

STRATEGIC PLAN REPORT OF PROGRESS 2018-2019 & TACTICS FOR 2019-2020



June 25, 2019

Core Values 2016-2021

- ▶ Trustworthiness, respect, responsibility, fairness, caring, and citizenship are essential to the well being of individuals and society.
- ▶ All individuals have intrinsic value.
- ▶ Every individual can contribute something of worth to society.
- ▶ Individuals are responsible and accountable for their choices and decisions.



Core Values 2016-2021

- ▶ In order to grow and thrive, individuals need caring relationships and a nurturing environment.
- ▶ Supportive family relationships are the foundation of the community.
- ▶ High expectations lead to higher performance which, in turn, empowers the individual and strengthens society.
- ▶ Continuous learning is a lifelong process that is essential to a productive and enriched life.
- ▶ A safe and orderly environment is conducive to learning.



Mission

The St. Johns County School District will inspire good character and a passion for lifelong learning in all students, creating educated and caring contributors to the world.

Vision

All students will choose a learning path that leads to a well-rounded graduate who demonstrates good character and leadership.





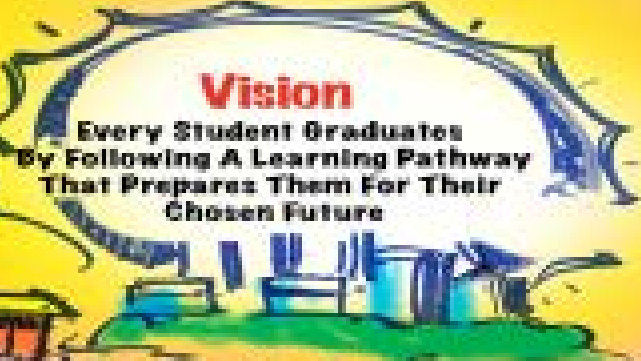
ST. JOHNS CO. SCHOOL DISTRICT

COLLEGE CAREER READINESS
Students Graduating With The Skill-set To Be Successful

FLEX LEARNING GOALS
Have The Flexibility To Customize The Learning Experience

WELL ROUNDED STUDENTS
Explore Interest While Strengthening Leadership, Character

GROWTH MANAGEMENT SUCCESS
Proactively Manage Systemic Growth



Vision

Every Student Graduates By Following A Learning Pathway That Prepares Them For Their Chosen Future

Administrators

Faculty

Parents

Guidance

Instruction

Constructive Feedback

Teach How To Learn & Think

Personalized Customized Learning

Individual Learning Path

Testing

Stress

Accountability

PERSONAL SUCCESS RIVER

College Career Ready



College

Career



PLAN PATHWAY

GRADUATING WITH A PLAN



KEYS TO SUCCESS

STRATEGIES

ACADEMIC STUDENT SERVICES

- Life Skills
- K-12 STEM
- School Guidance Model

OPERATIONS

- K-12 Continuum Of Technology
- Design Schools To Handle Growth

HUMAN RESOURCES

- Hire The Best
- Support Employees

COMMUNITY RELATIONS

- Communicate With Parents
- Character Counts
- Expand Community Partnerships

SUPERINTENDENT & SCHOOL BOARD

- Support Best Interest Of Students
- Reduce Testing
- Continue Culture

Strategic Delimiters

We will not initiate any new program or service unless:

- It is consistent with and contributes to our mission
- It is accompanied by the training, staff development, and resources needed to assure its effectiveness



2016-2021 Strategic Plan Goals

▶ **Goal A:** College and Career Readiness Student Success Goal for 2021:

All students will graduate with a skill set prepared for college or a career.

▶ **Goal B:** Flexible Learning and Success Goal 2021:

All students will have the choice and flexibility to customize their learning path.

▶ **Goal C:** Well-Rounded Student Success Goal 2021:

All students will have the opportunity to demonstrate leadership and character, strengthen their life skills and participate in service to the community.

▶ **Goal D:** Growth Management Success Goal 2021:

St. Johns County School District will proactively manage systemic growth.



Tactic Rating Key

- ✓ **Accomplished** – Result is complete and institutionalized
- ✓ **Developing** – Key pieces have been implemented but not fully accomplished
- ✓ **Beginning** – Plans for implementation are in the process of being created
- ✓ **No Action** - No plans for implementation have been deployed



Academic & Student Services Report of Progress



Academic and Student Services

Strategies / Tactics	Success Metrics	Report of Progress	Evidences
Strategy 1: (Goals A, C and D)			
Create opportunities that empower students to build good character, life, social, and leadership skills.			
1.1. Expand transition programs for students with disabilities ages 18-22 (LifeWork at FCTC and Project Search at Renaissance WGV).	<p>Increase # of students enrolled</p> <p>Increase # of students competitively employed</p>	Accomplished	<ul style="list-style-type: none"> 2017-18: 21 2018-19: 34 (62% increase) 2017-18: 12 2018-19: 18 (50% increase)
1.2. Decrease the achievement GAP for English Language Learners in English Language Arts	Decrease the ELA achievement GAP for ELL students by 5% from 37% to 32%	Developing	<ul style="list-style-type: none"> FSA Results TBA 3rd Grade ELA Proficiency 2018-19: ELL: 78%



