

Board approved September 14, 2021



DISTRICT STRATEGIC PLAN

2021-2022




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SCHOOL BOARD OF PINELLAS COUNTY



The mission of the Pinellas County School Board is to provide the best opportunities for all students to succeed by adopting policies that ensure continual improvement for highest student achievement, safe learning environments and effective, efficient operation. The District Strategic Plan demonstrates one of the many ways the School Board supports the strategic work to support 100% student success.



Front row: Eileen M. Long, Vice-Chairperson; Carol J. Cook, Chairperson; Laura Hine
Back row: Michael A. Grego, Ed.D., Superintendent; Nicole M. Carr, Ph.D.; Caprice Edmond; Lisa N. Cane; Bill Dudley

VISION, MISSION & CORE VALUES

MISSION: Educate and prepare each student for college, career and life.
VISION: 100% Student Success

Core Values

>> Commitment to Children, Families and the Community

- Making decisions and committing resources to attain each student's success
- Seeking out and connecting with families and community

>> Respectful and Caring Relationships

- Establishing positive relationships among all stakeholders
- Using the district vision to guide intentions, motives and actions

>> Cultural Competence

- Understanding and honoring culturally-defined beliefs, needs, styles and behaviors of the students, families and communities we serve
- Valuing the benefit that individual differences bring to our school district
- Recognizing the importance of individual similarities and differences while working effectively with all stakeholders from various cultures, races, ethnicities and religious backgrounds

>> Integrity

- Maintaining the highest standards of behavior, ethics, fairness and honesty with ourselves and others
- Committing to doing the right things for the right reasons
- Demonstrating fairness in our judgments and actions

>> Responsibility

- Fulfilling commitments and promises through fact-based decision-making and problem-solving
- Taking ownership of our own behaviors
- Seeking opportunities for continuous improvement

>> Connectedness

- Teaming through internal and external partnerships by aligning efforts for the common purpose of each student's success
- Willing to share and transfer knowledge with others

DISTRICT STRATEGIC PLAN OVERVIEW



Pinellas County Schools does not achieve its goals by good-fortune or hard-work alone, but by aligning efforts and resources. Improvements are made by focusing intensely on the priorities, while maintaining high service levels for ongoing work.

Structure

The Pinellas District Strategic Plan (DSP) is structured to delineate long-term direction and annual action goals. The Strategic Directions and Strategic Goals are grounded in the vision, mission and core values of the district. These high-leverage areas set forth the long-term path for continuous improvement. The Action Goals, aligned to each Strategic Goal, demonstrate the prioritized goals of the district for the 2021-22 school year. Each Action Goal has a district administrator who works collaboratively with teams to develop implementation plans and monitor progress throughout the year.

In support of the DSP, each school engages in a continuous improvement process through School Improvement Plans (SIPs). As schools build their SIPs, site-based teams review current progress, develop strategies, set goals and create action plans to support growth. Alignment between the DSP and SIPs is vital to ensure the entire district is working together to meet our Strategic Goals.

Monitoring

The district monitors each Action Goal by utilizing the Plan, Do, Study, Act (PDSA) process. Goal managers develop targeted and cross-functional action plans for each Action Goal to support effective and efficient planning, implementation, monitoring, revision and oversight. A fully-developed plan places the management of priorities and strategies in the context of support and accountability at every level.

Action Goal managers ensure priorities are supported through:

- clearly defined strategies that support implementation and are aligned to goals;
- oversight throughout the planning, implementation and monitoring process;
- and ongoing reflection and adjustment to meet student, family, school and department needs.

Input

Each year, the district reviews the DSP in order to engage in a cycle of improvement that puts student success at the center of the work. The annual update to the DSP is informed by feedback received throughout the year from students, parents, community members, partners and staff members. As the driving force for improvement across the district, the DSP is developed each year alongside the budget to ensure resources are prioritized and aligned with the programs and initiatives that support the district goals.

STRATEGIC DIRECTIONS & GOALS

The strategic directions, encompassing seven strategic goals, guide the long-term work of Pinellas County Schools. These high-leverage areas directly align with the district's vision, mission and core values and set the direction for the continuous improvement of both schools and district departments.

» Student Achievement

Strategic Goal 1: Increase student achievement resulting in improvements for each school's learning gains, grade-level proficiency rates, graduation rates and school grade designations of A or B.

Strategic Goal 2: Ensure innovative curriculum, instruction and assessments that are designed and delivered with a focus on content rigor, student engagement and continuous improvement to accelerate academic achievement.

» Culture that Promotes Learning in a Rewarding, Healthy and Safe Environment

Strategic Goal 3: Develop and sustain a rewarding, healthy, safe and secure environment that promotes the physical, emotional and mental well-being of all students, faculty and staff, resulting in a culture of learning for the individual employee and student.

» Equity with Excellence for All

Strategic Goal 4: Provide equity and excellence of education by ensuring the needs of each and every student are known and met, in order to increase performance and reduce the disparity in graduation rates, proficiency scores on assessments, participation and performance in accelerated courses, disciplinary infractions and placement in Exceptional Student Education programs.

» Career- and College-Readiness

Strategic Goal 5: Achieve the district's mission for career- and college-readiness for all students by adopting high-quality standards, interdisciplinary curriculum content, aligned instructional practices, appropriate student supports, necessary resource allocation and parent and community engagement to ensure each student graduates with a plan, resources and navigational skills to support their postsecondary path.

» Effective and Efficient Use of Resources

Strategic Goal 6: Develop and sustain effective and efficient use of all resources by aligning strategic project management structures and protocols with quality technology, data systems and business services to optimize operational continuity for improved student achievement and fiscal responsibility.

» Communication and Stakeholder Engagement

Strategic Goal 7: Develop and sustain diverse structures for communication that promote two-way engagement of students, staff, families and community in support of increased student achievement.

2020-21 STRATEGIC PLAN HIGHLIGHTS

Strategic Goal 1: Increase student achievement resulting in improvements in each school's learning gains, grade-level proficiency rates, graduation rates and school grade designations.

IN AN UNPRECEDENTED YEAR, PINELLAS COUNTY SCHOOLS DELIVERED.



Traditional

63% 80%
AUGUST 2020 MAY 2021



MyPCS Online

34% 19%
AUGUST 2020 MAY 2021



Pinellas Virtual

3% 1%
AUGUST 2020 MAY 2021

By the end of the 2020-21 school year, the majority of students returned to in-person instruction.



TURNAROUND TIME

In a year where learning loss was seen nationally, three schools in the Transformation Zone exited turnaround status in 2021:

- Lakewood Elementary earned an A (from an F in 2019)
- High Point Elementary earned a C (from a D in 2019)
- Kings Highway Elementary earned a C (from a D in 2019)

Strategic Goal 2: Ensure curriculum, instruction and assessments are designed and delivered with a focus on continuous improvement of student engagement and academic achievement.

ONLINE & OVER THE SUMMER, PCS KEPT STUDENTS LEARNING BEYOND THE REGULAR SCHOOL DAY.



100%
OF 110,300 DISTRICT USERS
ACCESSED APPS VIA CLEVER

45.4M
STUDENT LOG-INS

3.9M
TEACHER LOG-INS

Students and teachers utilized apps like Canvas, Office 365, Teams and Nearpod to expand learning.



17,000
STUDENTS REGISTERED

Students were able to confront COVID-related learning loss and prepare for the 2021-22 school year.



