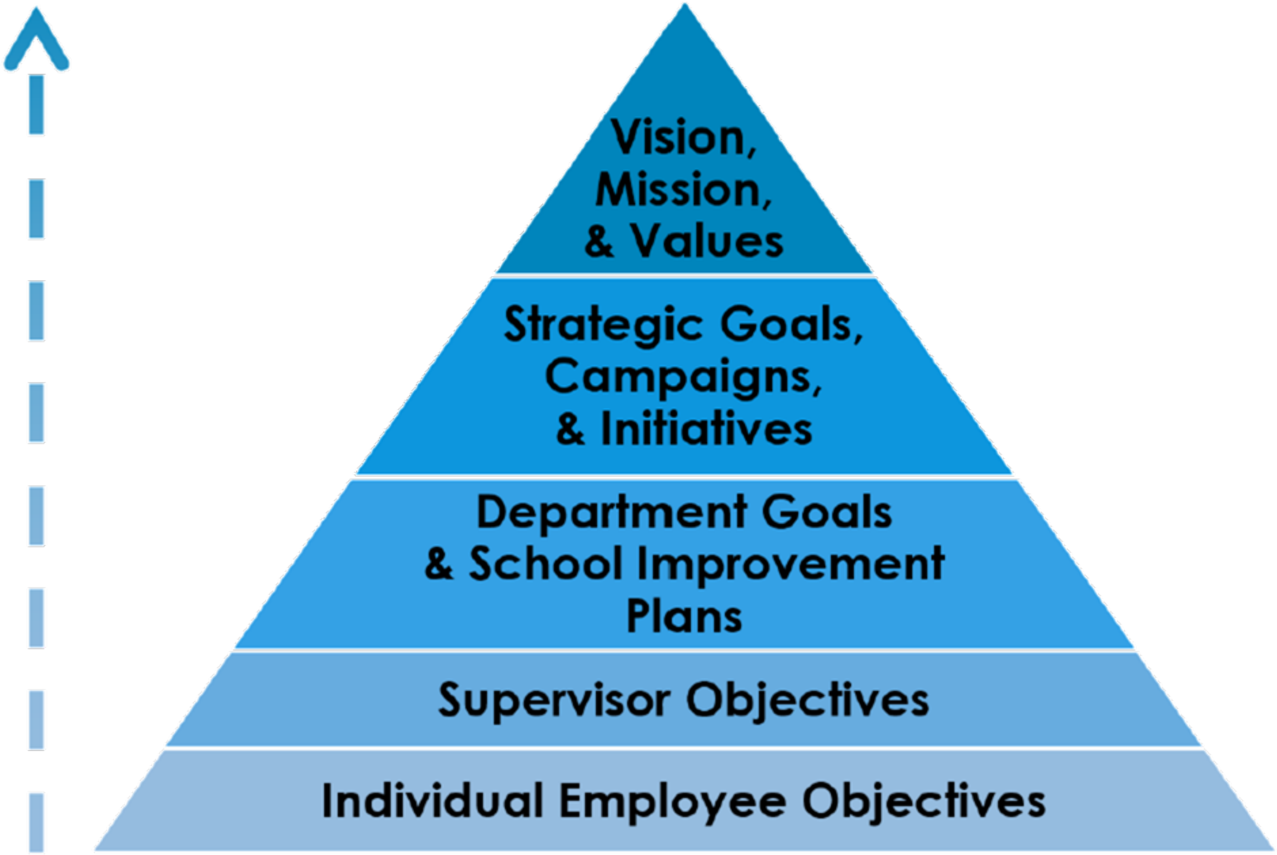
Prepared by:

SIM

The Office of Strategic Initiative Management

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

2024 Strategic Plan: District-wide Alignment



Vision, Mission, & Values

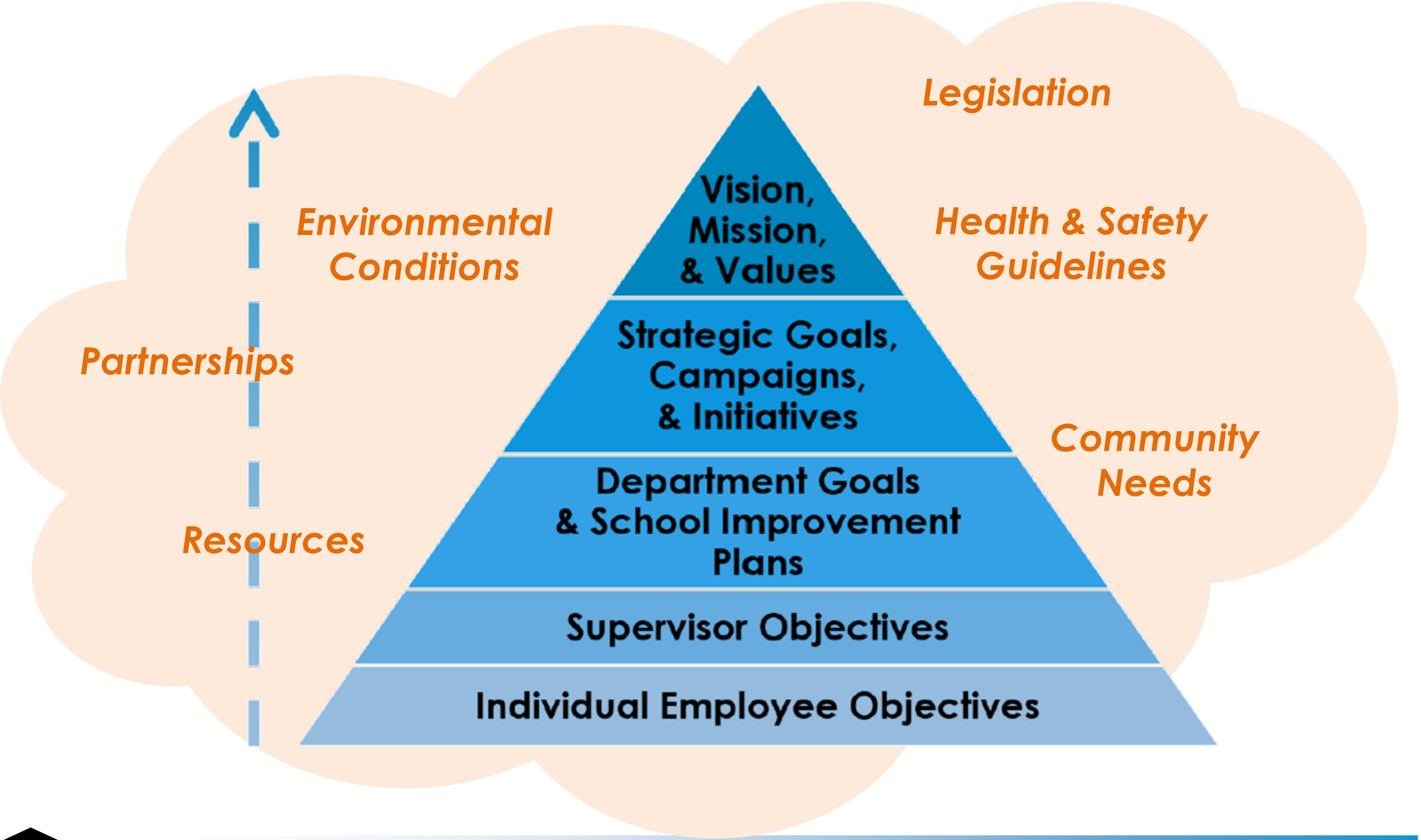
Strategic Goals, Campaigns, & Initiatives

Department Goals & School Improvement Plans

Supervisor Objectives

Individual Employee Objectives

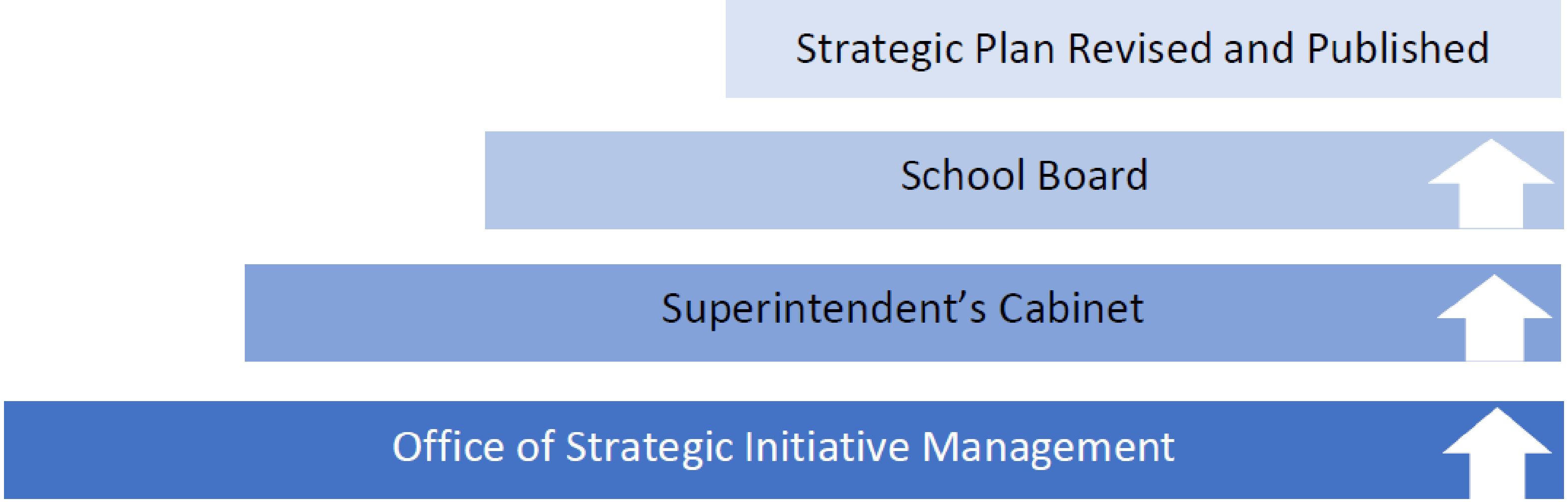
2024 Strategic Plan: District-wide Alignment



Legislation
Environmental Conditions
Health & Safety Guidelines
Partnerships
Vision, Mission, & Values
Strategic Goals, Campaigns, & Initiatives
Community Needs
Department Goals & School Improvement Plans
Resources
Supervisor Objectives
Individual Employee Objectives

Proposed Updates to Change Management Process

Current Model



Strategic Plan Revised and Published

School Board

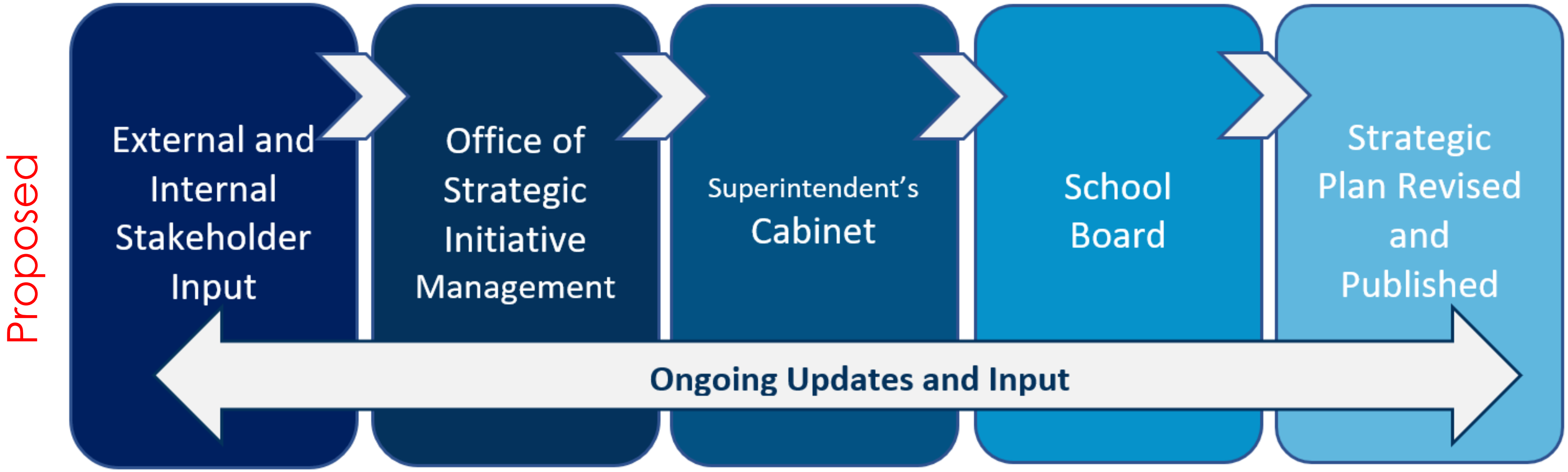
Superintendent's Cabinet

Office of Strategic Initiative Management

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.