Academic and Student Services

Strategies / Tactics	Success Metrics	Report of Progress	Evidences
<p>Strategy 1: (Goals A, C and D) Create opportunities that empower students to build good character, life, social, and leadership skills.</p>			
<p>1.3. Expand and increase the use of Schoology by students, parents and teachers.</p>	<p>Increase the time spent by all users</p> <p>Increase # of submissions (active engagement)</p>	<p>Accomplished</p>	<p>Overall usage/access to Schoology has increased 15% by students, 16% by teachers, and 73% by parents from 17-18 to the 18-19 school year</p> <p>Use has expanded to include: resource sharing, between teachers, communication with students, parents and other teachers, assessment delivery and question banks</p> <p>Professional development has been designed and delivered through Schoology by several departments. (Ex: School Nurses)</p>



Academic and Student Services

Strategies / Tactics	Success Metrics	Report of Progress	Evidences
<p>Strategy 1: (Goals A, C and D) Create opportunities that empower students to build good character, life, social, and leadership skills.</p>			
<p>1.4. Reach sustainable level with Collaborative Classrooms reading & writing programs (Being a Reader and Being a Writer)</p>	<p>Modified Lesson Study PD is organized and facilitated by ILCs</p> <p>Fidelity checks indicate evidence of BAR and BAW for Tier 1 instruction in all K-2 classrooms</p>	<p>Developing</p>	<p>Modified Lesson Study training for ILCs (Oct 2018, March 2019)</p> <p>Fidelity check results: 23/24 schools are actively using BAR and 20/24 schools are actively using BAW</p>



Academic and Student Services

Strategies / Tactics	Success Metrics	Report of Progress	Evidences
<p>Strategy 2: (Goals B & D) Develop and implement a K-12 initiative to fully integrate STEM concepts.</p>			
<p>2.1. Establish common, guaranteed STEM opportunities for every student in grades PreK-8 (including coding and computer science).</p>	<p>Establish a STEM committee</p> <p>Inclusion of a specific STEM opportunity in each Science curriculum map for grade K-8</p> <p>STEM Lending Lab established</p>	<p>Developing</p>	<p>Content specialists in math, science, CTE and technology integration worked together throughout the year to coordinate STEM opportunities</p> <p>Twenty-three middle school math and science teachers designed, delivered and refined STEM lesson plans that will become resources in the district curriculum maps (Lesson Study funded by FPL EmPOWERing STEM Educators Grant & STEM2Hub)</p> <p>Every 5th grade class (Approx. 3200 students) participated in the Museum of Science & History outreach program "Red Rover Robotics." (Funded by a grant from STEM2Hub)</p>



Academic and Student Services

Strategies / Tactics	Success Metrics	Report of Progress	Evidences
<p>Strategy 2: (Goals B & D) Develop and implement a K-12 initiative to fully integrate STEM concepts. <i>Continued</i></p>			
<p>2.1. Establish common, guaranteed STEM opportunities for every student in grades PreK-8 (including coding and computer science).</p>	<p>Establish a STEM committee</p> <p>Inclusion of a specific STEM opportunity in each Science curriculum map for grade K-8</p> <p>STEM Lending Lab established</p>	<p>Developing</p>	<p>Project Innovation Competition - 571 high school students from six high schools participated on 145 Career Academy teams</p> <p>STEM media center lessons are available at all levels</p> <p>Six additional robotics clubs established this year (5 in elementary, 1 middle) bringing the total to 15 clubs in the District</p> <p>Code.org Summer Training is in place for summer 2019</p> <p>EQUIPD Grant launched in partnership with UF</p>



Academic and Student Services

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<p>Strategy 2: (Goals B & D) Develop and implement a K-12 initiative to fully integrate STEM concepts.</p>			
<p>2.2. A STEM Fair will be held at every elementary school and every elementary school will be represented at the district STEM Fair.</p>	<p>100% participation by elementary schools in STEM Fair</p> <p>Increase community partnership participation</p>	<p>Developing</p>	<p>2019 STEM Fair</p> <ul style="list-style-type: none"> • 17 schools participated (12 schools in 2018) • 104 students participated (47 students in 2018) • 13 community partners, 1 new partner



Academic and Student Services

Strategies / Tactics	Success Metrics	Report of Progress	Evidences
<p>Strategy 3: (Goals A, C and D) Build literacy skills that empower students to communicate effectively.</p>			
<p>3.1. Increase achievement of students with disabilities.</p>	<p>Achievement at or above Level 3</p>	<p>Developing</p>	<ul style="list-style-type: none"> • ELA 2016-17: 35.2% • ELA 2017-18: 34.7% • ELA 2018-19: pending FSA results • Math 2016-17: 46.3% • Math 2017-18: 46.5% • Math 2018-19: pending FSA results
<p>3.2. Prepare an i-Ready/ FSA correlation report. Determine the extent to which the i-Ready diagnostic tool accurately predicted FSA performance (proficiency, learning gains) for St. Johns County students.</p>	<p>Successful completion of the correlation report</p>	<p>Accomplished</p>	<p>i-Ready/FSA correlation report was completed and presented to administrators and applicable district staff</p> <p>The report allows principals to make more informed decisions about whether or not to purchase i-Ready instruction</p>