FREE TRANSPORTATION
AVAILABLE FOR ALL



MIDDLE SCHOOL
ELECTIVES ADDED



ALL PROGRAMS
REVAMPED

Strategic Goal 3: Develop and sustain a healthy, respectful, caring, safe learning environment for students, faculty, staff, and community resulting in individual employee learning, student achievement and overall school improvement.

PCS STAFF EXPANDED THEIR KNOWLEDGE WITH TRAINING TO PROVIDE AN IMPROVED STUDENT EXPERIENCE.

85

INDIVIDUALS PARTICIPATED
IN ASPIRING LEADER EVENTS

Wallace

11,303

INDIVIDUALS COMPLETED
KOGNITO MENTAL
HEALTH TRAINING

3,198

INDIVIDUALS COMPLETED
YOUTH MENTAL HEALTH FIRST
AID TRAINING

376

INDIVIDUALS COMPLETED
MENTAL HEALTH
MICRO-CREDENTIAL

Strategic Goal 4: Provide equity and excellence of education by increasing overall performance and eliminating the gaps between minority and non-minority student outcomes by reducing the disparity in graduation rates, proficiency scores on assessments, participation and performance in accelerated courses, disciplinary infractions and placement in Exceptional Student Education programs.

PCS STAFF HAS TAKEN STEPS TO CREATE ADVOCATES FOR EQUITY IN THE SCHOOL ENVIRONMENT.



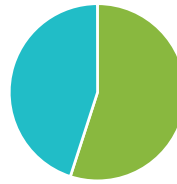
82%

of middle schools have 2+ Equity Champions (other than principal).



67%

of high schools have 2+ Equity Champions (other than principal).



55%

of elementary schools have 2+ Equity Champions (other than principal).



83%

of center schools have 2+ Equity Champions (other than principal).

Strategic Goal 5: Achieve the district's mission for college and career-readiness for all students by adopting high-quality standards, interdisciplinary curriculum content, aligned instructional practices, appropriate student supports, necessary resource allocation and parent and community engagement.

OPPORTUNITIES FOR STUDENTS TO SHINE AFTER PINELLAS COUNTY SCHOOLS CONTINUE TO GROW.



PCS was invited to join the National Postsecondary Strategy Institute (NPSI) National Network aimed to increase college and career outcomes for low-income and minority students.



Both PTC campuses were named the Top Community Colleges in Florida by Best Colleges.



50+ Pinellas students earned top honors at the Future Business Leaders of America State Leadership Conference.

Strategic Goal 6: Develop and sustain effective and efficient use of all resources by providing quality technology and business services to optimize operations for improved student achievement and fiscal responsibility.

PCS CONTINUES TO INVEST IN FACILITY UPDATES TO MEET THE NEEDS OF STUDENTS AND STAFF.



RENOVATE & RESTORE: CONSTRUCTION PROJECTS

- Renovations at St. Petersburg High School
- Major upgrades at Orange Grove and San Jose Elementary Schools
- New classroom additions at North Shore, Shore Acres, Sawgrass and Sanderlin K-8
- New athletic facilities, four new artificial turf fields, rubberized tracks at all schools
- Major renovations at Clearwater High School and Tyrone Middle School

Strategic Goal 7: Develop and sustain effective structures for communication and ongoing engagement of students, staff, families and community.

PCS STAYS IN CONSTANT COMMUNICATION WITH STAKEHOLDERS FOR A SEAMLESS EXPERIENCE.



12,395

dialogues with parents and community members



11.5M

visits to Pinellas County Schools website



23

Facebook Live events; 20 in English, 3 in Spanish

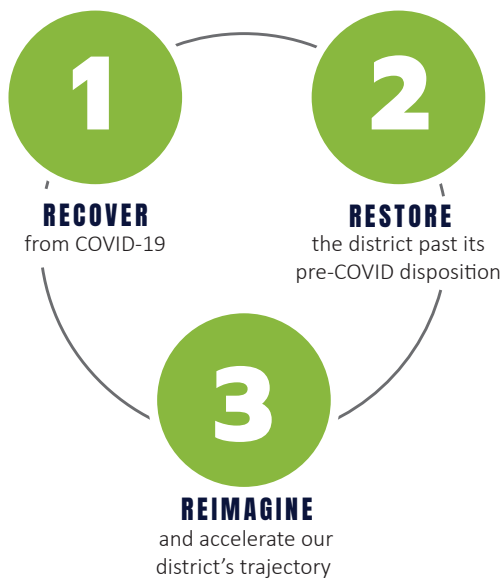
STRATEGIC INITIATIVES

While identifying goals is critical to continuous improvement, more important is the cross-functional action planning to move the district forward and successfully meet objectives. These initiatives represent a sample of the work Pinellas County Schools does every day to make the District Strategic Plan more than a plan, but rather a true lever for transformational change.

Leveraging Funding to Recover, Restore and Reimagine

Throughout 2020-21, Pinellas County Schools successfully navigated new challenges presented by the COVID-19 global pandemic. All district and school staff came together with the mindset of supporting one another to accomplish our goals, while always remaining focused on students and families.

In 2021-22, PCS continues to embrace opportunities to innovatively:



All of our innovative efforts are aligned to our district's established strategic plan. However, we will leverage our momentum and allocated federal funds to accelerate our progress.



» By September 2024, PCS will:

- Eliminate the impact of COVID-19
- Enhance student acceleration and academic growth
- Ensure sustained change
- Accelerate student learning past pre-COVID performance
- Demonstrate stewardship for program development and management

Accelerating Learning

>> BEST Standards

Florida's "Benchmarks for Excellent Student Thinking" (BEST) Standards replace the Common Core standards to set clear expectations and align curriculum, instruction and assessment in Florida schools. Pinellas County Schools is supporting teachers and families through the transition with:

- New instructional materials aligned to the BEST Standards
- Curriculum supports and online resources for families and communities to understand and support their student's learning outside of the classroom.

>> Early Literacy

PCS is committed to building the foundation for all students to read on grade level by third grade through:

- Professional development
- School-day tutoring
- Community engagement

In partnership with:



Reading
Recovery®



Pinellas Education
Foundation



NATIONAL
LOUIS
UNIVERSITY

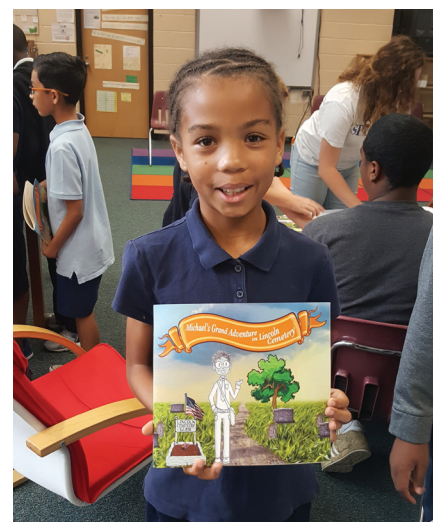
Helios
Education Foundation



Lastinger Center
UNIVERSITY of FLORIDA

In 2020-21, PCS achieved:

- Expansion of the successful Reading Recovery 1st grade reading instruction program to new schools identified by data;
- Increase in the number of Reading Recovery teachers;
- Creation of specially-designed literacy training and ongoing support for teachers, instructional coaches and administrators to support students' development of reading skills;
- Delivery of targeted literacy instruction to students in grades K-2 to accelerate achievement and eliminate gaps in literacy skills; and
- Initiating the Pinellas Early Literacy Project



>> Voluntary Prekindergarten (VPK)

- Expanding full day, tuition-free VPK programming to 51 new classrooms for a total of 64 classrooms districtwide.
- Addition of VPK programs and options in areas identified by research.