Proposed

External and Internal Stakeholder Input

Office of Strategic Initiative Management

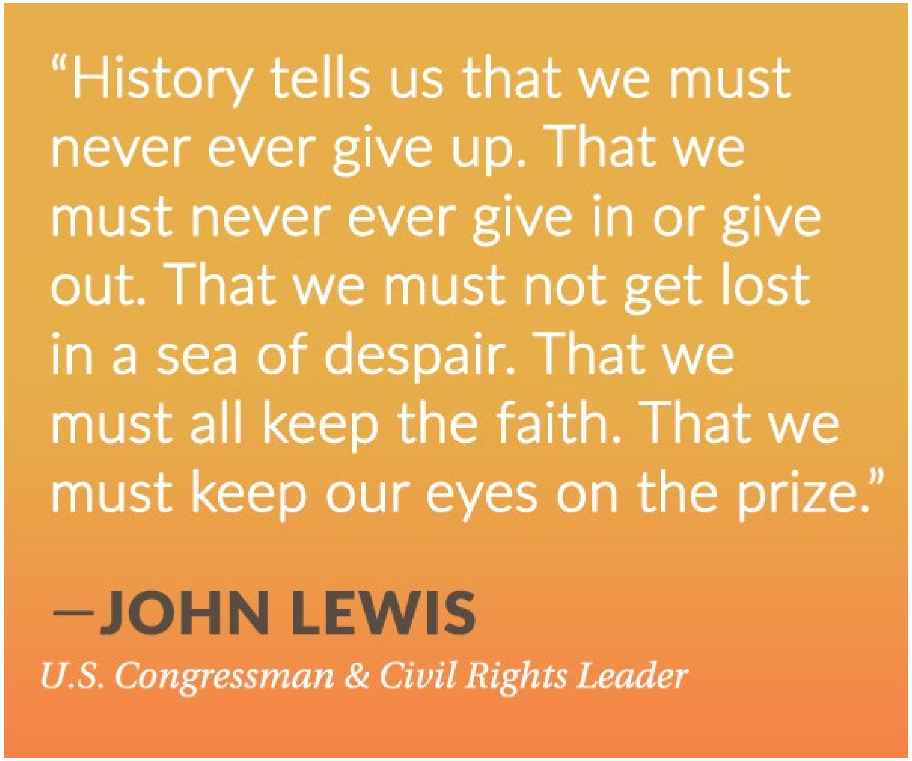
Superintendent's Cabinet

School Board

Strategic Plan Revised and Published

Ongoing Updates and Input

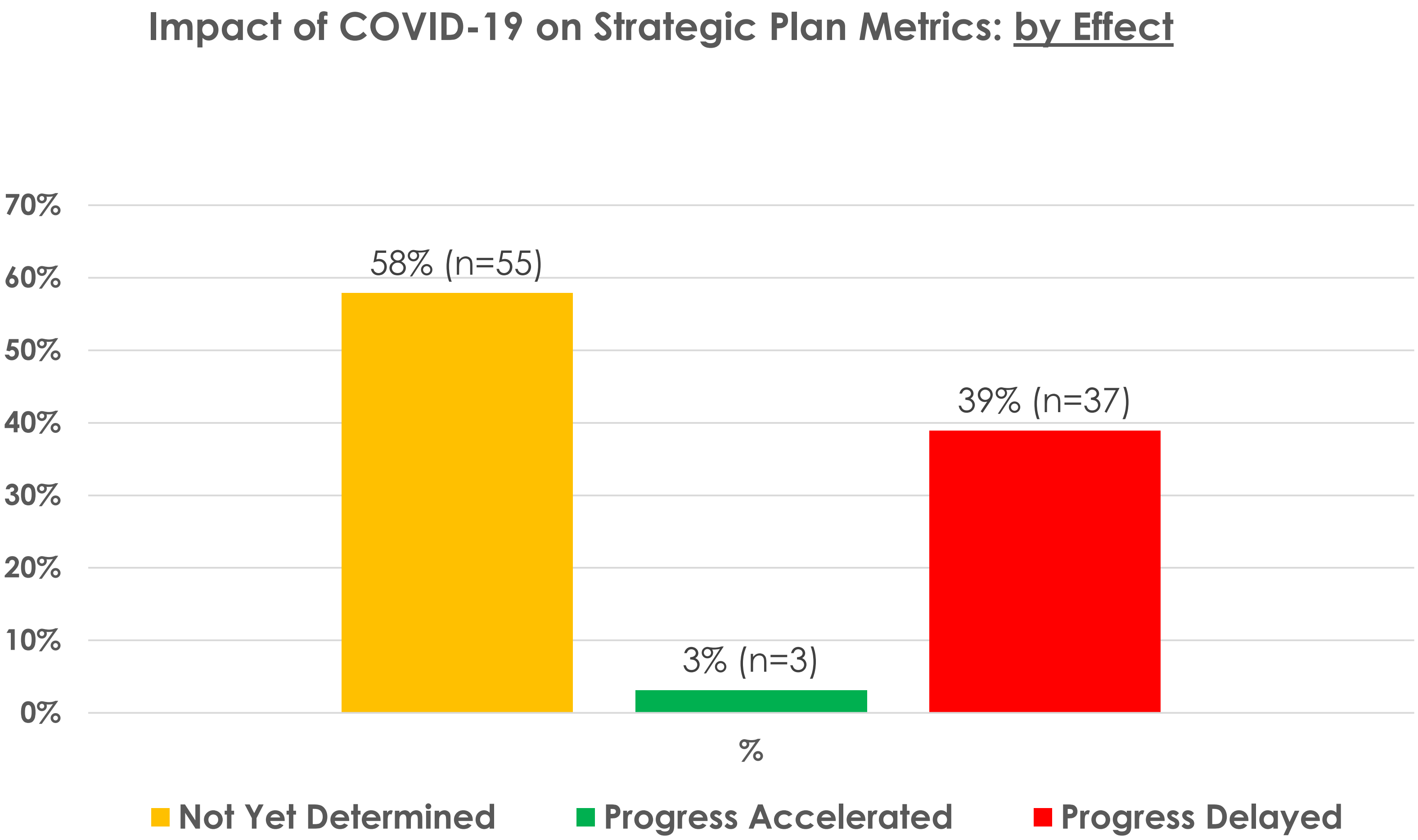
Staying Focused on Our Mission



> "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 2020 Metrics



REVISED

2024 Strategic Plan: HQI Metrics Development Status

HQI Metric	Status
School Academic Performance: Mastery vs. Growth: ELA	Data Not Available
School Academic Performance: Mastery vs. Growth: ELA Middle	Data Not Available
School Academic Performance: Mastery vs. Growth: ELA High	Data Not Available
School Academic Performance: Mastery vs. Growth: ELA Combo	Data Not Available
School Academic Performance: Mastery vs. Growth: ELA	Data Not Available
School Academic Performance: Mastery vs. Growth: Math	Data Not Available
School Academic Performance: Mastery vs. Growth: Math	Data Not Available
School Academic Performance: Mastery vs. Growth: Math High	Data Not Available
School Academic Performance: Mastery vs. Growth: Math	Data Not Available
School Academic Performance: Mastery vs. Growth: Math	Data Not Available
School Academic Performance: ESSA Elementary	Data Not Available
School Academic Performance: ESSA Middle	Data Not Available
School Academic Performance: ESSA High	Data Not Available
School Academic Performance: ESSA Combo	Data Not Available
School Academic Performance: ESSA District Total	Data Not Available
Student Academic Performance: KG Readiness	Approaching Target
Student Academic Performance: Primary Reading, Grade 1	Data Not Available
Student Academic Performance: Primary Reading, Grade 2	Data Not Available
Student Academic Performance: ELA, Grade 3	Data Not Available
Student Academic Performance: ELA, Grade 10	Data Not Available
Student Academic Performance: ELA, Grades 4 & 5	Data Not Available

HQI Metric	Status
Student Academic Performance: ELA, Middle	Data Not Available
Student Academic Performance: ELA, High	Data Not Available
Student Academic Performance: Math, Elementary	Data Not Available
Student Academic Performance: Math, Middle	Data Not Available
Student Academic Performance: Algebra 1, Middle	Data Not Available
Student Academic Performance: Algebra 1, High	Data Not Available
Student Academic Performance: Algebra 1, Combined	Data Not Available
Student Academic Performance: ELLs, Elementary	Data Not Available
Student Academic Performance: ELLs, Middle	Data Not Available
Student Academic Performance: ELLs, High	Data Not Available
Student Academic Performance: Disabilities-ELA,	Data Not Available
Student Academic Performance: Disabilities-ELA, Middle	Data Not Available
Student Academic Performance: Disabilities-ELA, High	Data Not Available
Student Academic Performance: Disabilities-Math,	Data Not Available
Student Academic Performance: Disabilities-Math,	Data Not Available
Student Academic Performance: Higher Education	Met Target
Graduation Rate	Approaching Target
Connection to School, Middle	Met Target
Connection to School, High	Approaching Target
College and Career Exploration, Middle/High	Approaching Target
Personalized Educational Pathways	In Progress

Bold indicates Primary Metrics

5% Met Target – 2020 Target has been met
10% Approaching Target – Data Available, Work in Progress, and Target Defined
2% In Progress – Data Available and Work in Progress, but Target Not Defined
0% Under Development – Defining Metric, Establishing Processes, or Data Unavailable
83% Data Not Available – Data Not Available due to COVID-19 Impact (i.e., FSA Cancellation)

REVISED

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	Met Target
Perceptions of Safety and Supports, Community	Met 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	Met Target
Student Behavior Supports, Elementary	Met Target
Student Behavior Supports, Middle	Met Target
Student Behavior Supports, High	Met Target
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

19% Met Target – 2020 Target has been met

26% Approaching Target – Data Available, Work in Progress, and Target Defined

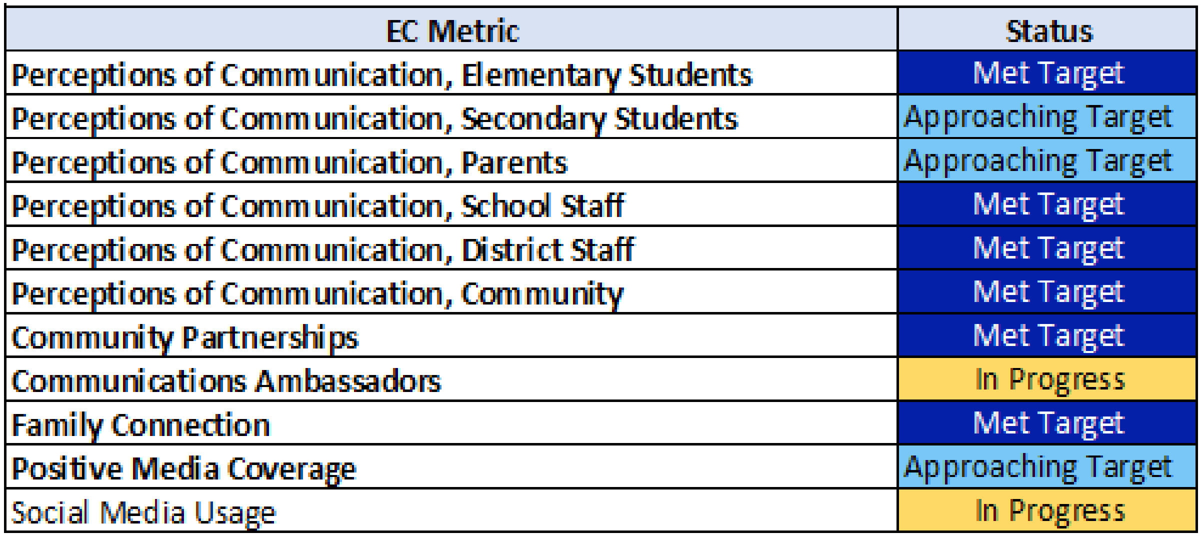
43% In Progress – Data Available and Work in Progress, but Target Not Defined

12% Under Development – Defining Metric, Establishing Processes, or Data Unavailable

0% Data Not Available – Data Not Available due to COVID-19 Impact (i.e., FSA Cancellation)

REVISED

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	Met Target
Perceptions of Communication, Community	Met Target
Community Partnerships	Met Target
Communications Ambassadors	In Progress
Family Connection	Met Target
Positive Media Coverage	Approaching Target
Social Media Usage	In Progress

Bold indicates Primary Metrics

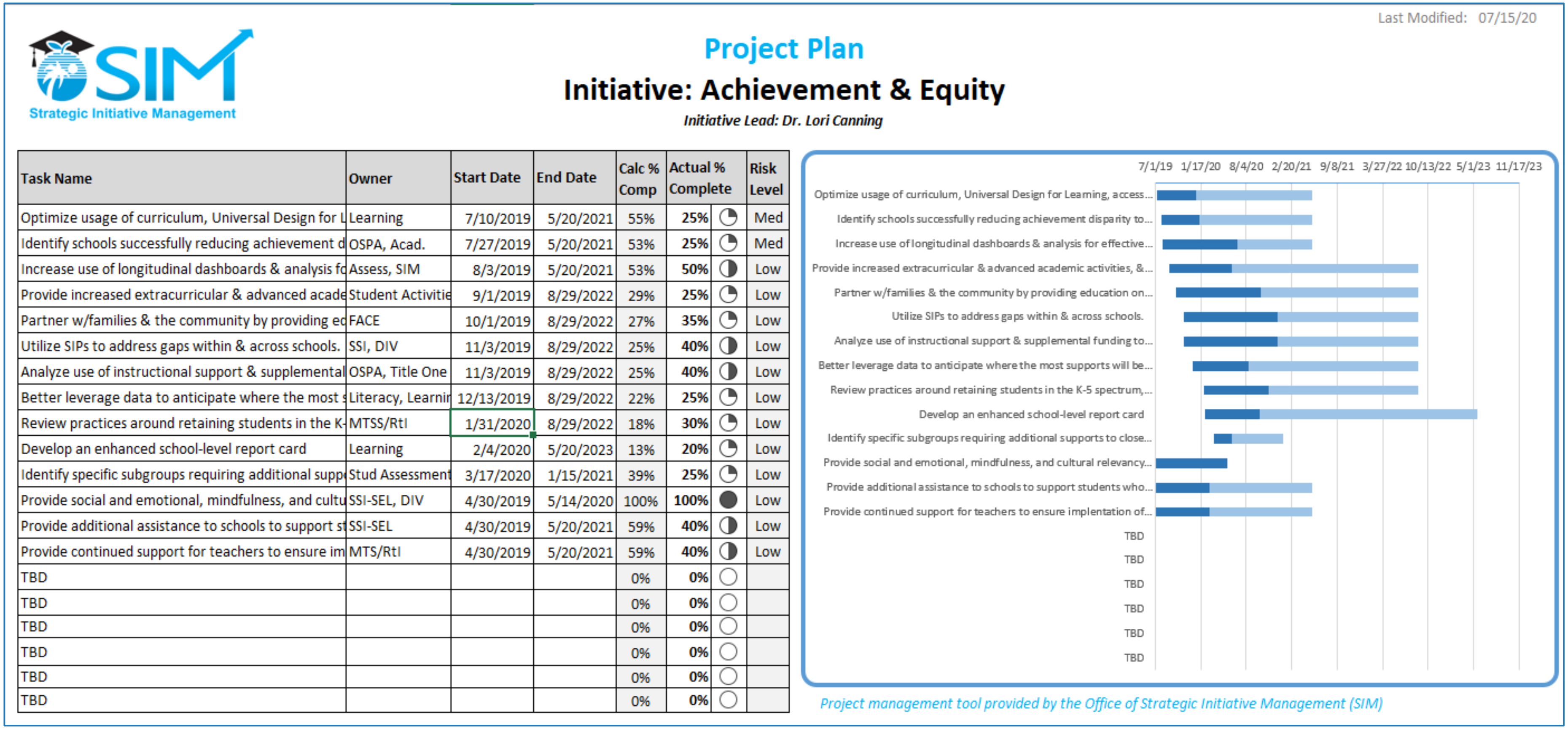
55% Met Target – 2020 Target has been met
27% Approaching Target – Data Available, Work in Progress, and Target Defined
18% In Progress – Data Available and Work in Progress, but Target Not Defined
0% Under Development – Defining Metric, Establishing Processes, or Data Unavailable
0% Data Not Available – Data Not Available due to COVID-19 Impact (i.e., FSA Cancellation)

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	1) Identify schools successfully closing the achievement gap and understand their strategies 2) Design professional learning opportunities that focus on achievement equity 3) Review and revise current practices and systems as they impact achievement and equity 4) Develop strategies to enable families to support achievement equity 5) Review service delivery systems to identify opportunities for improvement (Collaborative Problem Solving, Extended Learning Opportunities, Mentoring, Social Emotional Learning Supports, Intervention Plans)
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.	

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

Achievement & Equity: Project Plan



Last Modified: 07/15/20

Strategic Initiative Management

Project Plan

Initiative: Achievement & Equity

Initiative Lead: Dr. Lori Canning

Task Name	Owner	Start Date	End Date	Calc % Comp	Actual % Complete		Risk Level
Optimize usage of curriculum, Universal Design for L	Learning	7/10/2019	5/20/2021	55%	**25%**	◔	Med
Identify schools successfully reducing achievement d	OSPA, Acad.	7/27/2019	5/20/2021	53%	**25%**	◔	Med
Increase use of longitudinal dashboards & analysis fo	Assess, SIM	8/3/2019	5/20/2021	53%	**50%**	◑	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%**	◑	Low
Analyze use of instructional support & supplemental	OSPA, Title One	11/3/2019	8/29/2022	25%	**40%**	◑	Low
Better leverage data to anticipate where the most s	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 st	SSI-SEL	4/30/2019	5/20/2021	59%	**40%**	◑	Low
Provide continued support for teachers to ensure im	MTS/RtI	4/30/2019	5/20/2021	59%	**40%**	◑	Low
TBD				0%	**0%**	○	
TBD				0%	**0%**	○	
TBD				0%	**0%**	○	
TBD				0%	**0%**	○	
TBD				0%	**0%**	○	
TBD				0%	**0%**	○	

7/1/19
1/17/20
8/4/20
2/20/21
9/8/21
3/27/22
10/13/22
5/1/23
11/17/23
Optimize usage of curriculum, Universal Design for Learning, access...
Identify schools successfully reducing achievement disparity to...
Increase use of longitudinal dashboards & analysis for effective...
Provide increased extracurricular & advanced academic activities, &...
Partner w/families & the community by providing education on...
Utilize SIPs to address gaps within & across schools.
Analyze use of instructional support & supplemental funding to...
Better leverage data to anticipate where the most supports will be...
Review practices around retaining students in the K-5 spectrum,...
Develop an enhanced school-level report card
Identify specific subgroups requiring additional supports to close...
Provide social and emotional, mindfulness, and cultural relevancy...
Provide additional assistance to schools to support students who...
Provide continued support for teachers to ensure implentation of...
TBD
TBD
TBD
TBD
TBD
TBD

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

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

Lead Measures

- Attendance
- Behavior
- Projects Participation
- SEL Measures
- BAS
- BSA
- School-based Formative Assessments

Lag Measures

- BAS
- FSA/EOC
- PSAT/SAT
- Grad. Rates
- College, Career, & Life Readiness

Theory

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

Then we will realize this goal:

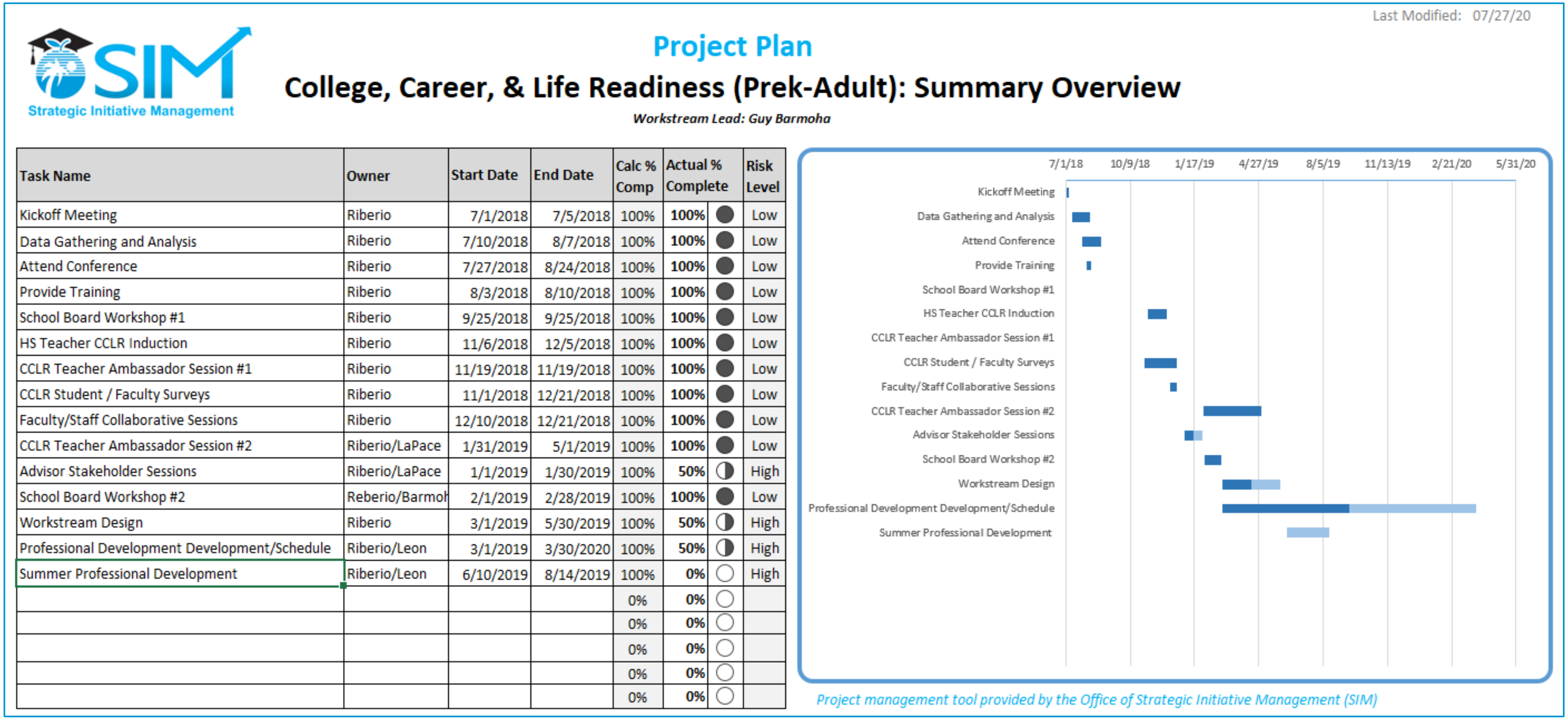
Establish a cadence of experiences implemented across PreK-Adult that meet our expectations for all students to have the academic as well as interpersonal skills to be prepared for higher education, early employability, and civic engagement.