Academic and Student Services

Strategies / Tactics	Success Metrics	Report of Progress	Evidences
<p>Strategy 3: (Goals A, C and D) Build literacy skills that empower students to communicate effectively.</p>			
<p>3.3. Improve Early Learning Opportunities.</p>	<p>Increase access to Kindergarten Readiness Summer Program</p> <p>Improve Florida Kindergarten Readiness Screener (FLKRS) scores</p> <p>Improve Pre-K Least Restrictive Environment (LRE) percentages</p> <p>Improve Battelle Developmental Inventory (BDI) exit scores</p>	<p>Accomplished</p>	<ul style="list-style-type: none"> • Increased summer kindergarten readiness locations from two to four <ul style="list-style-type: none"> 15-16- 7 students 16-17- 31 students 17-18- 51 students 18-19- 101 students • Increase access to Pre-K programs for Title I schools: <ul style="list-style-type: none"> 15-16- 175 students 16-17- 265 students 17-18- 339 students 18-19- 351 students • Improve FLKRS Scores- Programs performing at or above proficiency: <ul style="list-style-type: none"> 16-17- 56% 17-18 -77% • Least Restrictive Environment <ul style="list-style-type: none"> 17-18-20% 18-19-29%



Academic and Student Services

Strategies / Tactics	Success Metrics	Report of Progress	Evidences
Strategy 3: (Goals A, C and D) Build literacy skills that empower students to communicate effectively. <i>Continued</i>			
3.3. Improve Early Learning Opportunities.	Increase access to Kindergarten Readiness Summer Program Improve Florida Kindergarten Readiness Screener (FLKRS) scores Improve Pre-K Least Restrictive Environment (LRE) percentages Improve Battelle Developmental Inventory (BDI) exit scores	Accomplished	<ul style="list-style-type: none"> • Improve BDI <ul style="list-style-type: none"> Personal-Social 15-16- 37% 16-17- 40% 17-18- 59% • Communication Adaptive <ul style="list-style-type: none"> 15-16- 51% 15-16-34% 16-17- 57% 16-17-41% 17-18- 61% 17-18-61%



Academic and Student Services

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<p>Strategy 3: (Goals A, C and D) Build literacy skills that empower students to communicate effectively.</p>			
<p>3.4. Develop teacher capacity to use iReady diagnostic data.</p>	<p>Dates of support/PD provided to school teams and individual teachers</p> <p>Increase in student academic growth</p>	<p>Accomplished</p>	<p>Teacher training at each school</p> <p>Title II funds provide additional training day and subs</p> <p>Administrative PD follows each diagnostic.</p> <p>Pending state assessment results</p>
<p>3.5. Utilize comprehensive needs assessment and SAI plans to measure ROI.</p>	<p>Return on investment (ROI) of the predicted areas of impact as stated on the comprehensive needs assessment and the Supplemental Academic Instruction (SAI) plan submitted by each school</p>	<p>Developing</p>	<p>Pending FSA results</p>



Academic and Student Services

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<p>Strategy 3: (Goals A, C and D) Build literacy skills that empower students to communicate effectively.</p>			
<p>3.6. Utilize the PLC process to improve teaching and learning.</p>	<p>Artifacts that demonstrate our work as a professional learning community (PLC)</p>	<p>Developing</p>	<p>Collaborative teams at each school demonstrate evidence of shared planning, common assessments and student data analysis</p> <p>Singleton teachers connect monthly via a district-facilitated PLC. (K-8 PE, K-8 art, middle school art, elementary art, elementary PE)</p> <p>A collaborative team from Pacetti Bay Middle School shared an Introduction to a Highly-Effective PLC training to select teachers, Principals and ILCs periodically throughout the year</p> <p>School teams and teacher leaders participated in a PLC training the week of June 3-7 (Essential Standards & Common Assessments)</p>



Academic and Student Services

Strategies / Tactics	Success Metrics	Report of Progress	Evidences
Strategy 4: (Goals B, C and D) Build capacity to fully support the academic, wellness and safety needs of all students.			
4.1. Build parent capacity to support the success of Pre-K students.	Increase parent training and workshops to multiple sites with various topics including: Social/Emotional Behavior Language Development Home Routines	Accomplished	Weekly family engagement activities provided every Monday throughout the school year at Yates- 30 total events Added monthly parent trainings at every Pre-K site- 52 total parent trainings Pre-K to Kindergarten Transition Meetings provided at all 15 Pre-K sites
4.2. Provide professional development and curriculum to address the social/emotional needs of Pre-K students.	Professional Development Conscious Discipline Training and fidelity checks on Sanford Harmony SEL curriculum	Accomplished	Conscious Discipline Training provided during Pre-Planning and Monthly Regional PLC meetings Sanford Harmony Training and Curriculum provided during Pre-Planning to all Pre-K teachers



Academic and Student Services

Strategies / Tactics	Success Metrics	Report of Progress	Evidences
Strategy 4: (Goals B, C and D) Build capacity to fully support the academic, wellness and safety needs of all students.			
4.3. Implement the “Teacher Attendance Dashboard”. The dashboard will assist district personnel in making informed decisions regarding costs associated with teacher absences.	Successful roll-out of the dashboard to specific district staff	Accomplished	The teacher attendance dashboard is operational Principals and applicable district staff have been provided with documentation on how to use the dashboard
4.4. Implement use of the new gradebook audit to improve communication and feedback to secondary students and their parents on academic performance.	All secondary gradebooks include a minimum of 3 common summative assessments All secondary gradebooks include a minimum of 2 formative assessments prior to each summative	Accomplished	The secondary gradebook audit in place, report provided each quarter to teachers for self-monitoring and to secondary principals for building-level accountability