Learning Anytime, Anywhere for Every Learner

Students and families can join exciting virtual field trips and enrichment activities by using their individual one-to-one device anytime, anywhere! These events are fun, convenient and aligned to learning standards.



>> PCS Connects

One-to-one devices were distributed to all students in grades 4-9 in 2020-21 to extend learning beyond the school day:

- 56,000 1-to-1 devices will be distributed to students in grades 3-10 in 2021-22.

IN 2020-21



42,000
DEVICES DISTRIBUTED



16,352
ACTIVE CANVAS COURSES



87,500
UNIQUE STUDENT CANVAS LOGINS



20+
LEVEL UP EVENTS HELD



>> Level Up

Began as a free series of enriching virtual learning events for students and families during a time when field trips were limited, and other pandemic-related restrictions were in place. Over 20 Level Up PreK- 12 events were held in 2020-2021.

Learn about the continuously expanding virtual enrichment opportunities at pcsb.org/levelup.

Students and families can participate in exciting events that keep them connected to learning on topics like:

- STEM
- Virtual history museum tours
- ACT and SAT preparation courses

>> PCS's Robust Digital Learning Resources

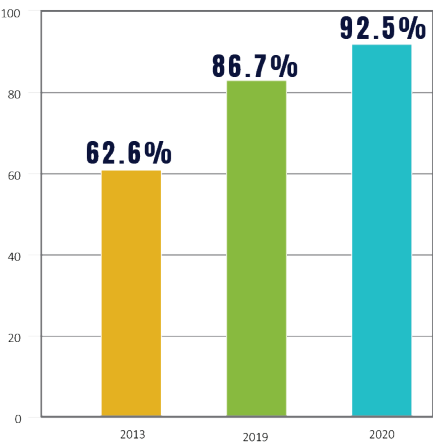


Equity with Excellence for All

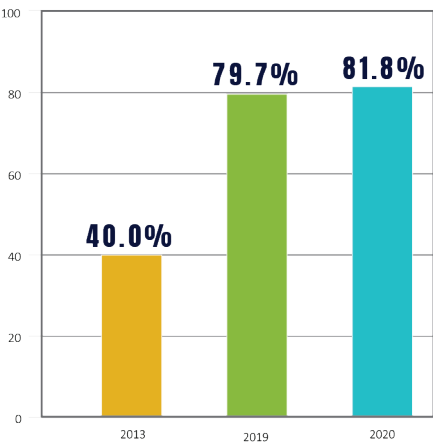
>> Equity with Excellence for All

PCS strives to eliminate achievement gaps and encourage each student to fulfill their full academic potential by ensuring access to engaging educational experiences that include equitable academic and social-emotional supports to meet the unique needs of each and every learner. Equity with excellence is embedded throughout the district’s initiatives and programs. Each includes plans and specific supports needed for various subgroups or unique learners to achieve their full academic potential.

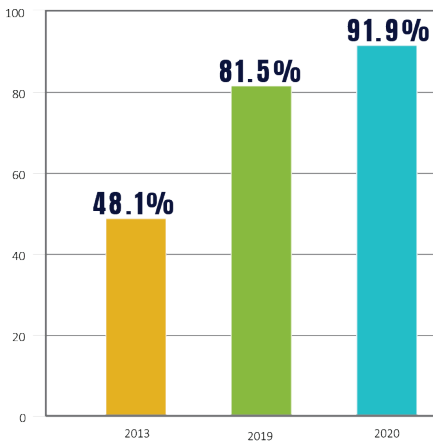
HISPANIC STUDENT GRADUATION RATE



ESE STUDENT GRADUATION RATE



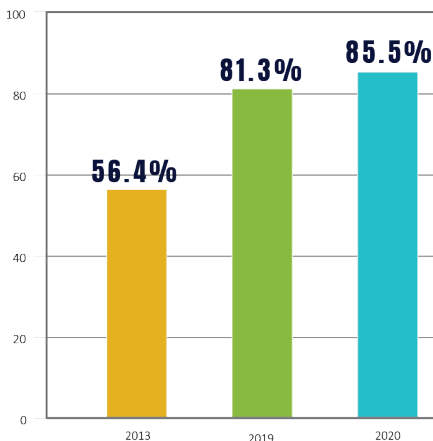
ENGLISH-LEARNER STUDENT GRADUATION RATE



>> Bridging the Gap

The district’s multi-year plan to intentionally, explicitly and comprehensively close the achievement gap between Black and non-Black students. The plan addresses six high-leverage disparities: student achievement, access to advanced coursework, graduation rate, discipline, special education identification, and minority hiring.

BLACK STUDENT GRADUATION RATE



IN 2020, THE GRADUATION GAP BETWEEN BLACK & NON-BLACK GRADUATES NARROWED TO SINGLE DIGITS:

7.2%

NARROWING THE GAP BY OVER 10 PERCENTAGE POINTS SINCE 2016.

Cultivating a Culture of Learning in a Rewarding, Healthy and Safe Environment

>> Healthy and Safe Environment



**EXPAND AWARENESS
& PREVENTION
EFFORTS**



**INCREASE ACCESS TO
STUDENT SERVICES
STAFF**



**STRENGTHEN
COMMUNITY ACCESS TO
ENSURE STUDENT CARE**



**REFINE THREAT
ASSESSMENT
PROCEDURES**

Strategies include:

- New staff and student training on mental health awareness
- Increasing number of district and school-based student services staff in psychology, social work and mental health counseling
- Expanding mental health provider partnerships
- Maintaining comprehensive cleaning, health and wellness plans for all district and school buildings

PARTNER SPOTLIGHT: SANDY HOOK PROMISE

Provides research-based resources and programming for students, families and staff.

Schools across the district utilize student leaders to organize opportunities for students to use their voice and work collaboratively to build awareness, prevention and a culture of supporting one another.



>> Culture of Professional Learning

PCS is redesigning its professional learning systems and structured support models to promote the integration of digital and innovative learning into daily teaching and learning practices. Strategies include:

- Intensive training and professional learning for teachers
- Enhancing development of digital content and integration of digital resources into classroom teaching
- Professional Development Institutes for all English Language Arts and Math teachers and secondary Social Studies teachers on the BEST Standards
- Job-embedded training for all teachers on the BEST Standards



College, Career and Life Readiness

In support of achieving our mission to educate and prepare each student for college, career and life, PCS is positioning itself to become a national leader in postsecondary preparation by strengthening its college and career preparation strategies to ensure every graduate has the resources and navigational skills to support their postsecondary success after graduation from PCS.