Action Plan

- Review status of the 2016-19 HQI Initiatives to ensure alignment and implementation fidelity
- Identify and implement actions for grades 3 to 5, which represent a gap under the previous plan
- Identify grade-level appropriate actions for early college and career exploration
- Identify areas for optimal 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 (RtI) 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; RtI = Response to Intervention

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



Last Modified: 07/27/20

Strategic Initiative Management

Project Plan

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

Workstream Lead: Guy Barmoha

Task Name	Owner	Start Date	End Date	Calc % Comp	Actual % Complete		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/Barmoh	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%**	◑	High
Summer Professional Development	Riberio/Leon	6/10/2019	8/14/2019	100%	**0%**	○	High
				0%	**0%**	○	
				0%	**0%**	○	
				0%	**0%**	○	
				0%	**0%**	○	
				0%	**0%**	○	

7/1/18
10/9/18
1/17/19
4/27/19
8/5/19
11/13/19
2/21/20
5/31/20
Kickoff Meeting
Data Gathering and Analysis
Attend Conference
Provide Training
School Board Workshop #1
HS Teacher CCLR Induction
CCLR Teacher Ambassador Session #1
CCLR Student / Faculty Surveys
Faculty/Staff Collaborative Sessions
CCLR Teacher Ambassador Session #2
Advisor Stakeholder Sessions
School Board Workshop #2
Workstream Design
Professional Development Development/Schedule
Summer Professional Development

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

Personalized Pathways: Theory of Action

Lead Measures

1) % magnet programs that follow feeder patterns
2) %teachers trained in personalized pathways/ learning strategies
3) % 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

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

Theory

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

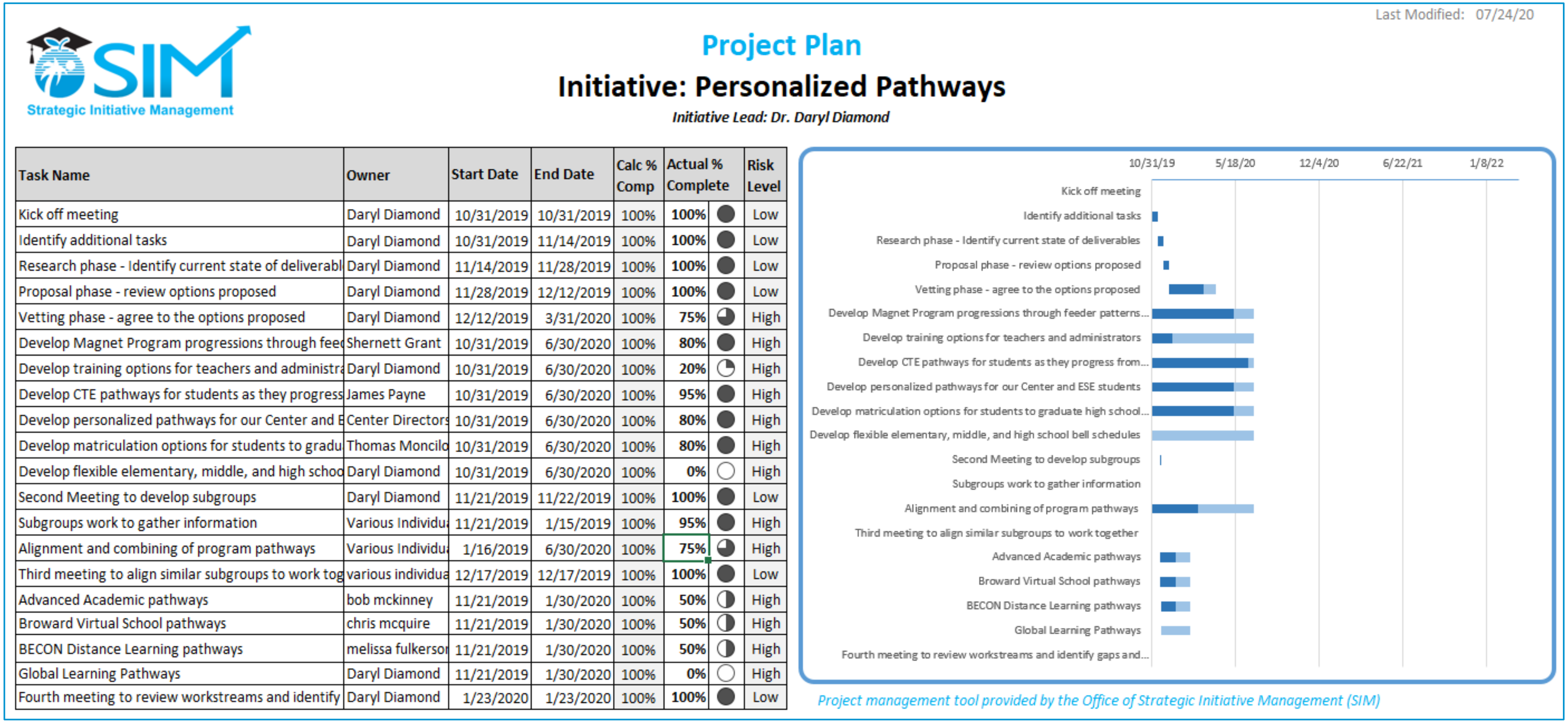
Then we will realize this goal:

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

Action Plan

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

Strategic Initiative Management

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 deliverabl	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 feed	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 Director	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 schoo	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 Individu	11/21/2019	1/15/2019	100%	**95%**	●	High
Alignment and combining of program pathways	Various Individu	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 fulkerso	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

10/31/19
5/18/20
12/4/20
6/22/21
1/8/22
Kick off meeting
Identify additional tasks
Research phase - Identify current state of deliverables
Proposal phase - review options proposed
Vetting phase - agree to the options proposed
Develop Magnet Program progressions through feeder patterns…
Develop training options for teachers and administrators
Develop CTE pathways for students as they progress from…
Develop personalized pathways for our Center and ESE students
Develop matriculation options for students to graduate high school…
Develop flexible elementary, middle, and high school bell schedules
Second Meeting to develop subgroups
Subgroups work to gather information
Alignment and combining of program pathways
Third meeting to align similar subgroups to work together
Advanced Academic pathways
Broward Virtual School pathways
BECON Distance Learning pathways
Global Learning Pathways
Fourth meeting to review workstreams and identify gaps and…

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

Enrollment Opportunity Optimization: Theory of Action

Lead Measures

- District Enrollment
- Percent of Schools under-enrolled
- Program Participation

Lag Measures

- New-to-District Enrollment
- Middle School/Program Matriculation
- High School/Program Matriculation

Theory

If we execute this strategy:

Analyze enrollment trends and the capacity of existing school programs and facilities

Then we will realize this goal:

Maximize those resources to most effectively meet the needs of students, staff, and the community.

Action Plan

1) Develop a comprehensive view of current state and national trends

2) Optimize School Choice processes and interactions with other business units

3) Launch a new School Choice application system

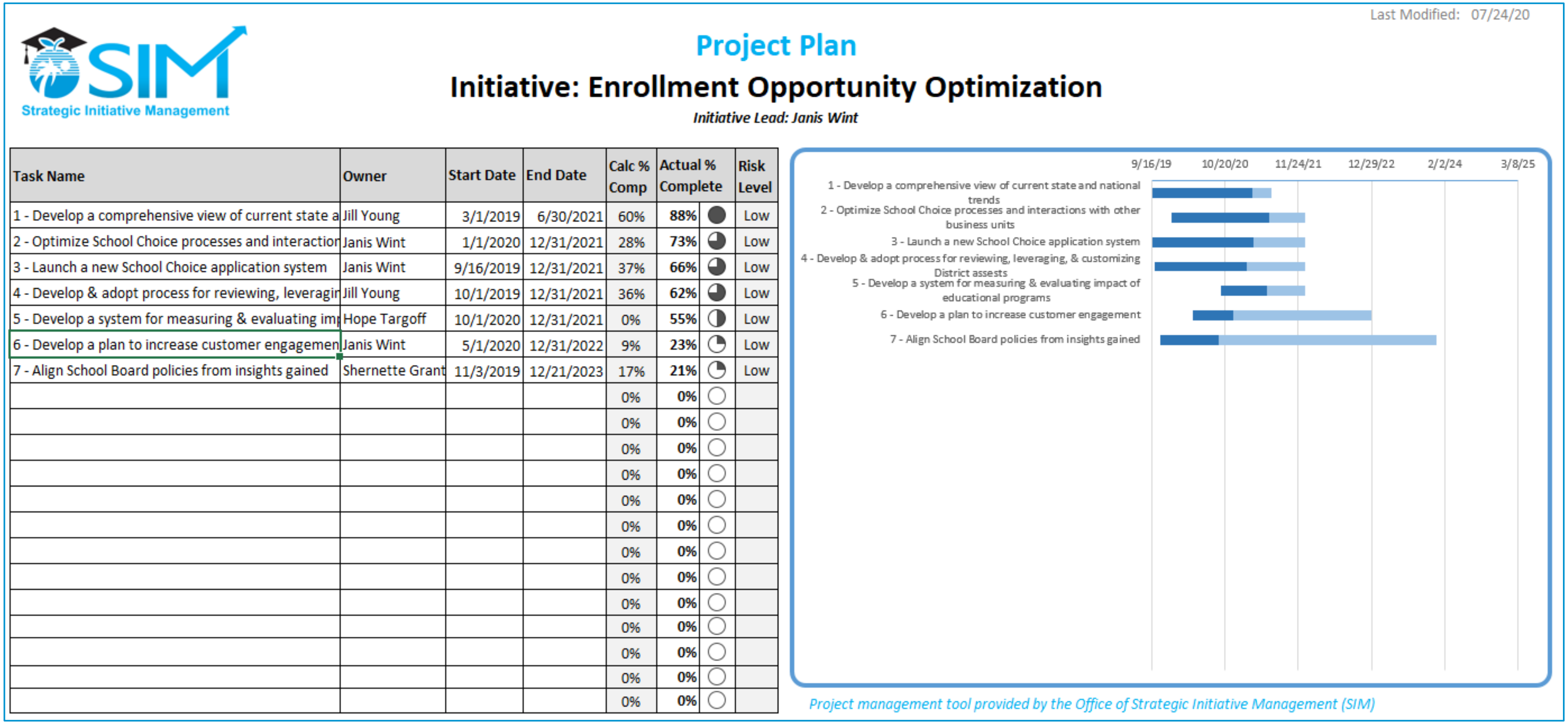
4) Develop & adopt process for reviewing, leveraging, & customizing District assets

5) Develop a system for measuring & evaluating impact of educational programs

6) Develop a plan to increase customer engagement

7) Align School Board policies from insights gained

Enrollment Opportunity Optimization: Project Plan



Strategic Initiative Management

Last Modified: 07/24/20

Project Plan

Initiative: Enrollment Opportunity Optimization

Initiative Lead: Janis Wint

Task Name	Owner	Start Date	End Date	Calc % Comp	Actual % Complete		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, leveragir	Jill Young	10/1/2019	12/31/2021	36%	**62%**	◕	Low
5 - Develop a system for measuring & evaluating imp	Hope Targoff	10/1/2020	12/31/2021	0%	**55%**	◑	Low
6 - Develop a plan to increase customer engagemen	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%**	○	

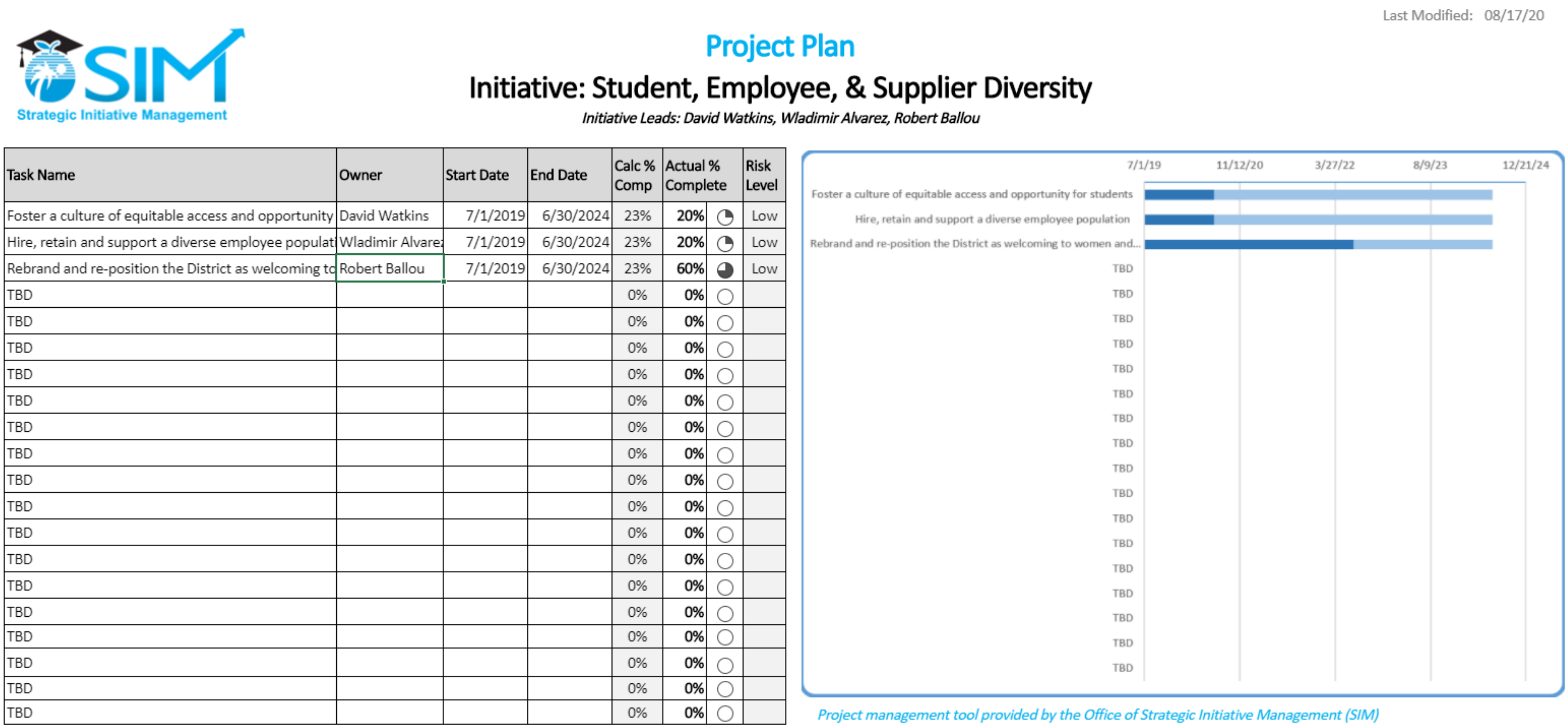
9/16/19
10/20/20
11/24/21
12/29/22
2/2/24
3/8/25
1 - Develop a comprehensive view of current state and national trends
2 - Optimize School Choice processes and interactions with other business units
3 - Launch a new School Choice application system
4 - Develop & adopt process for reviewing, leveraging, & customizing District assests
5 - Develop a system for measuring & evaluating impact of educational programs
6 - Develop a plan to increase customer engagement
7 - Align School Board policies from insights gained

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…	1. Foster a culture of equitable access and opportunity through educating students and enhanced awareness and training. 2. Hire, retain, and support a diverse employee population by implementing affirmative outreach Talent Acquisition strategies for (Non-Instructional & Instructional Employees). 3. Rebrand and re-position the District as welcoming to women and minority-owned businesses and the community at large. 4. Communicate our commitment to cultural diversity and inclusion through technology, media, policies, procedures, outreach, and training.
Lag Measures • Counts and percentages by diversity characteristics: o Students o Employees o Suppliers	**Then we will realize this goal:** Cultivate an equitable, inclusive, and diverse environment for all stakeholders through a variety of best practices.	