Academic and Student Services

Strategies / Tactics	Success Metrics	Report of Progress	Evidences
<p>Strategy 4: (Goals B, C and D) Build capacity to fully support the academic, wellness and safety needs of all students.</p>			
<p>4.5. Increase professional development and resources for mental, social and emotional issues.</p>	<p>Increase # students receiving MH counseling</p> <p>Mental Health Awareness & Assistance Training for all school personnel</p> <p>Expand school-based mental health care by hiring and training additional social workers, mental health counselors and school psychologists</p> <p>Expand collaborative partnerships with outside mental health programs, agencies or providers</p> <p>Expand the MTSS process to include supports for mental health</p>	<p>Accomplished</p>	<p>Mental health counseling logs <u>2017-18</u> External: 323 referred, 142 served Internal: ESE/504 students only</p> <p><u>2018-19</u> External: 517 referred, 214 served Internal: 1,086 ESE/504 & Gen Ed</p> <p>Over 450 SJCS D employees have been trained in Youth Mental Health First Aid (YMHFA)</p> <p>Three additional social workers, 6 additional licensed mental health counselors, and 2 additional school psychologists hired for SY2018-19</p> <p>Contracted with EPIC & Children's Home Society</p> <p>Training of MTSS teams to include mental health supports</p>



Academic and Student Services

Strategies / Tactics	Success Metrics	Report of Progress	Evidences
Strategy 4: (Goals B, C and D) Build capacity to fully support the academic, wellness and safety needs of all students.			
4.6. Utilize data from monthly health room visits and student medical acuity to accomplish appropriate nurse-to-student ratios.	Reports on clinical visits and services provided	Accomplished	Monthly health room data of student visits and medical acuity utilized and evaluated
4.7. Continue to explore collaboration with local health agencies to increase resources for student wellness and safety.	Working partnerships with surrounding hospitals and the pediatric community	Accomplished	Working with Community Asthma Partnership at Wolfson Children's Hospital to provide school based asthma management programs Initiating collaboration with Flagler Hospital as they increase their pediatric community services in St. Johns County



Academic and Student Services

Strategies / Tactics	Success Metrics	Report of Progress	Evidences
Strategy 4: (Goals B, C and D) Build capacity to fully support the academic, wellness and safety needs of all students.			
4.8. Coordinate with Principals and SJSO the delivery of active shooter response training at all sites for students K-12.	Active Shooter Response video Semester drills	Accomplished	All schools completed student active shooter training with the SJSO prior to September 15
4.9. Coordinate with SJSO and Principals to perform 800 MHZ radio and emergency button operation checks.	Perform radio and emergency checks 2 times per year starting Summer 2018	Accomplished	Radio check log was completed, one per semester.



Academic and Student Services

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<p>Strategy 4: (Goals B, C and D) Build capacity to fully support the academic, wellness and safety needs of all students.</p>			
<p>4.10. Continue to implement the SJCS D Comprehensive School Counseling Plan and support the implementation of the Safe & Successful School Plan.</p>	<p>School-based counselors implementation of Phase III program Management School Counselors will receive training to implement Tier 1 & 2 Coping Skills Intervention</p>	<p>Accomplished</p>	<p>Fall in-service training provided to distribute program management information, establish expectations, and develop skills. School counselor PLCs implemented (regional role-alike).</p>



Academic and Student Services

Strategies / Tactics	Success Metrics	Report of Progress	Evidences
<p>Strategy 4: (Goals B, C and D) Build capacity to fully support the academic, wellness and safety needs of all students.</p>			
<p>4.11. Reduce the post-secondary education gap of underserved students.</p>	<p>HS Counselors will receive training on use of academic advisement data & tools and post secondary success strategies</p>	<p>Developing</p>	<p>HS Counselors received training on use of academic advisement data & tools and post-secondary success strategies</p> <p>eSchool Academic Report training provided to identify opportunities for acceleration</p> <p>September Regional Counselor PLCs discussion of high school feedback report & graduation report by district counselor</p>



Academic and Student Services

Strategies / Tactics	Success Metrics	Report of Progress	Evidences
<p>Strategy 4: (Goals B, C and D) Build capacity to fully support the academic, wellness and safety needs of all students.</p>			
<p>4.12. Work with St. Johns Sheriff's Office (SJSO) in the expansion of the Youth Resource Deputy Program, including the integration of 28 armed security guards to back fill coverage at non-contracted school sites for the 2018-2019 school year.</p>	<p>Provide armed security/ law enforcement coverage at all school sites</p>	<p>Accomplished</p>	<ul style="list-style-type: none"> • Twenty-eight armed security officers added to non-contracted school sites • Fourteen new YRDs were added to schools starting January 7