>> Strategies include:

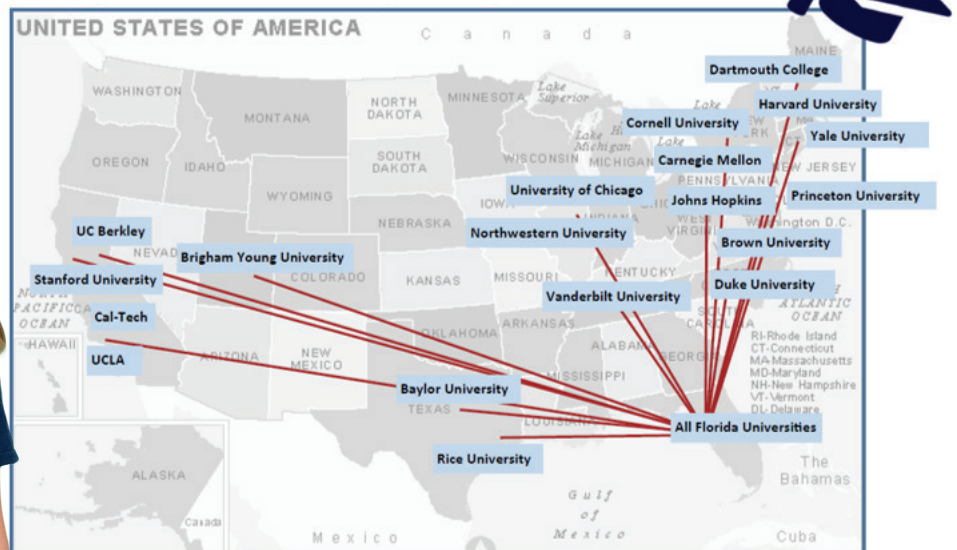
- Implementing Naviance districtwide in grades 6-12, and embedding classroom activities to provide access to explore careers and postsecondary pathways anytime, anywhere.
- Increasing access to and successful earning of college credits and industry certifications for all students at all high schools.
- Adding College and Career Centers at additional high schools, resulting in the operation of a College and Career Center on all high school campuses by 2022-2023.

PINELLAS SHINES

*Pinellas County Graduation Rate
Highest Among Ten Largest Districts
in Florida*

PINELLAS	91.5%
ORANGE	90.4%
DUVAL	90.2%
PALM BEACH	90.2%
PASCO	89.9%
MIAMI-DADE	89.6%
BROWARD	89.4%
HILLSBOROUGH	88.8%
LEE	88.5%
POLK	86.5%

RECENT COLLEGE ACCEPTANCES INCLUDE:



Note: Data represent the most recent graduating class in which college enrollment data are available (Class of 2019). Source: National Clearinghouse Data / as of April 2020.



Endless Opportunities through Pinellas County Schools



Nearly 80% of Pinellas County voters chose to renew the Schools Referendum in November 2020, the largest margin since it was first approved in 2004.

Referendum funds boost reading, music and art programs; provide up-to-date technology and textbooks; and help recruit and retain quality teachers.



BY THE NUMBERS: **CHOICE**

80

MAGNET,
FUNDAMENTAL &
CAREER ACADEMY
PROGRAMS

51

SCHOOLS WITH
ONE OR MORE
DISTRICT
APPLICATION
PROGRAMS

25K

STUDENTS
ATTENDING A
DISTRICT
APPLICATION
PROGRAM

STUDY IN AREAS LIKE:



THE ARTS



STEM



JOURNALISM



MEDICINE



GIFTED STUDIES



NATIONAL MERIT AWARD WINNERS

- Gulfport Montessori Elementary School
- Douglas L. Jamerson, Jr. Elementary School
- Perkins Elementary School
- Ridgecrest Elementary School
- James B. Sanderlin K-8 IB World School
- Richard O. Jacobson Technical High School at Seminole

ROJTHS was awarded the 2020-21 New and Emerging Magnet School of Excellence by Magnet Schools of America. Students have the opportunity to step out of a regular school day and into classes which offer real-world education, certifications and job skill advantages.

NEW PROGRAMS AND FACILITIES:

- Center for Literacy Innovation at Midtown Academy
- Center for Cultural Arts and Gifted Studies at Midtown Academy
- Center for the Creative Arts, Health & Wellness at Lakewood Elementary
- Center for Gifted Studies with Arts Focus at John Hopkins Middle School
- New arts wing at Sandy Lane Elementary
- Completely renovated arts wing at Tarpon Springs Leadership Conservatory for the Arts



STRATEGIC GOALS

Each Strategic Goal has corresponding action goals to support outcomes. For each action goal, district staff develops a plan of action that is implemented, monitored and adjusted throughout the year.



Strategic Goal 1: Increase student achievement resulting in improvements for each school's learning gains, grade-level proficiency rates, graduation rates and school grade designations of A or B.

Strategic Goal 2: Ensure innovative curriculum, instruction and assessments that are designed and delivered with a focus on content rigor, student engagement and continuous improvement to accelerate academic achievement.

Strategic Goal 3: Develop and sustain a rewarding, healthy, safe and secure environment that promotes the physical, emotional and mental well-being of all students, faculty and staff, resulting in a culture of learning for the individual employee and student.

Strategic Goal 4: Provide equity and excellence of education by ensuring the needs of each and every student are known and met, in order to increase performance and reduce the disparity in graduation rates, proficiency scores on assessments, participation and performance in accelerated courses, disciplinary infractions and placement in Exceptional Student Education programs.

Strategic Goal 5: Achieve the district's mission for career- and college-readiness for all students by adopting high-quality standards, interdisciplinary curriculum content, aligned instructional practices, appropriate student supports, necessary resource allocation and parent and community engagement to ensure each student graduates with a plan, resources and navigational skills to support their postsecondary path.

Strategic Goal 6: Develop and sustain effective and efficient use of all resources by aligning strategic project management structures and protocols with quality technology, data systems and business services to optimize operational continuity for improved student achievement and fiscal responsibility.

Strategic Goal 7: Develop and sustain diverse structures for communication that promote two-way engagement of students, staff, families and community in support of increased student achievement.



Strategic Goal 1

Increase student achievement resulting in improvements for each school's learning gains, grade-level proficiency rates, graduation rates and school grade designations of A or B.

Promotion and Graduation

- 1.1** Increase successful promotion rates in grades 3, 6 and 9 to at least 95 percent for each student subgroup.
- 1.2** Increase graduation rates for each student group leading to the achievement of at least 93 percent districtwide graduation rate and increase the rate by at least 2 percentage points for each subgroup below the district average to at least 90 percent.
- 1.3** Increase the percent of 9th graders earning at least 6 credits and maintaining a 2.0 minimum Grade Point Average (GPA) by the end of freshman year to 90 percent.
- 1.4** Increase the percent of students earning Algebra I credit by the end of ninth grade to 90 percent.

Excelling on Grade-Level

- 1.5** Increase the district learning gains in literacy and mathematics FSA by at least 3 percentage points.
- 1.6** Increase the district English Language Arts (ELA) Florida Standards Assessment (FSA) proficiency rate at each grade level by at least 3 percentage points.
- 1.7** Eliminate gender achievement gaps in ELA as measured by ELA standardized assessments in grades 2-5.
- 1.8** Increase the district mathematics FSA proficiency rate at each grade level by at least 3 percentage points.
- 1.9** Increase the district science proficiency rate on Science Standards Assessment (grades 5 and 8) and the Biology End-Of-Course (EOC) exam by at least 3 percentage points.
- 1.10** Increase the district proficiency rate on US History EOC exam and Civics EOC exam by at least 3 percentage points.