Student, Employee, & Supplier Diversity: Project Plan



Last Modified: 08/17/20

Project Plan

Initiative: Student, Employee, & Supplier Diversity

Initiative Leads: David Watkins, Wladimir Alvarez, Robert Ballou

Task Name	Owner	Start Date	End Date	Calc % Comp	Actual % Complete		Risk Level
Foster a culture of equitable access and opportunity	David Watkins	7/1/2019	6/30/2024	23%	20%	◔	Low
Hire, retain and support a diverse employee populati	Wladimir Alvare	7/1/2019	6/30/2024	23%	20%	◔	Low
Rebrand and re-position the District as welcoming to	Robert Ballou	7/1/2019	6/30/2024	23%	60%	◕	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%	○	
TBD				0%	0%	○	
TBD				0%	0%	○	
TBD				0%	0%	○	

7/1/19
11/12/20
3/27/22
8/9/23
12/21/24
Foster a culture of equitable access and opportunity for students
Hire, retain and support a diverse employee population
Rebrand and re-position the District as welcoming to women and...
TBD
TBD
TBD
TBD
TBD
TBD
TBD
TBD
TBD
TBD
TBD
TBD
TBD
TBD
TBD
TBD
TBD

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

Prevention, Intervention, & Assistance: Updated Theory of Action

Lead Measures

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

Lag Measures

- FSA results
- Course Grades
- EOC Exams
- Satisfaction data

Theory

<u>If we execute this strategy</u>:

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 MSD[1] zone**, including commemorations; and regularly provide **data & analysis** on the utilization of prevention, intervention, & assistance services to drive programmatic changes.

<u>Then we will realize this goal</u>:

Improve the intellectual, mental & physical health of students, families, & staff and become more resilient in the face of adversity.

Action Plan

1) Review existing Recovery documentation. Update/augment to align with best practices, & embed in Safety & Security documentation & training.
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 a communications portal 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.

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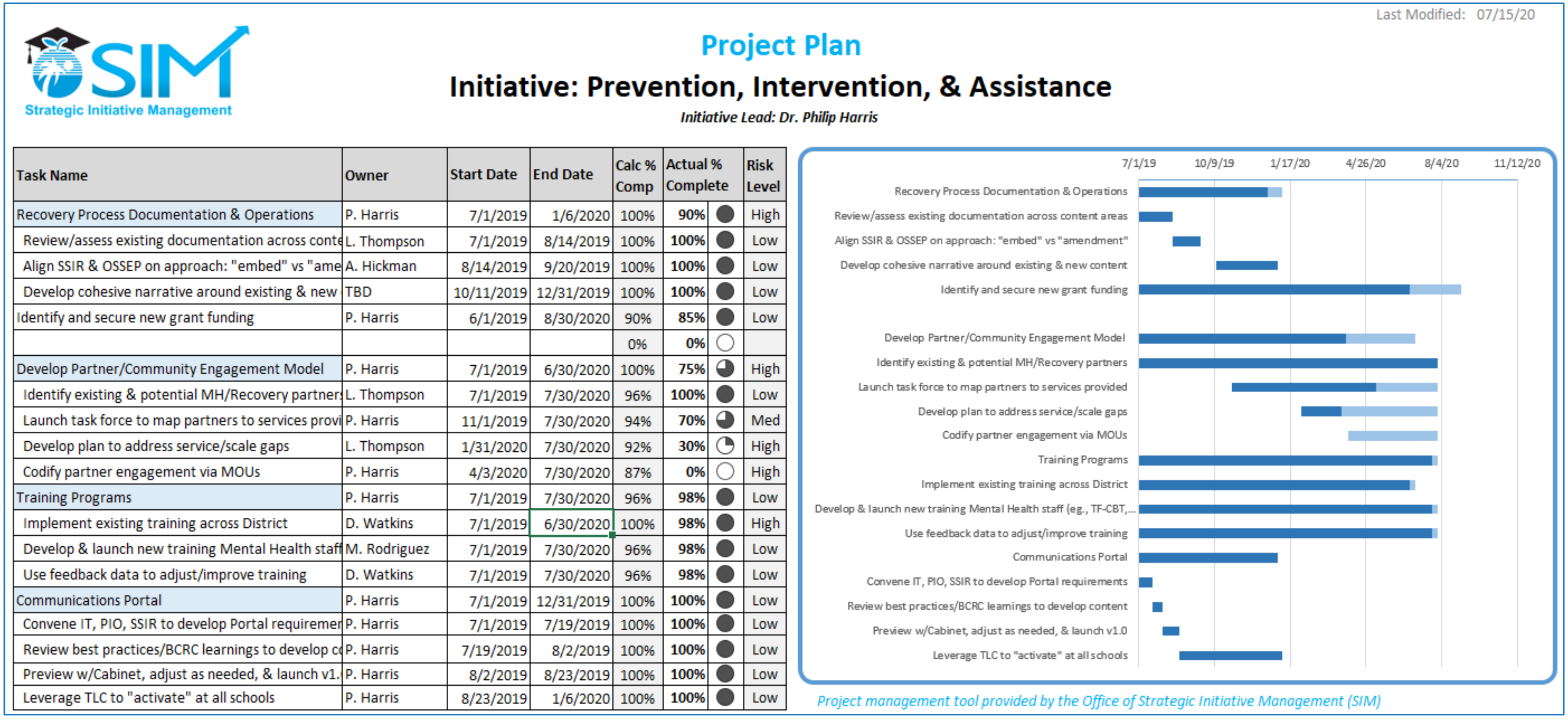
[1] MSD = Marjory Stoneman Douglas; [2] BCPS = Broward County Resiliency Services

Prevention, Intervention, & Assistance: Project Plan



Last Modified: 07/15/20

Strategic Initiative Management

Project Plan

Initiative: Prevention, Intervention, & Assistance

Initiative Lead: Dr. Philip Harris

Task Name	Owner	Start Date	End Date	Calc % Comp	Actual % Complete		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%**	○	
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%**	○	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 requiremer	P. Harris	7/1/2019	7/19/2019	100%	**100%**	●	Low
Review best practices/BCRC learnings to develop co	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

7/1/19
10/9/19
1/17/20
4/26/20
8/4/20
11/12/20
Recovery Process Documentation & Operations
Review/assess existing documentation across content areas
Align SSIR & OSSEP on approach: "embed" vs "amendment"
Develop cohesive narrative around existing & new content
Identify and secure new grant funding
Develop Partner/Community Engagement Model
Identify existing & potential MH/Recovery partners
Launch task force to map partners to services provided
Develop plan to address service/scale gaps
Codify partner engagement via MOUs
Training Programs
Implement existing training across District
Develop & launch new training Mental Health staff (eg., TF-CBT,...
Use feedback data to adjust/improve training
Communications Portal
Convene IT, PIO, SSIR to develop Portal requirements
Review best practices/BCRC learnings to develop content
Preview w/Cabinet, adjust as needed, & launch v1.0
Leverage TLC to "activate" at all schools

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

Social-Emotional Learning: Theory of Action

Lead Measures

- Attendance
- Extracurricular participation
- Professional Learning 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 strategy:

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:

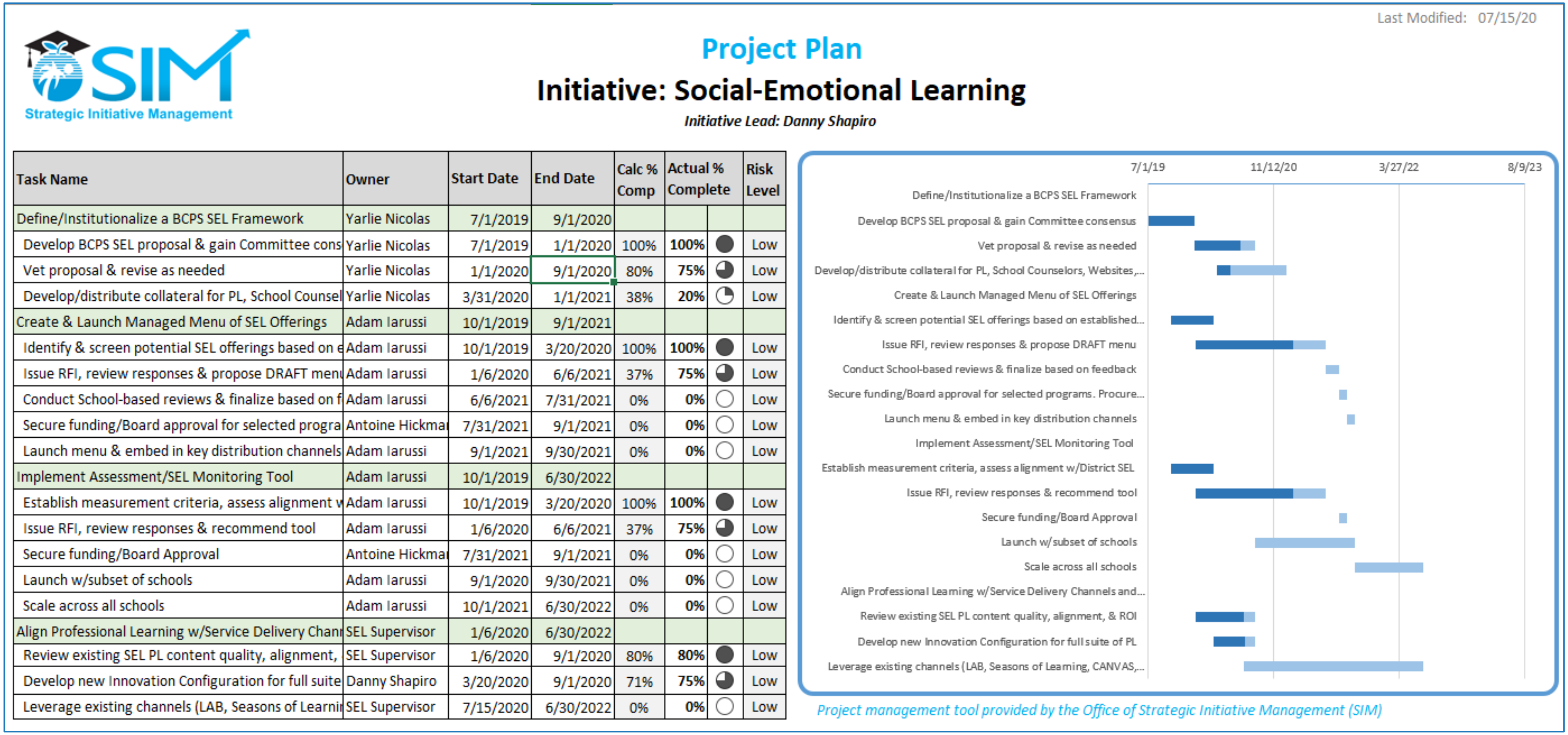
Improvements across critical dimensions of student wellness: Emotional, Intellectual, Personal, Physical, Social, Environmental, and Occupational

Action Plan

1) Define & institutionalize BCPS's SEL[1] 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 SEL[1] framework, programs, service delivery channels & existing processes (eg, MTSS-RtI)
5) Complete a School Counselor Job Study. Revise job description, hiring processes, & evaluation instrument to align with ASCA[1] best practices
6) Eliminate redundancies & synchronize timelines across school planning requirements (SIP, PBIS[4], SEL, Counseling, etc.), combining plans where 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 programs, and a Youth Summit.
9) Embed SEL resources, content & links across existing communications platforms & CANVAS

[1] ASCA = American School Counselors Association; [2] SIP = School Improvement Plan; [3] PBIS = Positive Behavior Intervention Plan

Social-Emotional Learning: Project Plan



Last Modified: 07/15/20

Strategic Initiative Management

Project Plan

Initiative: Social-Emotional Learning

Initiative Lead: Danny Shapiro

Task Name	Owner	Start Date	End Date	Calc % Comp	Actual % Complete		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 Counsel	Yarlie Nicolas	3/31/2020	1/1/2021	38%	**20%**	◔	Low
Create & Launch Managed Menu of SEL Offerings	Adam Iarussi	10/1/2019	9/1/2021				
Identify & screen potential SEL offerings based on e	Adam Iarussi	10/1/2019	3/20/2020	100%	**100%**	●	Low
Issue RFI, review responses & propose DRAFT men	Adam Iarussi	1/6/2020	6/6/2021	37%	**75%**	◕	Low
Conduct School-based reviews & finalize based on f	Adam Iarussi	6/6/2021	7/31/2021	0%	**0%**	○	Low
Secure funding/Board approval for selected progra	Antoine Hickma	7/31/2021	9/1/2021	0%	**0%**	○	Low
Launch menu & embed in key distribution channels	Adam Iarussi	9/1/2021	9/30/2021	0%	**0%**	○	Low
Implement Assessment/SEL Monitoring Tool	Adam Iarussi	10/1/2019	6/30/2022				
Establish measurement criteria, assess alignment w	Adam Iarussi	10/1/2019	3/20/2020	100%	**100%**	●	Low
Issue RFI, review responses & recommend tool	Adam Iarussi	1/6/2020	6/6/2021	37%	**75%**	◕	Low
Secure funding/Board Approval	Antoine Hickma	7/31/2021	9/1/2021	0%	**0%**	○	Low
Launch w/subset of schools	Adam Iarussi	9/1/2020	9/30/2021	0%	**0%**	○	Low
Scale across all schools	Adam Iarussi	10/1/2021	6/30/2022	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%**	○	Low