Operations Report of Progress



Operations

Strategies / Tactics	Success Metrics	Report of Progress	Evidences
<p>Strategy 1: (Goals A, B and D) Develop a K-12 continuum of technology integration, including necessary network infrastructure, to ensure teachers are well equipped to implement technology in the classroom.</p>			
<p>1.1. Continue to implement infrastructure upgrades to meet the growing network needs</p>	<p>Project completed at identified sites</p>	<p>Accomplished</p>	<p>Installed new high speed network cabling and switching at 7 schools. Wireless Access Points were upgraded at 3 schools.</p>
<p>1.2. Evaluate, acquire and implement new teacher computers (existing machines will be reconfigured to add student computers in 2018-2019.)</p>	<p>New teacher machines ready for distribution</p>	<p>Accomplished</p>	<p>2250 new Lenovo L380 laptop computers for teachers were purchased, configured and dispersed at each school.</p>



Operations

Strategies / Tactics	Success Metrics	Report of Progress	Evidences
<p>Strategy 2: (Goal D) Continue to design and construct schools that accommodate growth while maintaining high quality programming with an intentional student-focused environment.</p>			
<p>2.1. Utilize updated school design to build two new K-8 schools "KK" and "LL"</p>	<p>New schools ready to open in August 2018</p>	<p>Accomplished</p>	<p>K-8 School "KK" Palm Valley Academy and "LL" Freedom Crossing Academy were successfully opened for the start of the 2018-2019 School Year.</p>
<p>2.2. Equip two new K-8 schools and summer relocatables with network switching, wireless access points, classroom technology and computers.</p>	<p>New schools and relocatables equipped</p>	<p>Accomplished</p>	<p>All network, phone and classroom technology equipment was purchased, configured and installed.</p>



Operations

Strategies / Tactics	Success Metrics	Report of Progress	Evidences
<p>Strategy 2: (Goal D) Continue to design and construct schools that accommodate growth while maintaining high quality programming with an intentional student-focused environment.</p>			
<p>2.3. Implement dining expansions at SPMS and POA</p>	<p>Dining expansions completed</p>	<p>Accomplished</p>	<p>Projects were completed at both sites with dining expansion fully operational in Jan 2019.</p>
<p>2.4. Build, equip and furnish the new buildings to facilitate the conversion to Mill Creek Academy in preparation for grades K-8</p>	<p>New buildings constructed, equipped and furnished</p>	<p>Developing</p>	<p>Construction of new middle school facilities to include classrooms and a gymnasium are currently underway. A dining expansion and remodeling projects for the Media Center, Administration and Kitchen are underway.</p>



Operations

Strategies / Tactics	Success Metrics	Report of Progress	Evidences
Strategy 2: (Goal D) Continue to design and construct schools that accommodate growth while maintaining high quality programming with an intentional student-focused environment.			
2.5. Create a master plan to expand capacity at Liberty Pines Academy to 1500 permanent student stations.	Master plan created	Developing	The Master Plan is under design with construction to begin Summer/Fall 2019.



Operations

Strategies / Tactics	Success Metrics	Report of Progress	Evidences
<p>Strategy 3: (Goal D) Continue to improve district-wide safety and security measures.</p>			
<p>3.1. Continue to implement single point of entry security upgrades at identified schools</p>	<p>New security upgrades complete</p>	<p>Developing</p>	<p>All budgeted SPOE projects for the 2017-2018 FY have been completed. Additional single point of entry enhancements continue at various school sites.</p>
<p>3.2. Evaluate Security Camera systems for enterprise wide use and establish standards for future camera systems acquisitions and upgrades.</p>	<p>Pilot of new system underway</p>	<p>Accomplished</p>	<p>New camera system and camera model standards are established.</p>



Operations

Strategies / Tactics	Success Metrics	Report of Progress	Evidences
Strategy 3: (Goal D) Continue to improve district-wide safety and security measures.			
3.3. Develop district-wide School Safety Standards	Safety standards in place at all schools	Accomplished	Safety standards were created and distributed to all school principals at a Leadership Retreat on July 16, 2018.
3.4. Complete and analyze security risk assessments to establish priority building projects.	Priorities established based on risk	Developing	Projects identified All projects are funded and work is underway
3.5. Evaluate safety projects for grant program.	Projects selected based on grant qualifiers	Accomplished	Approximately \$1.4M in Safe Schools Projects funding were identified. Safety grant project work is currently underway



Operations

Strategies / Tactics	Success Metrics	Report of Progress	Evidences
Strategy 4: (Goal D) Continue to improve and upgrade operation systems and services to better meet the needs of students and staff.			
4.1. Implement registration online district-wide.	Online registration is live for all users	Accomplished	All new students can now be registered by parents using the new online system.
4.2. Analyze student growth and development trends to revise attendance zones to respond to development pressure until school construction can occur.	Attendance Zone changes approved	Developing	Proposals to revise attendance zones are being developed to address new developments and high growth areas.



Operations

Strategies / Tactics	Success Metrics	Report of Progress	Evidences
Strategy 4: (Goal D) Continue to improve and upgrade operation systems and services to better meet the needs of students and staff.			
4.3. Implement new BusinessPlus reporting tool Cognos	Cognos tools in use	Accomplished	New Cognos reporting tool was implemented. This new reporting tool supports BusinessPlus users in Departments and schools.
4.4. Implement new document management system for Human Resources	New system is operational	Beginning	In process of developing new system, including e-forms, to streamline the new hire process.