Student Subgroups

- 1.11** Increase the percent of K-12th grade English Language Learners (ELL) who achieve proficiency on the required state assessments in ELA, math and science by at least 3 percentage points.
- 1.12** Increase the percent of K-12th grade Exceptional Student Education (ESE) students who achieve proficiency on the required state assessments in ELA, math and science by at least 5 percentage points.
- 1.13** Increase the percent of K-12th grade economically disadvantaged (Title I) students who achieve proficiency on the required state assessments in ELA, math and science by at least 5 percentage points.

Early Learning

- 1.14** Ensure each PCS Voluntary PreKindergarten (VPK) program demonstrates student proficiency rates above those set by the Florida Department of Education (FDOE).
- 1.15** Decrease the disproportionality of economically disadvantaged students attending PCS VPK programs and increase proficiency on the Florida Kindergarten Readiness Screener assessment by 5 percentage points.
- 1.16** Increase the district English Language Arts proficiency rate in grades K, 1, and 2 by at least 5 points as measured by the Early Literacy Formative Assessment Check (ELFAC) Foundational Skills assessment.



Strategic Goal 1

Increase student achievement resulting in improvements for each school's learning gains, grade-level proficiency rates, graduation rates and school grade designations of A or B.

Accelerating Achievement

1.17 Increase the percent of K-8th grade gifted students demonstrating a Level 4 or 5 on the FSA by at least 3 percentage points.

1.18 Increase the district average in Accelerated Performance in middle and high school so that at least 90 percent of students have taken or are scheduled to accomplish an accelerated course by the end of grade 10.

1.19 Increase the performance of students in grade 11 on the school-day administration SAT assessments in English language arts (ELA) and Mathematics.

Arts

1.20 Increase the number of students in grade 6 who participate in school music, dance, and theatre programs by 8 percentage points.

1.21 Increase the number of 9th graders participating in visual or performing arts courses by 5 percentage points.

1.22 Increase participation in All State ensembles at the elementary and secondary levels by 3 percentage points (including state thespians).

1.23 Increase art teacher participation in district exhibitions by 5 percentage points and increase student artwork blind-adjudication scores for district exhibitions by two percentage points.

1.24 Increase the number of students enrolled in Pre-Advanced Placement and Advanced Placement Art courses by five percentage points as well as increase student qualifying scores in AP Art courses by 2 percentage points.

Virtual Learning

1.25 Enhance structural and/or staffing support for Pinellas Virtual School, in alignment with increases in student enrollment.

1.26 Increase completion rates for students enrolled in Pinellas Virtual School to 80 percent to accelerate or maintain grade-level performance.

1.27 Eliminate having schools designated by the Florida Department of Education (FDOE) for schoolwide improvement status, referred to as School Improvement (SI).

Recovering and Restoring

1.28 Determine and decrease any impacts of academic learning loss due to COVID as measured by FSA, MAP and cycle assessments.



Strategic Goal 2

Ensure innovative curriculum, instruction and assessments that are designed and delivered with a focus on content rigor, student engagement, and continuous improvement to accelerate academic achievement.

Accelerating Achievement

- 2.1** Implement PCS Connects in grades 3 through 10 with students using devices for research, creation, communication and collaboration as a part of their school day and extended hours.
- 2.2** Expand full-day, tuition-free VPK programming by 51 new classroom units for a total of 64 full-day, tuition-free classrooms districtwide.
- 2.3** Establish a Voluntary PreKindergarten (VPK) pilot program with the Early Learning Coalition meeting at least five of the 10 national standards of the National Institute for Early Education Research.
- 2.4** Increase the percentage of proficient readers as measured by MAP in Grade 1 at targeted schools through the implementation of Reading Recovery.
- 2.5** Ensure at least 65 percent of the students in grades 1-5 who are below grade-level in reading enroll in and attend Summer Bridge.
- 2.6** Utilize MAP and other formative data to ensure students who attend Summer Bridge demonstrate academic growth throughout the summer and communicate results with parents.
- 2.7** Ensure all students needing high school credit recovery are enrolled in either in-school or after-school programs.
- 2.8** Increase participation in enrichment and academic opportunities including mathematics, science, history and technology competitions, fairs and clubs at the elementary, middle and high school levels.

Professional Learning

- 2.9** Increase the percent of classrooms demonstrating standards-based instruction with complex tasks and student-centered classrooms by at least 3 percentage points as measured by evidence collected during Instructional Support Model (ISM) visits.
- 2.10** Implement training for all K-12 teachers on Florida's new BEST Standards, with every teacher attending a minimum of two hours of job-embedded training in 2021-22.
- 2.11** Increase the number of gifted micro-credentialed teachers in support of enhancing the Talent Development pipeline.
- 2.12** Increase the percentage of K-5 teachers obtaining the Reading Endorsement to at least 50 percent by August 2021 through professional development in the Literacy Matrix.
- 2.13** Establish and implement the Pinellas Early Literacy Project to increase the number of reading endorsed teachers at eight schools and increase the projected proficiency of students in grades PreK-2.

Extending the Learning Environment

- 2.14** Increase student utilization of online extended learning programming to increase proficiency in core academic courses.
- 2.15** Deepen the implementation of Canvas to support PCS Connects, one-to-one laptop implementation through the use of Canvas with 95% of teachers creating and maintaining at least one digital Canvas course for their students in PCS Connects classrooms in grades 3-10.
- 2.16** Develop and implement instructional continuity guidance, plans and supports to ensure all students engage in high-quality instruction in every learning option.

Recovering and Restoring

- 2.17** Maintain and update instructional continuity guides, plans and supports to ensure all students engage in high-quality instruction and acceleration, in the event it is needed.



Strategic Goal 3

Develop and sustain a rewarding, healthy, safe and secure environment that promotes the physical, emotional and mental well-being of all students, faculty and staff, resulting in a culture of learning for the individual employee and student.

Healthy, Safe and Secure Environment

- 3.1** Monitor and continually improve threat assessment teams at the district- and school-level in a manner that follows district policies and procedures in order to connect students and staff with appropriate services for safety and well-being.
- 3.2** Provide a safe and secure environment for all students and employees at each work site through collaboration and agreements among district employees, Schools Police, and outside law enforcement agencies to proactively address safety and security issues in alignment with all state and local requirements.
- 3.3** Maintain and continuously review the cleaning, health and wellness protocols for all district and school buildings and continue collaboration with the Pinellas Department of Health, local medical professionals and adherence any state or federal guidance/regulations.
- 3.4** Increase stakeholder agreement within the Stakeholder Survey for areas of climate, bullying and safety by 3 percentage points.
- 3.5** Monitor and continually improve the approved Mental Health and Wellness plan through enhanced physical, emotional and mental health services and supports which identify, refer to appropriate resources and ultimately meet the needs of each and every student.
- 3.6** Implement and refine processes to identify students with intensive mental health needs and refer them to appropriate community mental health service providers.
- 3.7** Enhance the employee wellness program by implementing districtwide programs to increase employee engagement in wellness and preventative services, as well as provide support for employees' mental well-being.
- 3.8** Engage school wellness efforts through the Alliance for a Healthier Generation's Healthy Schools Program and provide all physical education students the opportunity to achieve the level of Healthy Fitness Zone (HFZ) in the Presidential Youth Fitness Program.