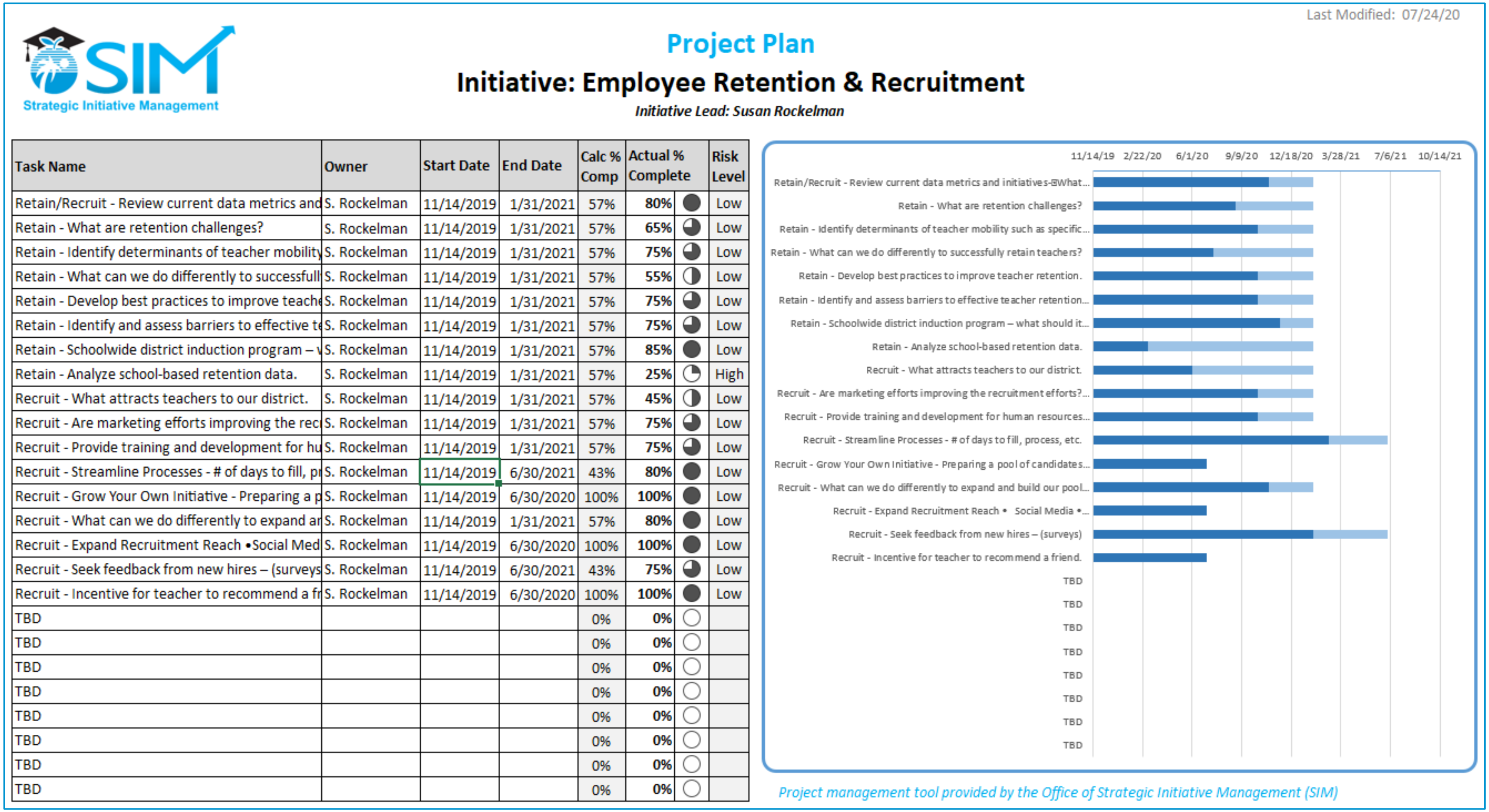
7/1/19
11/12/20
3/27/22
8/9/23
Define/Institutionalize a BCPS SEL Framework
Develop BCPS SEL proposal & gain Committee consensus
Vet proposal & revise as needed
Develop/distribute collateral for PL, School Counselors, Websites,...
Create & Launch Managed Menu of SEL Offerings
Identify & screen potential SEL offerings based on established...
Issue RFI, review responses & propose DRAFT menu
Conduct School-based reviews & finalize based on feedback
Secure funding/Board approval for selected programs. Procure...
Launch menu & embed in key distribution channels
Implement Assessment/SEL Monitoring Tool
Establish measurement criteria, assess alignment w/District SEL
Issue RFI, review responses & recommend tool
Secure funding/Board Approval
Launch w/subset of schools
Scale across all schools
Align Professional Learning w/Service Delivery Channels and...
Review existing SEL PL content quality, alignment, & ROI
Develop new Innovation Configuration for full suite of PL
Leverage existing channels (LAB, Seasons of Learning, CANVAS,...

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

Employee Retention & Recruitment: Theory of Action

	Theory	Year 1 Action Plan: Instructional
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.	1. Assessment of district-wide staffing needs will allow for building a targeted roadmap to improve recruitment and retention efforts. 2. Develop targeted strategies to attract, recruit, develop, and retain employees. 3. Improve communication with employees so they feel connected and engaged in district operations. 4. Develop best-practices to be adopted district-wide for recruitment and retention efforts. 5. Develop practical strategies for continued reevaluations of successes and strategies for improvements.
Lag Measures	Then we will realize this goal: Attracting quality candidates, increasing retention rates, and obtaining greater continuity in employment will increase student achievement.	

Employee Retention & Recruitment: Project Plan



Last Modified: 07/24/20

Strategic Initiative Management

Project Plan

Initiative: Employee Retention & Recruitment

Initiative Lead: Susan Rockelman

Task Name	Owner	Start Date	End Date	Calc % Comp	Actual % Complete		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 successfull	S. Rockelman	11/14/2019	1/31/2021	57%	55%	◑	Low
Retain - Develop best practices to improve teache	S. Rockelman	11/14/2019	1/31/2021	57%	75%	◕	Low
Retain - Identify and assess barriers to effective te	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%	◔	High
Recruit - What attracts teachers to our district.	S. Rockelman	11/14/2019	1/31/2021	57%	45%	◑	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, pr	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 ar	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 fr	S. Rockelman	11/14/2019	6/30/2020	100%	100%	●	Low
TBD				0%	0%	○	
TBD				0%	0%	○	
TBD				0%	0%	○	
TBD				0%	0%	○	
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TBD				0%	0%	○	
TBD				0%	0%	○	
TBD				0%	0%	○	

11/14/19
2/22/20
6/1/20
9/9/20
12/18/20
3/28/21
7/6/21
10/14/21
Retain/Recruit - Review current data metrics and initiatives-What…
Retain - What are retention challenges?
Retain - Identify determinants of teacher mobility such as specific…
Retain - What can we do differently to successfully retain teachers?
Retain - Develop best practices to improve teacher retention.
Retain - Identify and assess barriers to effective teacher retention…
Retain - Schoolwide district induction program – what should it…
Retain - Analyze school-based retention data.
Recruit - What attracts teachers to our district.
Recruit - Are marketing efforts improving the recruitment efforts?…
Recruit - Provide training and development for human resources…
Recruit - Streamline Processes - # of days to fill, process, etc.
Recruit - Grow Your Own Initiative - Preparing a pool of candidates…
Recruit - What can we do differently to expand and build our pool…
Recruit - Expand Recruitment Reach • Social Media •…
Recruit - Seek feedback from new hires – (surveys)
Recruit - Incentive for teacher to recommend a friend.
TBD
TBD
TBD
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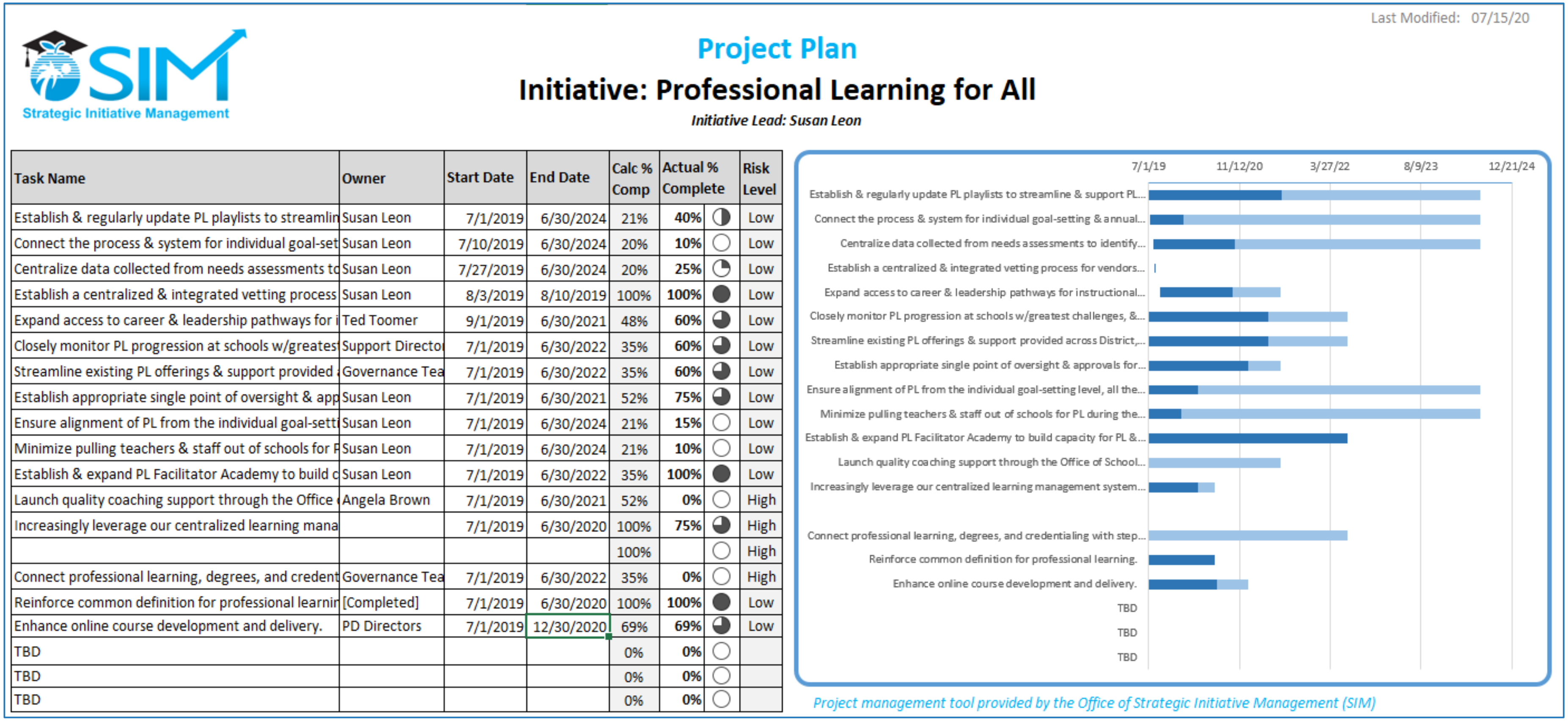
Project management tool provided by the Office of Strategic Initiative Management (SIM)

Professional Learning for All: Theory of Action

	Theory	Action Plan
Lead Measures • Survey results, • Listening Tour results, • Collaborative School visit data	<u>If we execute this strategy:</u> 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.	1) Review current practices & trends. Compare to research-based recommendations & national best practices. 2) Conduct multiple stakeholder focus groups to identify professional development needs. 3) Collaborate with Finance to identify all available funding sources. 4) Collaborate with Academics and Student Support Initiatives Divisions to develop the "what". 5) Collaborate with Academics & Student Support Initiatives to develop playlists for 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.
Lag Measures • PD: ➢ Participation ➢ Satisfaction ➢ Completion • PLC survey results • Student achievement data	<u>Then we will realize this goal:</u> Then we will ensure that all personnel are highly skilled and trained in their respective areas of responsibilities & practice.	

Professional Learning for All: Project Plan



Last Modified: 07/15/20

Strategic Initiative Management

Project Plan

Initiative: Professional Learning for All

Initiative Lead: Susan Leon

Task Name	Owner	Start Date	End Date	Calc % Comp	Actual % Complete		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%**	○	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/greatest	Support Director	7/1/2019	6/30/2022	35%	**60%**	◕	Low
Streamline existing PL offerings & support provided a	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-setti	Susan Leon	7/1/2019	6/30/2024	21%	**15%**	○	Low
Minimize pulling teachers & staff out of schools for P	Susan Leon	7/1/2019	6/30/2024	21%	**10%**	○	Low
Establish & expand PL Facilitator Academy to build c	Susan Leon	7/1/2019	6/30/2022	35%	**100%**	●	Low
Launch quality coaching support through the Office o	Angela Brown	7/1/2019	6/30/2021	52%	**0%**	○	High
Increasingly leverage our centralized learning mana		7/1/2019	6/30/2020	100%	**75%**	◕	High
				100%		○	High
Connect professional learning, degrees, and credent	Governance Tea	7/1/2019	6/30/2022	35%	**0%**	○	High
Reinforce common definition for professional learnin	[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%**	○	
TBD				0%	**0%**	○	
TBD				0%	**0%**	○	

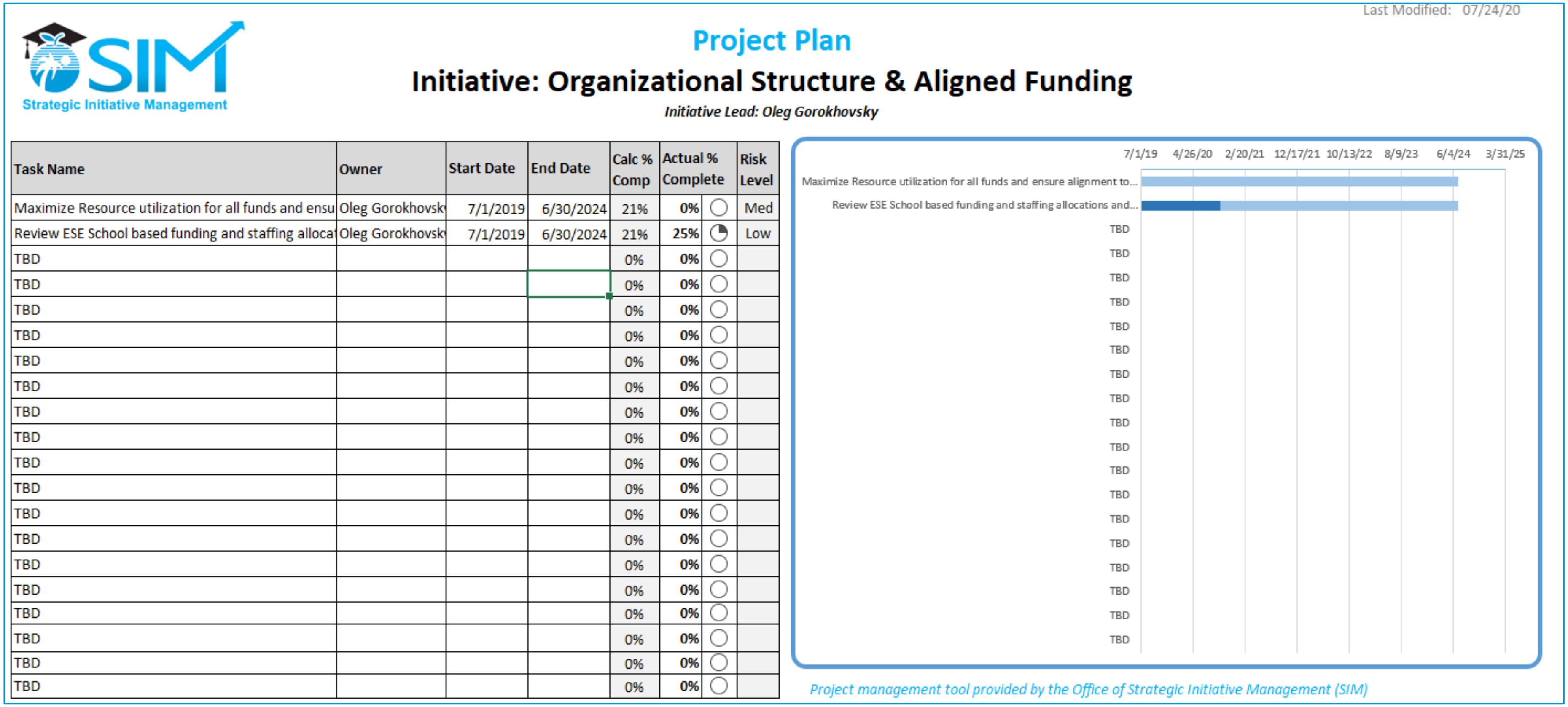
7/1/19
11/12/20
3/27/22
8/9/23
12/21/24
Establish & regularly update PL playlists to streamline & support PL...
Connect the process & system for individual goal-setting & annual...
Centralize data collected from needs assessments to identify...
Establish a centralized & integrated vetting process for vendors...
Expand access to career & leadership pathways for instructional...
Closely monitor PL progression at schools w/greatest challenges, &...
Streamline existing PL offerings & support provided across District,...
Establish appropriate single point of oversight & approvals for...
Ensure alignment of PL from the individual goal-setting level, all the...
Minimize pulling teachers & staff out of schools for PL during the...
Establish & expand PL Facilitator Academy to build capacity for PL &...
Launch quality coaching support through the Office of School...
Increasingly leverage our centralized learning management system...
Connect professional learning, degrees, and credentialing with step...
Reinforce common definition for professional learning.
Enhance online course development and delivery.
TBD
TBD
TBD

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

Organizational Structure & Aligned Funding: Theory of Action

	Theory	Action Plan
Lead Measures - Funds available by defined category - Project completion	<u>If we execute this strategy</u>: 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.	1. Maximize resource utilization for all funds and ensure alignment to the District's Strategic Plan. 2. 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.
Lag Measures - Fund resource utilization by defined category	<u>Then we will realize this goal</u>: 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

Strategic Initiative Management

Project Plan

Initiative: Organizational Structure & Aligned Funding

Initiative Lead: Oleg Gorokhovsky

Task Name	Owner	Start Date	End Date	Calc % Comp	Actual % Complete		Risk Level
Maximize Resource utilization for all funds and ensu	Oleg Gorokhovsk	7/1/2019	6/30/2024	21%	0%	○	Med
Review ESE School based funding and staffing allocat	Oleg Gorokhovsk	7/1/2019	6/30/2024	21%	25%	◔	Low
TBD				0%	0%	○	
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7/1/19
4/26/20
2/20/21
12/17/21
10/13/22
8/9/23
6/4/24
3/31/25
Maximize Resource utilization for all funds and ensure alignment to...
Review ESE School based funding and staffing allocations and...
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Project management tool provided by the Office of Strategic Initiative Management (SIM)

Data Governance & Use: Theory of Action

Theory

Lead Measures

- Local Error Reports
- Data Quality Owners
- Data governing body membership

<u>If we execute this strategy</u>:

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,

Lag Measures

- State Error Reports
- Stand-alone databases
- Full-time equivalent recaptured

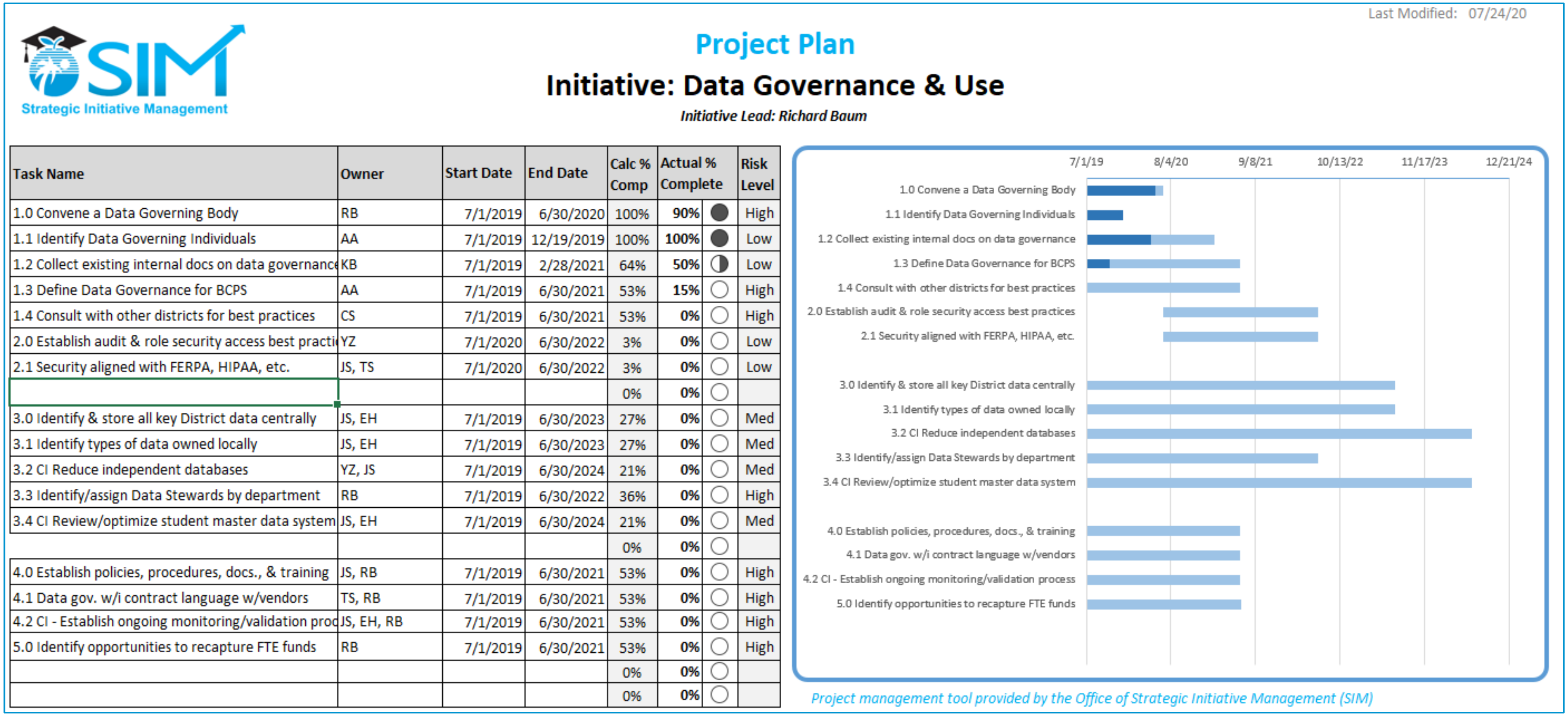
<u>Then we will realize this goal</u>:

Establish and enforce a data governance network which facilitates optimal data quality, ownership, access, security, and confidentiality.

Action Plan

- Convene a standing data governing body
- Establish policies, procedures, documentation, and training to support the data governance framework
- Establish role-based security access best practices
- Identify stand-alone data bases owned by departments and schools
- Create or expand centralized data repositories
- Review vendor contract language to ensure data governance language

Data Governance & Use: Project Plan



Last Modified: 07/24/20

Strategic Initiative Management

Project Plan

Initiative: Data Governance & Use

Initiative Lead: Richard Baum

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

7/1/19
8/4/20
9/8/21
10/13/22
11/17/23
12/21/24
1.0 Convene a Data Governing Body
1.1 Identify Data Governing Individuals
1.2 Collect existing internal docs on data governance
1.3 Define Data Governance for BCPS
1.4 Consult with other districts for best practices
2.0 Establish audit & role security access best practices
2.1 Security aligned with FERPA, HIPAA, etc.
3.0 Identify & store all key District data centrally
3.1 Identify types of data owned locally
3.2 CI Reduce independent databases
3.3 Identify/assign Data Stewards by department
3.4 CI Review/optimize student master data system
4.0 Establish policies, procedures, docs., & training
4.1 Data gov. w/i contract language w/vendors
4.2 CI - Establish ongoing monitoring/validation process
5.0 Identify opportunities to recapture FTE funds

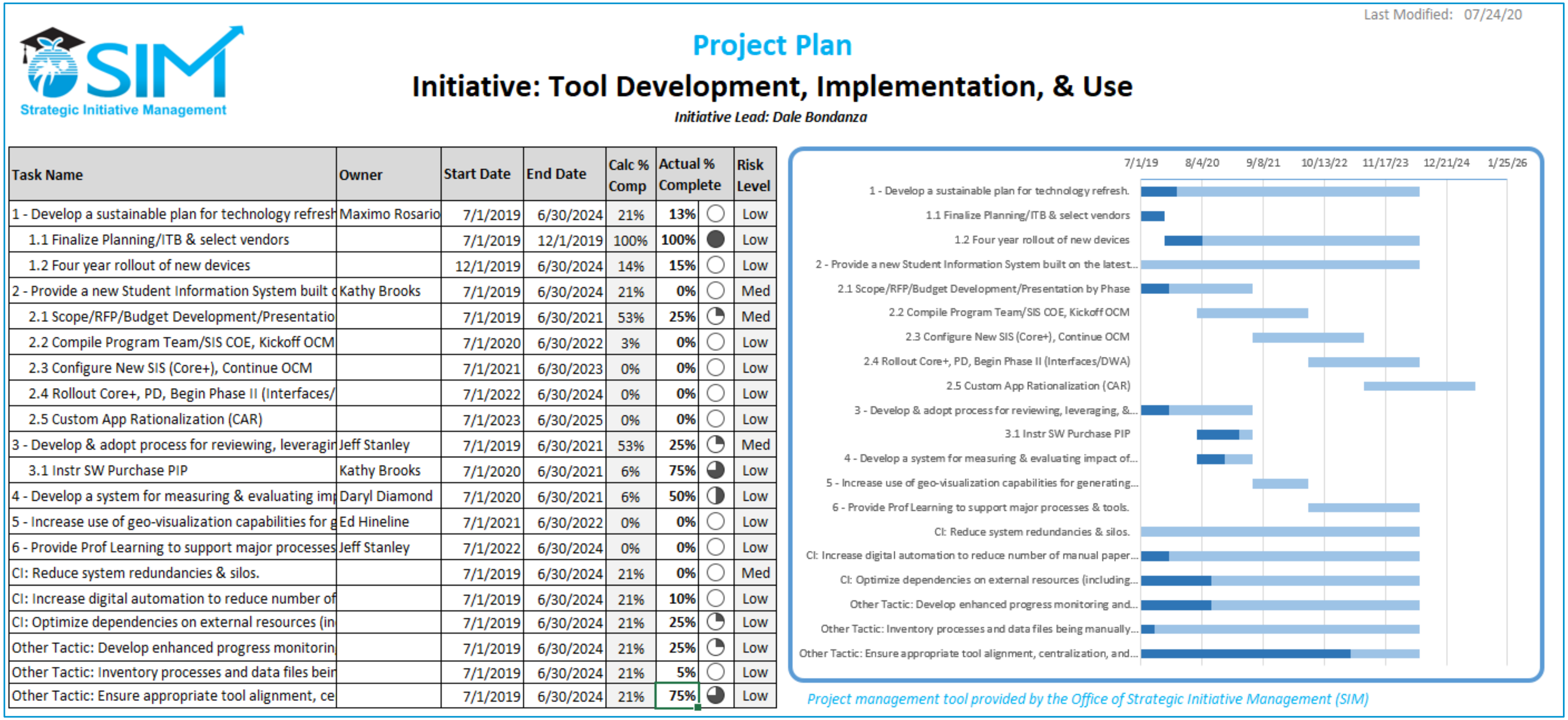
Project management tool provided by the Office of Strategic Initiative Management (SIM)

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…	1. Develop a sustainable plan for technology refresh. • Finalize Planning/ITB & select vendors • Four year rollout of new devices 2. Provide a new Student Information System built on the latest technologies that will support State reporting requirements & facilitate District decision-making & student progress monitoring. • Scope/RFP/Budget Development/Presentation by Phase • Document change management strategy • Formalize project governance • Compile Program Team Kickoff OCM • Configure New SIS (Core+), Continue OCM • Rollout Core+, Professional Development, Begin Phase II (Interfaces/DWA) • Custom App Rationalization (CAR) 3. Develop & adopt process for reviewing, leveraging, and customizing existing tools & resources to adequately meet user needs over time.
Lag Measures ▪ TR: Avg OOW drops ▪ TR: TCO drops ▪ TR: Ratio ▪ SIS: Stakeholders Survey/ Engagement	Then we will realize this goal: 1. Reduce data loss risk throughout the organization while enhancing the interoperability and accessibility of systems; and 2. Provide impactful classroom tools for digital learning	

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



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Strategic Initiative Management

Project Plan

Initiative: Tool Development, Implementation, & Use

Initiative Lead: Dale Bondanza

Task Name	Owner	Start Date	End Date	Calc % Comp	Actual % Complete		Risk Level
1 - Develop a sustainable plan for technology refresh	Maximo Rosario	7/1/2019	6/30/2024	21%	13%	○	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%	○	Low
2 - Provide a new Student Information System built	Kathy Brooks	7/1/2019	6/30/2024	21%	0%	○	Med
2.1 Scope/RFP/Budget Development/Presentatio		7/1/2019	6/30/2021	53%	25%	◔	Med
2.2 Compile Program Team/SIS COE, Kickoff OCM		7/1/2020	6/30/2022	3%	0%	○	Low
2.3 Configure New SIS (Core+), Continue OCM		7/1/2021	6/30/2023	0%	0%	○	Low
2.4 Rollout Core+, PD, Begin Phase II (Interfaces/		7/1/2022	6/30/2024	0%	0%	○	Low
2.5 Custom App Rationalization (CAR)		7/1/2023	6/30/2025	0%	0%	○	Low
3 - Develop & adopt process for reviewing, leveragin	Jeff Stanley	7/1/2019	6/30/2021	53%	25%	◔	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%	◑	Low
5 - Increase use of geo-visualization capabilities for	Ed Hineline	7/1/2021	6/30/2022	0%	0%	○	Low
6 - Provide Prof Learning to support major processes	Jeff Stanley	7/1/2022	6/30/2024	0%	0%	○	Low
CI: Reduce system redundancies & silos.		7/1/2019	6/30/2024	21%	0%	○	Med
CI: Increase digital automation to reduce number of		7/1/2019	6/30/2024	21%	10%	○	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%	◔	Low
Other Tactic: Inventory processes and data files bein		7/1/2019	6/30/2024	21%	5%	○	Low
Other Tactic: Ensure appropriate tool alignment, ce		7/1/2019	6/30/2024	21%	75%	◕	Low

7/1/19
8/4/20
9/8/21
10/13/22
11/17/23
12/21/24
1/25/26
1 - Develop a sustainable plan for technology refresh.
1.1 Finalize Planning/ITB & select vendors
1.2 Four year rollout of new devices
2 - Provide a new Student Information System built on the latest...
2.1 Scope/RFP/Budget Development/Presentation by Phase
2.2 Compile Program Team/SIS COE, Kickoff OCM
2.3 Configure New SIS (Core+), Continue OCM
2.4 Rollout Core+, PD, Begin Phase II (Interfaces/DWA)
2.5 Custom App Rationalization (CAR)
3 - Develop & adopt process for reviewing, leveraging, &...
3.1 Instr SW Purchase PIP
4 - Develop a system for measuring & evaluating impact of...
5 - Increase use of geo-visualization capabilities for generating...
6 - Provide Prof Learning to support major processes & tools.
CI: Reduce system redundancies & silos.
CI: Increase digital automation to reduce number of manual paper...
CI: Optimize dependencies on external resources (including...
Other Tactic: Develop enhanced progress monitoring and...
Other Tactic: Inventory processes and data files being manually...
Other Tactic: Ensure appropriate tool alignment, centralization, and...

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

Operational & Process Improvement: Theory of Action

Theory

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…

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

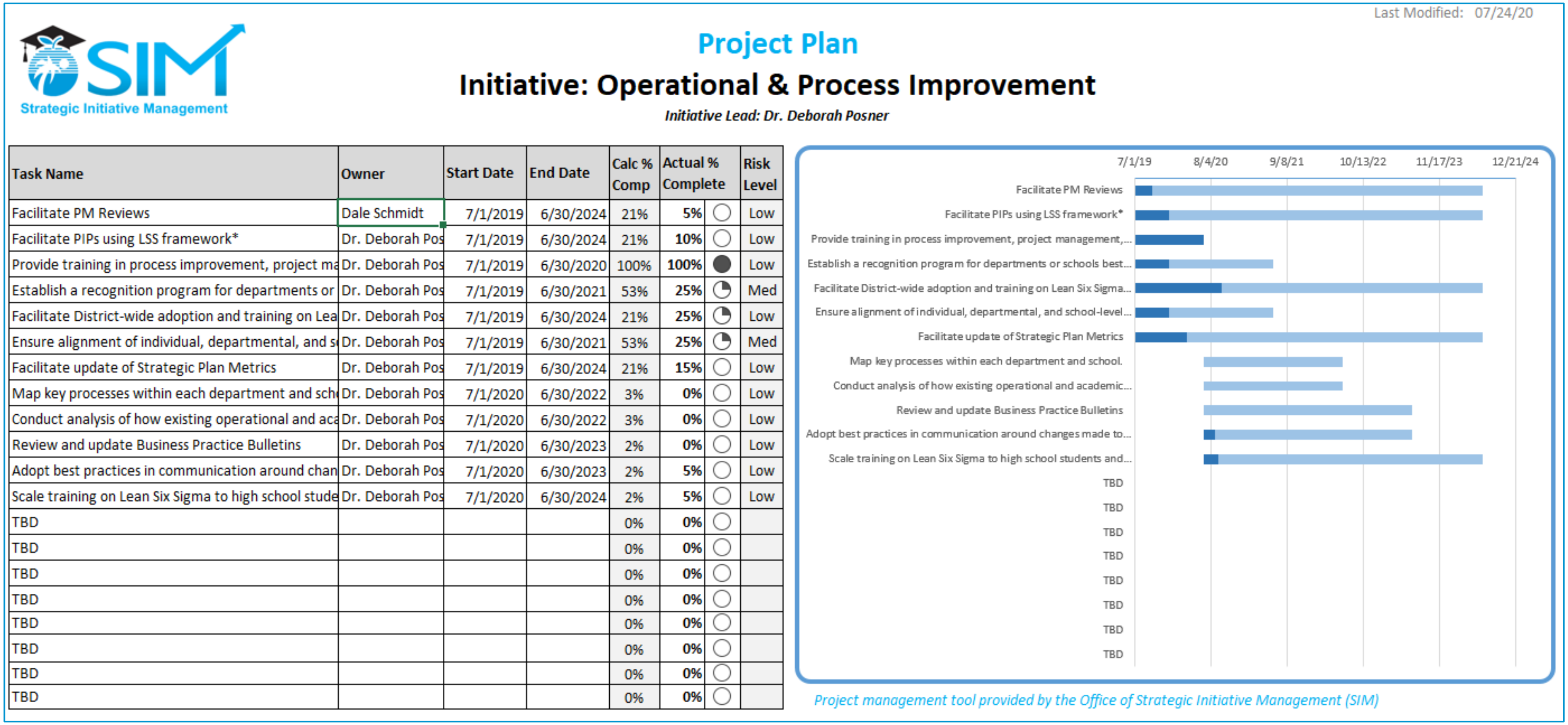
Then we will realize this goal:

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.

Action Plan

1. Facilitate a culture of continuous improvement by performing periodic reviews and improvements of processes at District and school levels.
2. 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.
3. Provide training in process improvement, project management, and execution & accountability, to facilitate implementation of the Strategic Plan.
4. Establish a recognition program for departments or schools best exemplifying performance excellence & demonstrated savings through process improvements.
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.
6. Ensure alignment of individual, departmental, and school-level goals and School Improvement Plans to the Strategic Plan.
7. Map key processes within each department and school, and analyze impact of potential changes to schools.