Human Resources Report of Progress



Human Resources

Strategies / Tactics	Success Metrics	Report of Progress	Evidences
<p>Strategy 1: (Goal A, C, and D) Using a comprehensive recruitment approach, Human Resources will recruit high quality personnel in all employee groups (Administrative, Teachers, and Non-Instructional).</p>			
<p>1.1. Participate in at least 1 virtual fair and utilize social media to “tweet” attendance at scheduled recruitment events and district recruitment fairs</p>	<p>List of candidates who participated in Virtual Fair</p> <p>List of recorded “tweets” that have been tweeted out</p>	<p>Virtual Fair – No Progress</p> <p>Tweets – Beginning</p>	<p>Tweeting was limited as our recruitment website draws a lot of attention to new teacher candidates.</p> <p>In May, we did tweet out new positions posted for 2019-2020 school year.</p>
<p>1.2. Continue to refine our practices to increase the number of recruited and retained instructional employees that are representative of the diversity of our District</p>	<p>Identify candidates</p> <p>Mentor assignment – provide 1 to 1 & group training sessions</p> <p>Event rosters</p> <p>Number retained the following school year</p>	<p>Beginning</p>	<p>Candidates identified during 2018-19 hiring season.</p> <p>Attendance at Fall and Spring Teach-Ins</p> <p>Minority Mixer</p> <p>Minority Instructional Number Retained - 9 out of 13</p>



Human Resources

Strategies / Tactics	Success Metrics	Report of Progress	Evidences
Strategy 1: (Goal A, C, and D) Using a comprehensive recruitment approach, Human Resources will recruit high quality personnel in all employee groups (Administrative, Teachers, and Non-Instructional).			
1.3. Provide opportunities for new teachers to attend identified trainings that will enhance their awareness of resources and best practices.	Survey results List of PD Offerings Attendance Lists	Developing	New teachers attended Employee Orientation and met with CAST member. New teacher survey was completed to identify needed training. Saturday Fall and Spring Teach-In were held. Sign-In Sheets/PD points were awarded
1.4. Create and implement a New Employee Survival Guide comprised of interactive sessions and resources to navigate through the first year.	Digital Guide available on Inside St. Johns PD website	No Action	



Human Resources

Strategies / Tactics	Success Metrics	Report of Progress	Evidences
<p>Strategy 2: (Goals A, B, and C) Align all professional development opportunities so all employees can grow professionally while performing at their highest potential.</p>			
<p>2.1. Identify teacher leaders of PLCs at each school. Train Principals and PLC leaders to facilitate PLCs.</p>	<p>Each school Principal will identify PLC leaders at their school.</p> <p>These leaders and the Principals will be trained in facilitation and leadership skills.</p>	<p>Developing</p>	<p>Leadership Learning sessions in all areas of PLC implementation. Discussion focused on data from school PLCs, roles of teacher leaders, samples of accountability strategies used at each school and discussion and sharing of implementation challenges. Book studies included <i>Learning by Doing</i> and <i>Cultures Built to Last</i> as resources for the meetings. Work to continue next year.</p>
<p>2.2. Teacher leader cadres at each school have been identified, trained and provide monthly trainings to new teachers while providing support and mentorship.</p>	<p>List of teacher leaders</p> <p>Monthly training offerings</p> <p>Sign-in Sheets</p>	<p>Developing</p>	<p>Teacher leader cadres have been assigned at many schools. The Principals and APs share identification of these and the strategies they employ to work with them regularly during leadership sessions. ILCs at schools are members of the leadership team and are instrumental in offering continued PD and guidance to the staff on PLC implementation. Work with the ILCs continues each month with practices being modeled that may be replicated at schools. ILCs share their work.</p>



Human Resources

Strategies / Tactics	Success Metrics	Report of Progress	Evidences
<p>Strategy 2: (Goals A, B, and C) Align all professional development opportunities so all employees can grow professionally while performing at their highest potential.</p>			
<p>2.3. Provide Leadership Learning sessions and workshops to various employee groups including Directors, Principals, Assistant Principals, Teacher Leaders and SJCS D Staff based on best practices & identified needs.</p>	<p>Attendance rosters Agendas Training materials Evaluation of sessions</p>	<p>Developing</p>	<p>Facilitated discussions with Cabinet Members on district PLCs. Resources used, <i>Cultures Built to Last</i>, as well as self-reflection by Cabinet Members focusing on characteristics of productive teams. Principals and APs discuss PLC implementation at their schools and share strategies used to assure effective PLC processes are in place. Principals, APs, and teachers share data and strategies used to educate the bottom quartile of students at their schools. Leadership Learning sessions offered to all employee groups including Directors, Principals, APs, teachers and SJCS D staff on various topics including communication, decision making, self reflection and SJCS D culture.</p>



Human Resources

Strategies / Tactics	Success Metrics	Report of Progress	Evidences
<p>Strategy 2: (Goals A, B, and C) Align all professional development opportunities so all employees can grow professionally while performing at their highest potential.</p>			
<p>2.4. Provide Leadership Learning sessions to Principals and Assistant Principals leading the PLC full implementation journey based on best practices and needs of participants.</p>	<p>Attendance rosters Agendas Training materials Evaluation of sessions</p>	<p>Developing</p>	<p>Continued opportunity for Principals and APs to learn new skills required for effective team decision making regarding PLC implementation. Principals and APs apply facilitative leadership skills in the workshop setting. They are asked to use the skills in their schools and share the results with others. Leadership Learning groups discuss challenges and strategies they use to overcome these challenges. Focus in Leadership Learning sessions has been on Superintendent's learning goals for all students and the impact of work at schools. This work will continue into next year with an additional focus through a Title 1 School Leadership Cohort.</p>