Professional Learning

- 3.9** Provide all staff with ongoing training opportunities regarding mental health and wellness and violence prevention to support student safety and well-being.
- 3.10** Refine the system of monitoring and support for school counselors and administrators to enhance the continuum of K-12 school counseling and college advising services.
- 3.11** Increase the effectiveness of K-2 literacy teachers by providing a defined process for teacher development including a continuum of support that ranges from professional learning opportunities, coaching and modeling.
- 3.12** Ensure 100 percent of teachers will be provided professional development opportunities aligned to their deliberate practice and school/district initiatives.
- 3.13** Develop a toolkit and prescribed teacher improvement plan process for targeted areas of growth and specific teacher needs, in order to increase teacher effectiveness.
- 3.14** Increase the number of high-quality, administrative candidates ready to lead at all school-based supervisory levels (e.g. Assistant Principal, Principal) including: all grade levels, transformation and/or high-needs schools and specialized sites through a three-year professional development continuum.

» Strategic Goal 3

Develop and sustain a rewarding, healthy, safe and secure environment that promotes the physical, emotional and mental well-being of all students, faculty and staff, resulting in a culture of learning for the individual employee and student.

3.15 Continue School Board members' participation in professional development and Master Board designation through the Florida School Boards Association.

3.16 Increase staff agreement within the Stakeholder Survey for areas of professional learning and growth by 3 percentage points.

Equity with Excellence

3.17 At least 50 percent of schools will earn Florida Positive Behavioral Interventions and Supports (PBIS) Model School distinction by effectively integrating schoolwide restorative practices across the PBIS continuum as measured by the Tiered Fidelity Inventory (TFI) instrument.

3.18 Develop and implement a program for targeted schools to further implement restorative practices.

3.19 Ensure schools have an active and documented Principal's Multicultural Advisory Committee (PMAC) program that addresses an environment reflective of the district's core value of cultural competence.

Rewarding Culture

3.20 Improve the professional culture and morale at each school site by targeting areas identified in the Schoolwide Improvement Plans (SIPs) by using data from the annual district and school-based stakeholder surveys.

3.21 Increase the percent of newly hired teachers retained for three years by 5 percent through a continuum of support including, but not limited to Springboard to Success, Embrace Pinellas, continuous mentorship and Transition to Teaching.

3.22 Increase the number of teacher candidates through the recruitment and development of PCS graduates, current employees, and external candidates in partnership with universities and colleges by 100.

3.23 Increase the percent of stakeholders who would recommend the district or their school to a friend or colleague within the Stakeholder Survey by 3 percentage points.





Strategic Goal 4

Provide equity and excellence of education by ensuring the needs of each and every student are known and met, in order to increase performance and reduce the disparity in graduation rates, proficiency scores on assessments, participation and performance in accelerated courses, disciplinary infractions and placement in Exceptional Student Education programs.

Accelerating Achievement

4.1 In recognition of the district's ongoing commitment to its African-American community and as further described in the Bridging the Gap plan, the district shall:

- i. Eliminate or greatly narrow the gap between the graduation rates for Black and non-Black students;
- ii. Eliminate or greatly narrow the gap between proficiency rates on state-required and national assessments for Black students and non-Black students;
- iii. Eliminate or greatly narrow the gap between accelerated participation and performance rates for Black and non-Black students;
- iv. Reduce the disparity in the rates of disciplinary infractions between Black and non-Black students;
- v. Reduce the number of Black students being found eligible for Exceptional Student Education (ESE) programs; and
- vi. Increase teacher recruitment and retention efforts to ensure that faculty diversity mirrors the student population.

4.2 Increase the number of minority students who score on or above grade-level on the Florida Standards Assessment (FSA) and End-of-Course (EOC) exams in reading, math and science by providing needed resources, research-based strategies and needed supports to students, teachers and staff.

4.3 Increase the supports and services for students experiencing homelessness in order to increase academic achievement and performance.

4.4 Increase the enrollment of economically disadvantaged students in VPK programs.

4.5 Increase the percentage of economically disadvantaged VPK students who score at or above the state set requirements on the FLKRS assessment.

4.6 Increase the number of underrepresented English learner and economically disadvantaged students in gifted programs by at least 5 percentage points through the implementation of Plan B (Florida Rule 6A-6.03019).

4.7 Increase the percent of minority and economically disadvantaged students enrolled in 6th grade advanced level or higher courses focusing on math, science and ELA by 5 percent.

4.8 Reduce the minority/non-minority and economic gap in participation in advanced, accelerated, Advanced Placement (AP) and dual enrollment courses by 3 percent.

4.9 Increase minority students' successful completion of advanced, accelerated, Advanced Placement and dual enrollment courses to reduce the minority/non-minority successful completion gap by 5 percent.

Accelerating College and Career Success

4.10 Increase the percentage of minority students who demonstrate readiness for college and careers upon graduation as measured by the PSAT, SAT, ACT, or PERT by at least 5 percentage points.

4.11 Increase the percent of minority and economically disadvantaged students who complete an industry certification by 10 percentage points.

Enhancing Culture

4.12 Monitor and assess the utilization of the student advocate framework to ensure one-to-one and group mentoring for minority students is occurring.

4.13 All school leaders will implement effective, research-based processes that address and increase the conditions for learning for all students, thereby reducing minority student referral and in- and out-of-school suspension rates.



Strategic Goal 4

Provide equity and excellence of education by ensuring the needs of each and every student are known and met, in order to increase performance and reduce the disparity in graduation rates, proficiency scores on assessments, participation and performance in accelerated courses, disciplinary infractions and placement in Exceptional Student Education programs.

4.14 Support proactive decision-making for student attendance that encourages positive attendance habits and reduces chronic absenteeism.

4.15 Enhance the tools, resources, trainings and strategies that connect and welcome all families to the ensure equitable access and outcomes for learning and achievement of minority students.

4.16 Increase the percentage of teacher diversity to better mirror the population of Pinellas County.

Professional Learning

4.17 Reduce the number of schools with ESSA subgroup gaps through monitoring and districtwide processes to support schools and teachers.

4.18 Ensure at least 75 percent of instructional staff are trained in the AVID Culturally Relevant Teaching strategies so all teachers are trained by 2023.

4.19 Increase the percentage of districtwide Equity Champions who are micro-credentialed by 10 percentage points.

4.20 Maintain school-based staff who are Equity Champion micro-credentialed by certifying that every principal and at least two school-based staff members at every school have completed the Equity Champion micro-credential and recertify each year.

Recovering and Restoring

4.21 Develop a district equity office to review and align supports and monitoring processes that infuse equitable practices throughout district operations.



2,704

people attended Equity trainings at the district

571

employees completed the Equity Champion micro-credential

93%

Equity Champions recertified their micro-credential



Strategic Goal 5

Achieve the district's mission for career- and college-readiness for all students by adopting high-quality standards, interdisciplinary curriculum content, aligned instructional practices, appropriate student supports, necessary resource allocation and parent and community engagement to ensure each student graduates with a plan, resources and navigational skills to support their postsecondary path.

Recovering and Restoring

5.1 Middle school counselors will implement a 3-year college and career exploration curriculum so that each student will have a high school academic progression plan and PCS pathway selection which encourages opportunities to earn college credit and industry certification while in high school.

5.2 Increase usage and establish updated baseline key performance indicators for student and family usage for the Naviance college- and career-preparation platform districtwide in grades 6-12.

5.3 Operationalize College and Career Centers expansion plan, in alignment with the goal to have a Center at each comprehensive high school by the 2022-23 school year.

Accelerating College and Career Success

5.4 Maintain AVID Site Certification for all traditional secondary schools and expand AVID elementary sites.

5.5 Increase the number of economically disadvantaged and under-served college-going juniors and seniors participating in Elevating Excellence who receive college entrance exam and essay writing preparation services and supports.