Operational & Process Improvement: Project Plan



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Strategic Initiative Management

Project Plan

Initiative: Operational & Process Improvement

Initiative Lead: Dr. Deborah Posner

Task Name	Owner	Start Date	End Date	Calc % Comp	Actual % Complete		Risk Level
Facilitate PM Reviews	Dale Schmidt	7/1/2019	6/30/2024	21%	5%	○	Low
Facilitate PIPs using LSS framework*	Dr. Deborah Pos	7/1/2019	6/30/2024	21%	10%	○	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%	◔	Med
Facilitate District-wide adoption and training on Lea	Dr. Deborah Pos	7/1/2019	6/30/2024	21%	25%	◔	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%	○	Low
Map key processes within each department and sch	Dr. Deborah Pos	7/1/2020	6/30/2022	3%	0%	○	Low
Conduct analysis of how existing operational and aca	Dr. Deborah Pos	7/1/2020	6/30/2022	3%	0%	○	Low
Review and update Business Practice Bulletins	Dr. Deborah Pos	7/1/2020	6/30/2023	2%	0%	○	Low
Adopt best practices in communication around chan	Dr. Deborah Pos	7/1/2020	6/30/2023	2%	5%	○	Low
Scale training on Lean Six Sigma to high school stude	Dr. Deborah Pos	7/1/2020	6/30/2024	2%	5%	○	Low
TBD				0%	0%	○	
TBD				0%	0%	○	
TBD				0%	0%	○	
TBD				0%	0%	○	
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TBD				0%	0%	○	

7/1/19
8/4/20
9/8/21
10/13/22
11/17/23
12/21/24
Facilitate PM Reviews
Facilitate PIPs using LSS framework*
Provide training in process improvement, project management,...
Establish a recognition program for departments or schools best...
Facilitate District-wide adoption and training on Lean Six Sigma...
Ensure alignment of individual, departmental, and school-level...
Facilitate update of Strategic Plan Metrics
Map key processes within each department and school.
Conduct analysis of how existing operational and academic...
Review and update Business Practice Bulletins
Adopt best practices in communication around changes made to...
Scale training on Lean Six Sigma to high school students and...
TBD
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Project management tool provided by the Office of Strategic Initiative Management (SIM)

Facilities & Asset Management: Theory of Action

Theory

Lead Measures

- Percentage of CGCS[1] recommendations incorporated
- Percentage of budgetary practices that comply with GFOA[2] 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…

Lag Measures

- Percentage of district locations using business plans to inform long term strategies for Capital Assets
- Number of existing District resources that are leveraged to realign District assets to the 2024 Strategic Plan

Then we will realize this goal:

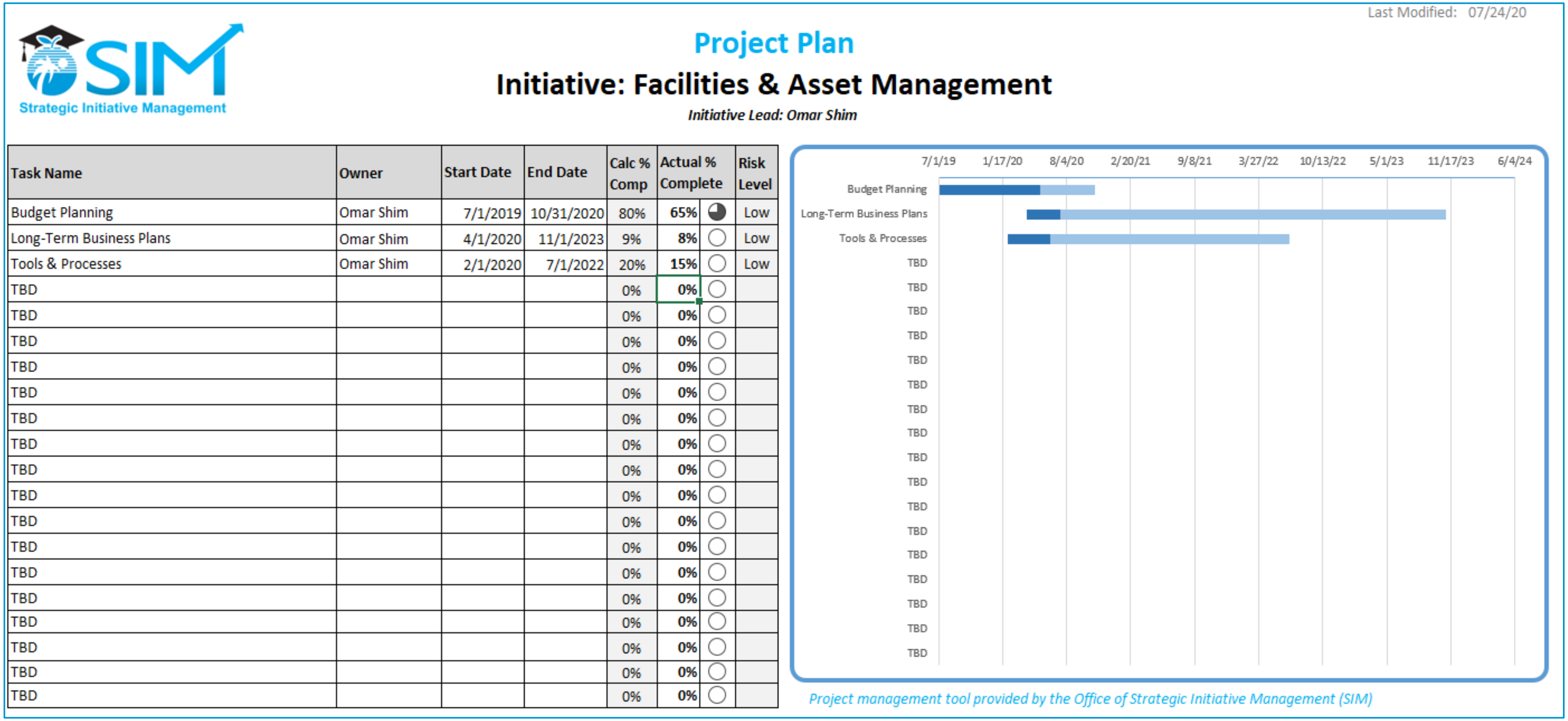
Ensure that BCPS's portfolio is aligned with its mission and with demand for services. Where demand exceeds District resources, institute unbiased, data-driven approaches for setting priorities and evaluating alternatives.

Action Plan

1. 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.
2. Develop long term business plans for key areas that address strategic initiatives and business objectives as well as a process for updating these plans.
3. 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.

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

Facilities & Asset Management: Project Plan



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Strategic Initiative Management

Project Plan

Initiative: Facilities & Asset Management

Initiative Lead: Omar Shim

Task Name	Owner	Start Date	End Date	Calc % Comp	Actual % Complete	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% ○	Low
Tools & Processes	Omar Shim	2/1/2020	7/1/2022	20%	15% ○	Low
TBD				0%	0% ○	
TBD				0%	0% ○	
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Project management tool provided by the Office of Strategic Initiative Management (SIM)

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

Theory

If we execute this strategy:

Establish a resilient and responsive Safety, Security & Emergency Preparedness Division…

Then we will realize this goal:

Enable the organization to be prepared to address all risks, threats and potential vulnerabilities.

Lead Measures

- Percentage of key risks monitored
- Project plan task completion

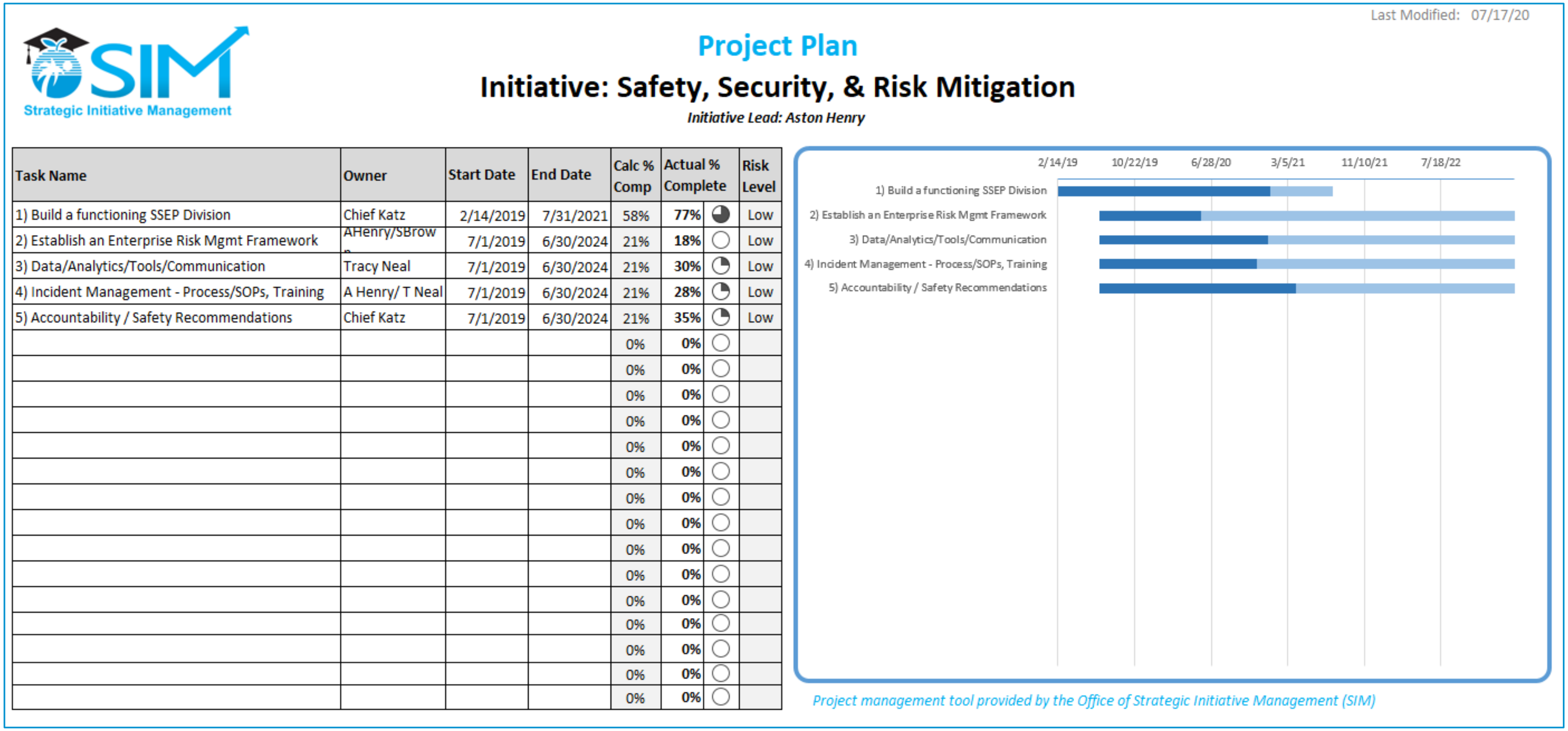
Lag Measures

- 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

Action Plan

1. Build a functioning Safety, Security, and Emergency Preparedness (SSEP) Division
2. Establish an Enterprise Risk Management framework
3. Develop a multi-mode SSEP Communication Plan
4. Build a District Security Operations Center (DSOC)
5. Implement technology/systems for School Safety Plans, Incident Management and centralizing data for cross-comparison.
6. Initiate & deploy role-specific processes, standard operating procedures (SOPs) & aligned training.
7. Identify actionable Safety Recommendations and develop plans for implementation.

Safety, Security, & Risk Mitigation: Project Plan



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Strategic Initiative Management

Project Plan

Initiative: Safety, Security, & Risk Mitigation

Initiative Lead: Aston Henry

Task Name	Owner	Start Date	End Date	Calc % Comp	Actual % Complete		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/SBrown	7/1/2019	6/30/2024	21%	18%	○	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%	◔	Low
5) Accountability / Safety Recommendations	Chief Katz	7/1/2019	6/30/2024	21%	35%	◔	Low
				0%	0%	○	
				0%	0%	○	
				0%	0%	○	
				0%	0%	○	
				0%	0%	○	
				0%	0%	○	
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				0%	0%	○	
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				0%	0%	○	
				0%	0%	○	
				0%	0%	○	
				0%	0%	○	

2/14/19
10/22/19
6/28/20
3/5/21
11/10/21
7/18/22
1) Build a functioning SSEP Division
2) Establish an Enterprise Risk Mgmt Framework
3) Data/Analytics/Tools/Communication
4) Incident Management - Process/SOPs, Training
5) Accountability / Safety Recommendations

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

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 …

Lag Measures

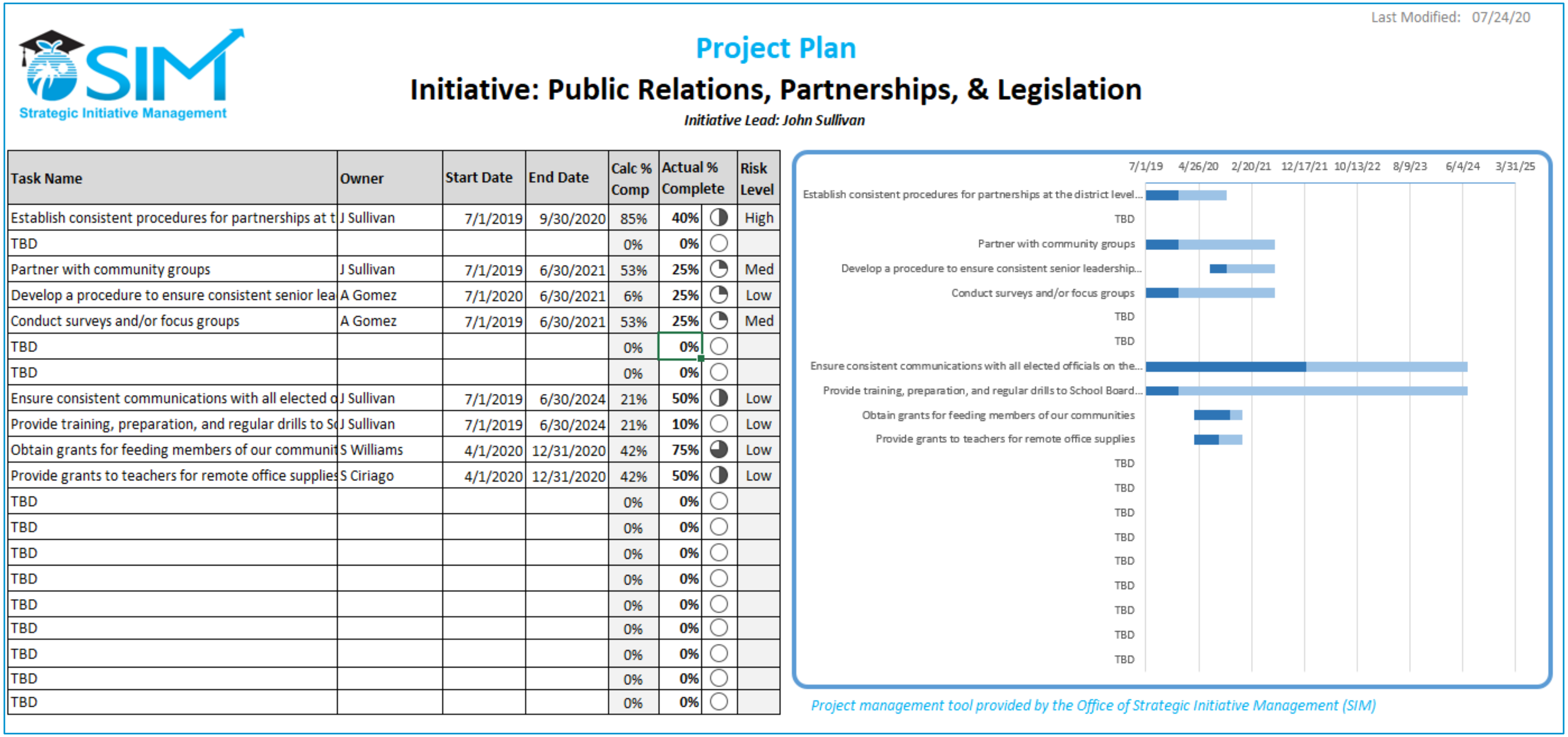
- Number of Partnerships with Businesses, Community Organizations, and Law Enforcement
- Percentage of external communications meeting established standards

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.

1. Establish consistent procedures for partnerships at the district and school level; redefine and classify partnership levels
2. Partner with community groups, including those that provide messaging accessible to individuals with diverse needs and abilities.
3. Develop a procedure to ensure consistent senior leadership participation in the District's advisory councils and committees.
4. Conduct surveys and/or focus groups to determine which communication formats, channels, content type, and frequencies are most preferred by various stakeholder groups.
5. Ensure consistent communications with all elected officials on the local, state, and national level.