Human Resources

Strategies / Tactics	Success Metrics	Report of Progress	Evidences
Strategy 2: (Goals A, B, C) Align all professional development opportunities so all employees can grow professionally while performing at their highest potential.			
2.5. Evaluate and refine Discipline and Classroom Management presentations for all instructional personnel.	Updated PowerPoints posted on Inside St. Johns for instructional employees to review Returned evaluations	Accomplished with ongoing updates	Effective Classroom Management PowerPoint was created and placed in SafeSchools for all employees to view.
2.6. Evaluate and refine the communications presentation for all instructional personnel.	Updated PowerPoints posted on Inside St. Johns for instructional employees to review Returned evaluations	Accomplished with ongoing updates	Effective Methods of Parent-Student Communication PowerPoint was created and placed in SafeSchools for all employees to view.



Human Resources

Strategies / Tactics	Success Metrics	Report of Progress	Evidences
Strategy 3: (Goal C, D)			
Provide ongoing ethics and professional conduct training to all employee groups.			
3.1. Develop and refine an online module that provides an overview of ethical conduct and behavior for employees.	Online module developed and in use in SafeSchools so accessible for all employees to view. Evaluation feedback	Accomplished with ongoing updates	Ethics Awareness In and Out of the Workplace was created and placed in SafeSchools. Viewers provide feedback that will be used to modify and improve the online module.
3.2. Develop and refine an online module for all employees to view on the District's core values, culture and high expectations.	Online module developed and in use in SafeSchools so accessible for all employees to view. Evaluation feedback	Accomplished with ongoing updates	District Core Values, Culture and High Expectations were created and placed in SafeSchools. Viewers provide feedback that will be used to modify and improve the online module.



Community Relations Report of Progress



Community Relations

Strategies / Tactics	Success Metrics	Report of Progress	Evidences
<p>Strategy 1: (Goal D) We will continue to embrace technology to effectively communicate with families, students, employees and community members by researching and seeking the best available communication methods.</p>			
<p>1.1. Develop guidelines for limited use of social media.</p>	<p>Development of guidelines</p> <p>Number of registered social media accounts on ArchiveSocial</p>	<p>Developing</p>	<p>43 Total accounts registered in ArchiveSocial</p> <ul style="list-style-type: none"> • 24 Twitter • 10 Instagram • 9 Facebook <p>District Twitter Account has 3,886 followers as of 6/24/2019</p> <p>Acquired sample guidelines from Neola as well as from other school districts in Florida.</p> <p>Committee will meet to review samples and develop SJCSO specific guidelines to distribute throughout the district.</p>



Community Relations

Strategies / Tactics	Success Metrics	Report of Progress	Evidences
Strategy 1: (Goal D) We will continue to embrace technology to effectively communicate with families, students, employees and community members by researching and seeking the best available communication methods.			
1.2. Improve the accessibility of our websites to effectively communicate with families with disabilities.	Implementation of scanning tool to identify and resolve issues Potential for user surveys	Developing	Website Accessibility Committee formed. Reviewed scanning tools and selected top performer. UserWay accessibility tools added to all school websites and District website.
1.3. Research and implement closed-captioning services to provide necessary accessibility to stakeholders.	Testing and trials to determine best vendor for transcription services Identify priority videos and number of those transcribed	Developing	Identified four vendors for closed captioning. Existing hardware limits implementation. Developed plan for captioning new content and researched legal considerations for working toward compliance.



Community Relations

Strategies / Tactics	Success Metrics	Report of Progress	Evidence
<p>Strategy 2: (Goal C) We will continue to build a culture of character by further integrating CHARACTER COUNTS! initiatives and related programs throughout the St. Johns County School District while expanding into the community at large.</p>			
<p>2.1. Expand advocacy, awareness and practice of CHARACTER COUNTS! through The Players partnership and involvement to include rebranding.</p>	<p>Annual Surveys</p> <p>Completing consistency of brand awareness in schools</p>	<p>Accomplished</p>	<p>Updated logo for the CHARACTER COUNTS! initiative. Rebranded CHARACTER COUNTS! website Created signage for all 40 schools to expand awareness of the CHARACTER COUNTS! initiative. Provided 49 teacher/school/PVWH grants as well as student leadership grants for schools within St. Johns County to help further the CHARACTER COUNTS! initiative. PVWH Honor training for ADs, coaches and student-athletes Led trainings for various community groups including Nissan of St. Augustine and Council on Aging. Attended back-to-school events at The Webster School, SWES, and CES to expand advocacy to community members. Number of CC! lessons taught: 46 OneNote Resource- promote and add resources to further classroom resources.104 teachers currently accessing OneNote regularly. Attended 23 CHARACTER COUNTS! celebrations in SJC schools including Beacon of Hope Christian School.</p>