5.6 Increase overall secondary student participation in advanced and accelerated courses by at least 3 percentage points.

5.7 Increase the percentage of students with disabilities enrolled in Advanced, Dual-Enrollment and/or CTE courses in middle and high school by 2 percent.

5.8 At least 85 percent of students in grades 9-12 who demonstrate potential for success in an AP course as documented in the College Board AP Potential Report will enroll in and complete at least one identified and appropriate AP course for their grade-level or course progression.

5.9 Increase the number of college credits earned by graduating seniors by at least 3 percentage points by increasing the number of AP, IB and AICE exam scores that articulate to college credit and the number of dual enrollment college credits earned.

5.10 Increase the percentage of graduates who earn a nationally/internationally recognized diploma (AICE, AP Capstone, and IB) or an associate degree to at least 10 percent.

5.11 Increase the percentage of graduates who meet the College- and Career-Readiness benchmarks (SAT Suite of Assessments) and provide the guidance and instruction necessary to expand eligibility for Florida Bright Futures.

- i. Increase the percent of students in grades 8-10 who participate in the PSAT School Day (grade 8: 93 percent, grade 9: 85 percent, grade 10: 80 percent);
- ii. 30 percent of students in grade 11 participate in PSAT/NMSQT;
- iii. 90 percent of students in grade 11 participate in SAT School Day;
- iv. increase the number of students recognized as National Merit Semifinalists and Hispanic Scholars;
- v. 3 percentage point increase in graduates meeting the SAT Evidence-Based Reading and Writing College Readiness Benchmark; and
- vi. 3 percentage point increase in graduates meeting the SAT Mathematics College Readiness Benchmark.

5.12 Increase the number of middle-grades students who earn the CAPE digital tools certification by 3 percentage points.

5.13 Increase the number and percent of students earning industry certifications to enable each school to reach 50 percent of graduates receiving industry certification by 2022.

5.14 Increase the number of students participating in youth pre-apprentice work-based learning programs in all appropriate occupational areas with an emphasis on high-demand occupations by at least 10 percentage points.

» Strategic Goal 5

Achieve the district's mission for career- and college-readiness for all students by adopting high-quality standards, interdisciplinary curriculum content, aligned instructional practices, appropriate student supports, necessary resource allocation and parent and community engagement to ensure each student graduates with a plan, resources and navigational skills to support their postsecondary path.

5.15 Ensure all high school career technical programs of study have a high-quality, engaged industry/corporate advisory committee that meets regularly and supports student opportunities, recognition and achievements.

Paying for College

5.16 Increase the number of students with a completed Free Application for Federal Student Aid (FAFSA) by 3 percentage points and increase those participating in Elevating Excellence by 5 percentage points.

5.17 Increase the percent of all seniors who meet the standardized test eligibility and community service requirement for Bright Futures by at least 5 percentage points with a 15 percentage point increase for low-income and minority students.

5.18 Increase the number of low-income and under-served Elevating Excellence participants who meet the requirements for Bright Futures scholarship by at least 5 percent.

5.19 Ensure all graduating students eligible for Bright Futures complete the Florida Financial Aid Application.

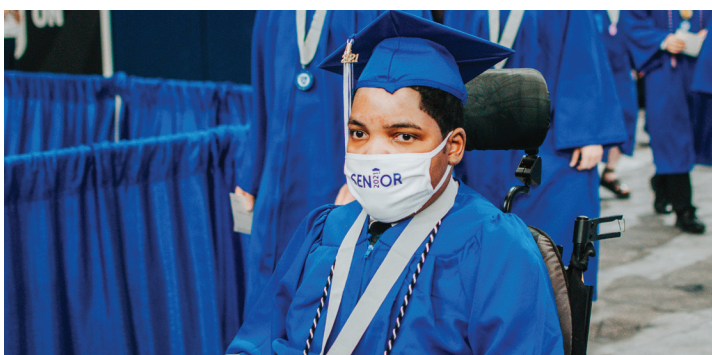
5.20 Increase the percent of graduating seniors with a completed Pinellas Education Foundation Scholarship Application by 5 percent at every high school.

5.21 Ensure all students who take the PSAT/NMSQT have a linked College Board/SATpractice.org account and all juniors who take the PSAT/NMSQT sign up for a College Board Opportunity Scholarship.

Demonstrating College and Career Success

5.22 Increase the enrollment of PCS graduating seniors in Pinellas Technical College by at least 10 percentage points.

5.23 Increase the percentage of graduating seniors applying to a two-year and four-year postsecondary institution by at least 5 percentage points.





Strategic Goal 6

Develop and sustain effective and efficient use of all resources by aligning strategic project management structures and protocols with quality technology, data systems and business services to optimize operational continuity for improved student achievement and fiscal responsibility.

Maintaining Fiscal Responsibility

- 6.1** Enhance and document the process for allocation of units at schools and work sites, including evidence of school-level autonomy over staffing, scheduling and budgeting to support student achievement in alignment with changing legislative requirements.
- 6.2** Improve the review and processing of FTE data to ensure the district receives all FTE monies entitled.
- 6.3** Ensure any audit comments are corrected within a calendar year.
- 6.4** Examine all new state mandates to determine funding sources and identify significant unfunded mandates as part of the district's legislative efforts.
- 6.5** Continually review the budget process to ensure it includes steps that incorporate appropriate stakeholders and a timely sequence of all essential components.

Enhancing Safe and Secure Facilities

- 6.6** Utilize the facility condition assessment and educational suitability assessment analysis when making recommendations for the district five-year capital outlay plan to provide safe, healthy and efficiently operated schools.
- 6.7** Provide safe and efficiently operated bus transportation to ensure the success of our students by increasing on-time performance, reducing accidents and breakdowns.
- 6.8** Monitor and report facilities data in alignment with industry standards, to monitor the closure of maintenance work orders.

Professional Learning

- 6.9** Ensure the use of cross-training processes for efficient operational continuity across the district.
- 6.10** Develop and enhance professional development opportunities for bookkeepers, secretaries and data management technicians (DMTs).
- 6.11** Increase the capacity of school-based administrators, through the implementation of the Human Resource Partner structure, to include increased knowledge and application of HR processes and the growth and development of teachers as measured by school-based metrics.
- 6.12** Implement referendum-funded teacher support process in the use of interactive technology in all classrooms to improve student achievement and strengthen teaching and learning.

Accelerating Achievement through Technology

- 6.13** Ensure all schools are prepared for the state-required computer-based assessments in grades 7-12.
- 6.14** Procure, distribute and maintain district computer devices for every student in grades 3 through 10, in alignment with the PCS Connects initiative.
- 6.15** Procure, distribute and maintain district technology hardware and equipment (e.g. cameras, dongles, keyboards, etc.) which supports the devices of students, instructional/administrative staff in alignment with PCS Connects initiative.
- 6.16** Implement plan to transition to new Enterprise Resource Planning (ERP) software to improve the efficiency of business practices and enhance productivity.



Strategic Goal 6

Develop and sustain effective and efficient use of all resources by aligning strategic project management structures and protocols with quality technology, data systems and business services to optimize operational continuity for improved student achievement and fiscal responsibility.

6.17 Develop plan to modernize student data systems which automate data across all platforms, creates data visualizations and connects all data sources that allow district and school staff to identify and target instructional, attendance and social-emotional interventions for every student.