Public Relations, Partnerships, & Legislation: Project Plan



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SIM Strategic Initiative Management

Project Plan

Initiative: Public Relations, Partnerships, & Legislation

Initiative Lead: John Sullivan

Task Name	Owner	Start Date	End Date	Calc % Comp	Actual % Complete		Risk Level
Establish consistent procedures for partnerships at t	J Sullivan	7/1/2019	9/30/2020	85%	40%	◑	High
TBD				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%	○	
TBD				0%	0%	○	
Ensure consistent communications with all elected o	J Sullivan	7/1/2019	6/30/2024	21%	50%	◑	Low
Provide training, preparation, and regular drills to Sc	J Sullivan	7/1/2019	6/30/2024	21%	10%	○	Low
Obtain grants for feeding members of our communit	S Williams	4/1/2020	12/31/2020	42%	75%	◕	Low
Provide grants to teachers for remote office supplies	S Ciriago	4/1/2020	12/31/2020	42%	50%	◑	Low
TBD				0%	0%	○	
TBD				0%	0%	○	
TBD				0%	0%	○	
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TBD				0%	0%	○	
TBD				0%	0%	○	
TBD				0%	0%	○	
TBD				0%	0%	○	
TBD				0%	0%	○	

7/1/19
4/26/20
2/20/21
12/17/21
10/13/22
8/9/23
6/4/24
3/31/25
Establish consistent procedures for partnerships at the district level...
TBD
Partner with community groups
Develop a procedure to ensure consistent senior leadership...
Conduct surveys and/or focus groups
TBD
TBD
Ensure consistent communications with all elected officials on the...
Provide training, preparation, and regular drills to School Board...
Obtain grants for feeding members of our communities
Provide grants to teachers for remote office supplies
TBD
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TBD
TBD

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

Internal Communication: Theory of Action

Theory

Lead Measures

- Percentage of new teachers oriented to District technology and communication processes
- Project plan task completion

<u>If we execute this strategy</u>:

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...

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

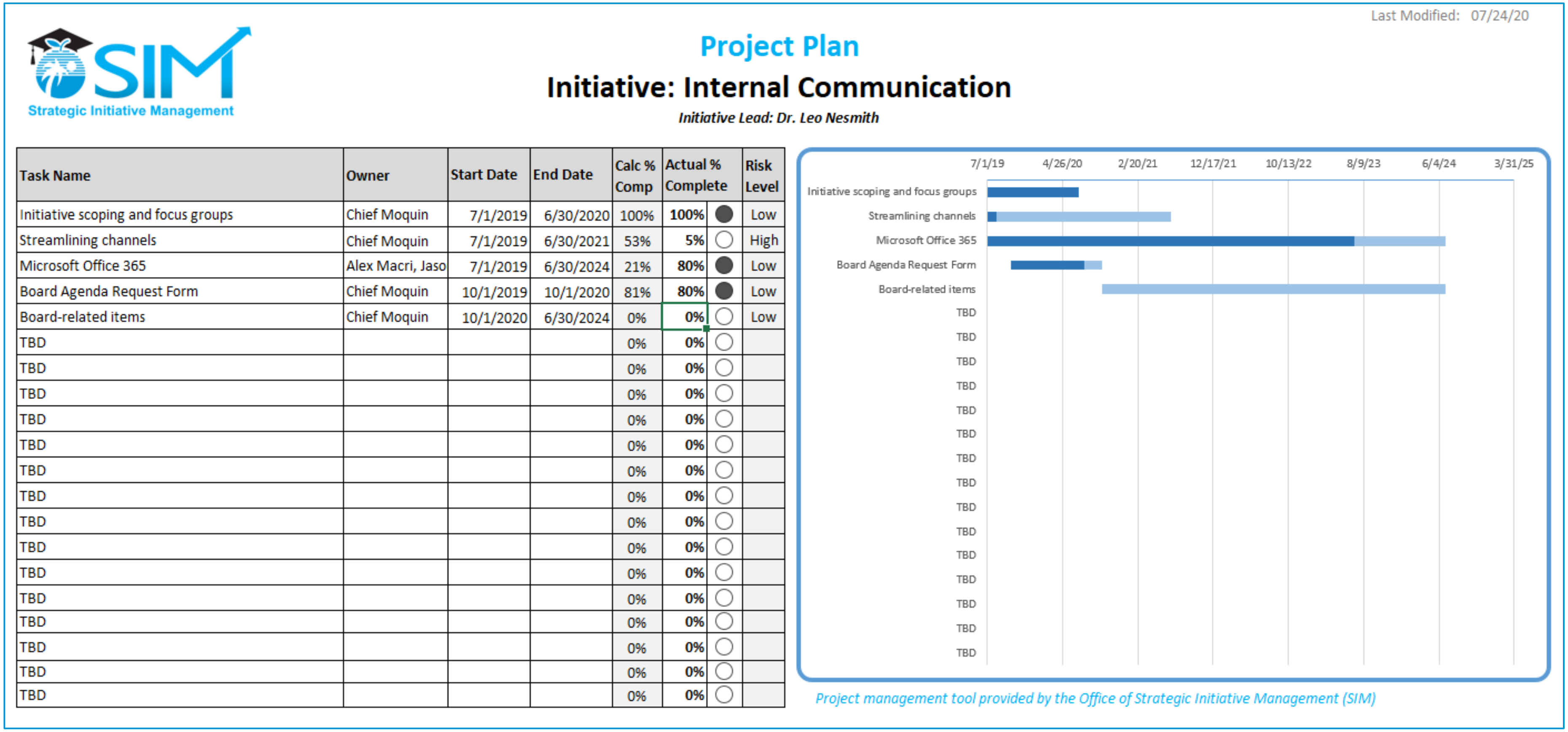
<u>Then we will realize this goal</u>:

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.

Action Plan

1. Increase use of Insite and other tools for informational communication while streamlining use of email across the District to work-related items.
2. Improve communication of Board-related items through the implementation of a new E-Agenda Platform.
3. Increase use of Microsoft Office 365 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



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Strategic Initiative Management

Project Plan

Initiative: Internal Communication

Initiative Lead: Dr. Leo Nesmith

Task Name	Owner	Start Date	End Date	Calc % Comp	Actual % Complete		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%**	○	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%**	○	Low
TBD				0%	**0%**	○	
TBD				0%	**0%**	○	
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Project management tool provided by the Office of Strategic Initiative Management (SIM)

Marketing: Theory of Action

Lead Measures

- Number of Communications Ambassadors
- Project plan task completion

Lag Measures

- Percentage of BCPS web pages aligned to Office of Communications standards
- Positive Media Coverage
- Social Media Usage

Theory

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.

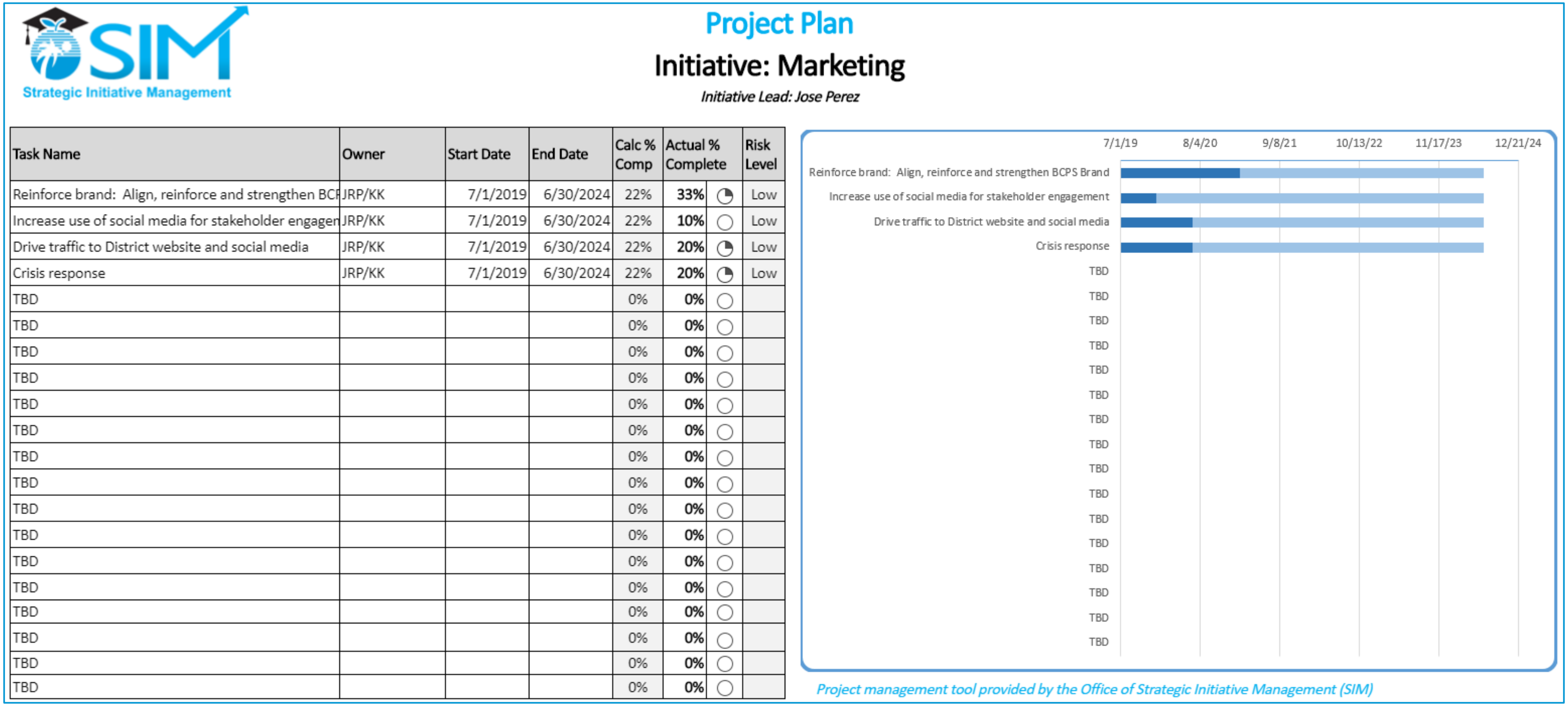
Then we will realize this goal:

Reinforce the District brand, increase use of social media for stakeholder engagement, and drive traffic to the District website and social media channels.

Action Plan

1. Reinforce brand (both visual graphic and brand statement):
   - Help drive enrollment and retention, including promotion of special programs.
   - Ensure consistent brand image alignment and standards across the District.
   - Connect with municipalities to amplify District messages.
2. Increase use of social media and web-based tools for stakeholder engagement:
   - Establish team of social media content managers and Communications Ambassadors.
   - Include certification process with required competencies.
   - Engage BCPS resources as brand ambassadors.
3. Drive traffic to the District website and social media channels:
   - Create marketing and communications online resources.
   - Streamline website navigation and ensure ease of access.
   - Increase use of BCPS mobile app and QR codes for ease of access while reducing printed materials.

Marketing: Project Plan



Strategic Initiative Management

Project Plan

Initiative: Marketing

Initiative Lead: Jose Perez

Task Name	Owner	Start Date	End Date	Calc % Comp	Actual % Complete		Risk Level
Reinforce brand: Align, reinforce and strengthen BCF	JRP/KK	7/1/2019	6/30/2024	22%	**33%**	◔	Low
Increase use of social media for stakeholder engagen	JRP/KK	7/1/2019	6/30/2024	22%	**10%**	○	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%**	○	
TBD				0%	**0%**	○	
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TBD				0%	**0%**	○	

7/1/19
8/4/20
9/8/21
10/13/22
11/17/23
12/21/24
Reinforce brand: Align, reinforce and strengthen BCPS Brand
Increase use of social media for stakeholder engagement
Drive traffic to District website and social media
Crisis response
TBD
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Project management tool provided by the Office of Strategic Initiative Management (SIM)

Customer Service: Theory of Action

Theory

Lead Measures

- Percentage of District locations adopting common customer service standards
- Project plan task completion

<u>If we execute this strategy</u>:

Establish common definitions, standards, training, and measurement tools for customer service throughout the District…

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

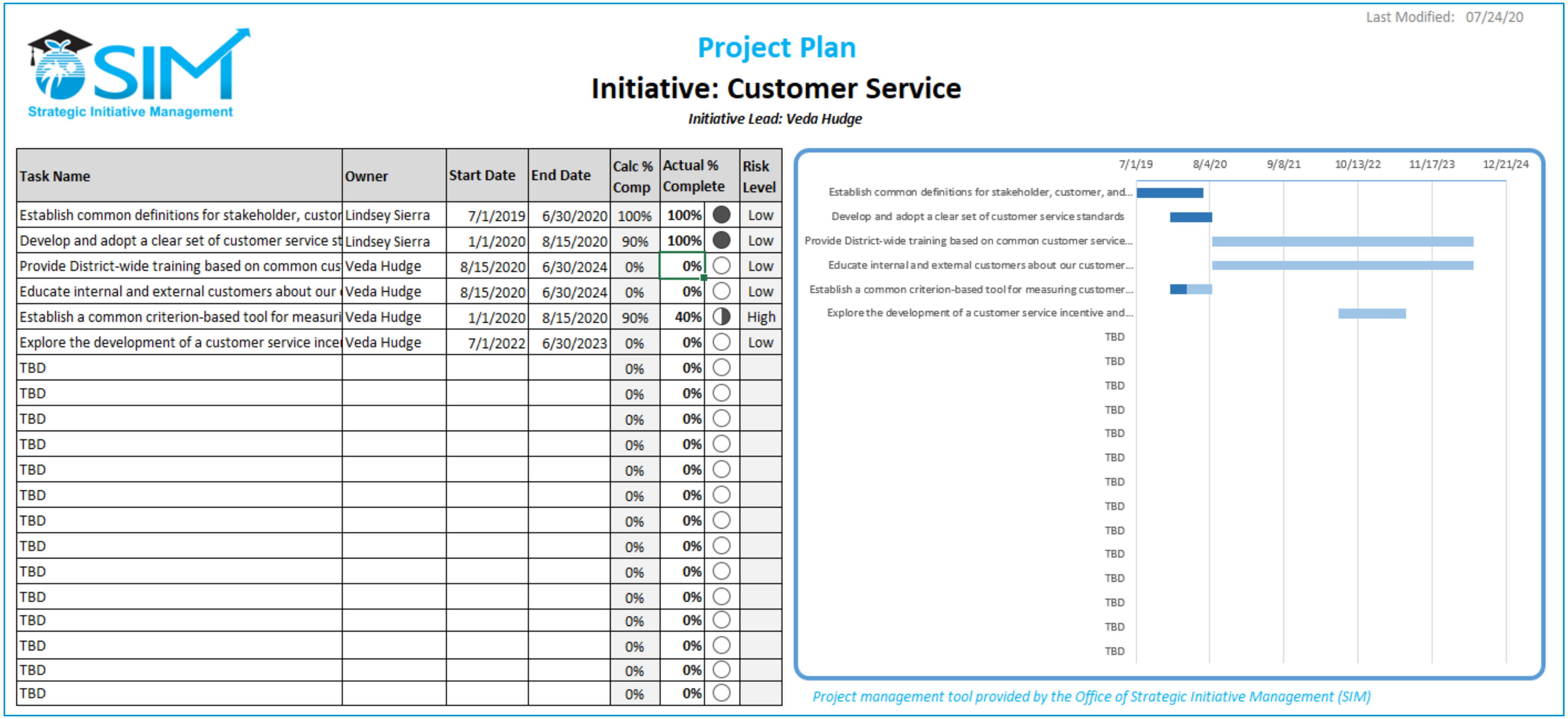
<u>Then we will realize this goal</u>:

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.

Action Plan

1. Establish common definitions for stakeholder, customer, and engagement.
2. Develop and adopt a clear set of customer service standards.
3. Provide District-wide training based on common customer service standards.
4. Educate internal and external customers about our customer service standards to ensure clear and consistent expectations.
5. Establish a common criterion-based tool for measuring customer service quality and gathering feedback, both from internal and external customers.
6. Explore the development of a customer service incentive and recognition program.

Customer Service: Project Plan



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Strategic Initiative Management

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, custor	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 measuri	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%**	○	
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7/1/19
8/4/20
9/8/21
10/13/22
11/17/23
12/21/24
Establish common definitions for stakeholder, customer, and...
Develop and adopt a clear set of customer service standards
Provide District-wide training based on common customer service...
Educate internal and external customers about our customer...
Establish a common criterion-based tool for measuring customer...
Explore the development of a customer service incentive and...
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Project management tool provided by the Office of Strategic Initiative Management (SIM)

THE SCHOOL BOARD OF BROWARD COUNTY, FLORIDA

www.browardschools.com