Recovering and Restoring

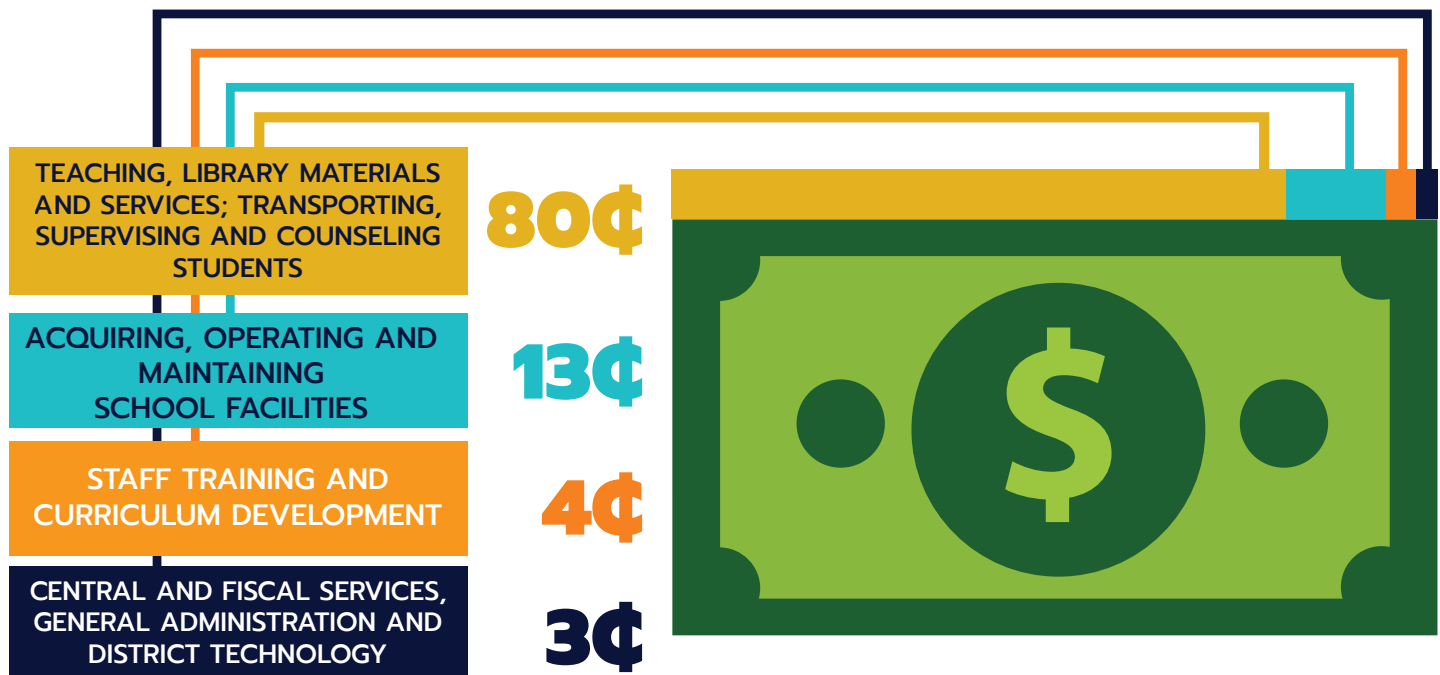
6.18 Update the PCS Federal Programs Manual and procure grant management software which allow transparent, effective and efficient grant management processes to ensure that 100 percent of all federal grant expenditures are aligned with the stated purpose(s) of grant programs and support increased student achievement.

6.19 Continue to offer increased high-quality parental and student choice educational opportunities including district application and attractor programs to increase options and access for students and families.

6.20 Enhance and update districtwide project management protocols, tools and supports for all ESSER/ARP projects and District Strategic Plan action goals to ensure effective development and implementation of new and high-leverage strategies.

6.21 Develop and communicate long-term fiscal and programmatic sustainability plan for all COVID related funding allocated to the district.

WHERE THE DOLLAR GOES





Strategic Goal 7

Develop and sustain diverse structures for communication that promote two-way engagement of students, staff, families and community in support of increased student achievement.

Increasing Two-Way Engagement with Stakeholders

7.1 Increase district outreach efforts with community organizations, business partners and other external stakeholders to keep stakeholders informed of the programs, services and achievements of the district.

7.2 Build on positive communication with, and feedback from, students, families and employees through the alignment and implementation of strategic messaging tools.

7.3 Continue the Superintendent's Educator of the Year Teacher Task Force to provide input and feedback as it relates to student achievement, instruction and continuous improvement efforts.

7.4 Continue the Superintendent's focus group meetings for teachers, staff, community members, and administrators to gather input and feedback as it relates to student achievement, instruction and district's continuous improvement efforts.

7.5 Continue to partner with the Pinellas Education Foundation to align efforts and initiatives that support leadership development, student achievement and multiple pathways for students.

7.6 Increase the number and percentage of students connected to a caring adult through district supported mentoring and/or tutoring programs by 5 percentage points.

7.7 Enhance the tools, resources, trainings and strategies which connect and welcome all families to the ensure equitable access and outcomes for learning and achievement of all students.

7.8 Ensure responsiveness and high-level of customer service to stakeholder inquiries by maintaining an average response of rate of no more than two business days on all Let's Talk! dialogues and maintaining a satisfaction rate at or above the national benchmark.

7.9 Develop community-friendly and easily accessible resources regarding student learning, the Florida BEST standards and targeted academic initiatives which allow families to engage and support their child(ren)'s academic growth at all grade levels.

7.10 Increase the participation in the district annual Stakeholder Survey by 5 percentage points for each stakeholder group (students, families and staff).

Promoting Endless Opportunities

7.11 Provide a marketing and communications toolkit to school and department leaders to empower their stakeholders to be active advocates to share successes, demonstrate innovative practices and communicate with external and internal stakeholders.

7.12 Monitor the progress and communicate progress on the improvement plans for all schools designated by the Florida Department of Education (FDOE) as in need of comprehensive school improvement (CSI), formerly differentiated accountability (DA).

7.13 Monitor Schoolwide Improvement Plans (SIPs) for alignment with the District Strategic Plan.

Enhancing Communication Structures

7.14 Identify and implement analytic review processes for all communication tools and platforms which drives decision making, marketing and communication efforts across all stakeholder groups.

7.15 Increase and improve social media presence of both the district and individual schools to support communication with all stakeholders regarding the programs, services and news of the district.



Strategic Goal 7

Develop and sustain diverse structures for communication that promote two-way engagement of students, staff, families and community in support of increased student achievement.

Recovering and Restoring

7.16 Increase and promote opportunities for school choice for both application and home-zoned schools by offering an engaging curriculum, competitive school programs and attractive campuses and strategically marketing these schools and programs to target audiences.

7.17 Enhance and implement promotional strategies and campaigns promoting Pinellas County Schools as a regional, national and state leader for quality teaching and learning, student achievement and operational excellence.

7.18 Increase districtwide student enrollment to pre-pandemic levels through targeted outreach and communication to ensure every eligible student in Pinellas County is enrolled in and successfully receiving high-quality instructional services.

MORE TO EXPLORE!

Connect with Pinellas County Schools online to learn more and join our community of scholars, families, staff and more!



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100% Student Success

VISION

Educate and prepare each student for college, career and life