Community Relations

Strategies / Tactics	Success Metrics	Report of Progress	Evidence
<p>Strategy 2: (Goal C) We will continue to build a culture of character by further integrating CHARACTER COUNTS! initiatives and related programs throughout the St. Johns County School District while expanding into the community at large.</p>			
<p>2.2. Strengthen focus in K-8 academies with formal and informal programs to foster good character.</p>	<p>Number of secondary teacher trainings held</p> <p>Number of CHARACTER COUNTS! Lessons provided to K-8 students</p>	<p>Developing</p>	<p>Worked with Valley Ridge Academy guidance counselors to create resources for a CHARACTER COUNTS! rotation. CC! lessons are being taught weekly by PTO reps using the materials created.</p> <p>PBIS and CHARACTER COUNTS! integration at PVA and CA.</p> <p>Attended eight CC! celebrations at MCA, LPA, PVA, POA and VRA.</p> <p>Expanded knowledge and research in the PBIS initiatives due to integration in K-8 Academies.</p> <p>Taught six small groups focusing on student leadership small groups at LPA.</p> <p>Helped to plan and attended CHARACTER COUNTS! kick off event for VRA to introduce CC! to school community.</p>



Community Relations

Strategies / Tactics	Success Metrics	Report of Progress	Evidence
<p>Strategy 2: (Goal C) We will continue to build a culture of character by further integrating CHARACTER COUNTS! initiatives and related programs throughout the St. Johns County School District while expanding into the community at large.</p>			
<p>2.3. Increase student-led CHARACTER COUNTS! productions and training on video production.</p>	<p>Number of videos produced</p> <p>Number of student trainings held</p> <p>Number of views per video</p>	<p>Developing</p>	<p>Six student-led videos produced within the last year, i.e. Pedro Menendez High School (PMHS) Anti-Drug, Jim Harbin entries. PMHS Anti-Drug video is a finalist for a DEA video creation contest.</p> <p>At least nine classroom training courses that included at least two visits (WCE, PVA, FCA, LPA, GRMS, SPMS, CHS, SWE, TCE, etc.)</p> <p>Student-led videos averaged 34 views. Most downloaded onto local media for in-school distribution.</p>



Community Relations

Strategies / Tactics	Success Metrics	Report of Progress	Evidence
<p>Strategy 2: (Goal C) We will continue to build a culture of character by further integrating CHARACTER COUNTS! initiatives and related programs throughout the St. Johns County School District while expanding into the community at large.</p>			
<p>2.4. Increase awareness of CHARACTER COUNTS! and highlight significant district activities through production of Superintendent Spotlight.</p>	<p>Number of Spotlight videos produced</p> <p>Number of views per Spotlight video</p>	<p>Accomplished</p>	<p>Nine videos produced in 2018</p> <p>Average of 830 views per video, for a total of nearly 7,500 Spotlight views in 2018</p>



Community Relations

Strategies / Tactics	Success Metrics	Report of Progress	Evidences
Strategy 3: (Goals A, B & C) We will continue to seek and expand business and community partnerships to provide more opportunities for students.			
3.1. Assist in branding efforts for FCTC including website and video production.	Launch of website Completion of the rebranding effort Number of videos produced	Accomplished	Rebranded FCTC and FCTC Foundation websites launched in June 2018 Two videos produced, photo promos
3.2. Create and expand opportunities for networking with community partners and schools to ensure all needs are met using collaboration of faith-based partners, Connect Event with local non-profit organizations and school-to-school partnerships.	Number of partnerships formed across district Inventory of needs	Accomplished	Number of individual school needs requested: 236, number of needs met: 201 Number of Faith-Based Partnerships within the district: 66. Faith-based Advisory Council meetings held monthly. School-to-school partnerships opportunities: 34 Hearts-to-Hands community event- 32 attendees, 24 non-profit organizations represented. Involved with Integrated Services Team with St. John County Health and Human Services to discuss needs of county as a whole. Continue to explore programs, initiatives and activities to benefit and enrich the school community. i.e. Relay for Life, The Seven Project, Out of the Darkness.



Superintendent and School Board Report of Progress



Superintendent & School Board

Strategies / Tactics	Success Metrics	Report of Progress	Evidences
Strategy 1: (Goals A, B, C & D) Align all decision-making in the best interest of students.			
1.1. Ensure resources are prioritized to further the mission of the school district	Remain in the state's lowest percentage of district level expenditures	Developing	School and district based staffing formula Most recent state report indicates lowest district expenditures



Superintendent & School Board

Strategies / Tactics	Success Metrics	Report of Progress	Evidences
<p>Strategy 2: (Goals A, B, C & D) Continue to influence state legislation and set policy at the local level to further the mission, vision and goals of the school district.</p>			
<p>2.1. Educate and engage local delegation members on the needs of the School District</p>	<p>100% of local delegation is knowledgeable on the needs of the School District</p> <p>Invitations to District and school events</p>	<p>Developing</p>	<p>Individual meetings completed locally and during Legislatives session</p>
<p>2.2. Educate and utilize parents, community members, students and administrators to proactively advocate for legislative changes</p>	<p>Create and execute a plan to educate and involve all stakeholders</p> <p>Correspondence with PTO presidents about invites to delegation members</p> <p>PTOs assign a legislative liaison</p> <p>Supervisor of Elections invited to new employee orientation</p>	<p>Beginning</p>	<p>Quarterly Focus Groups included Legislative updates</p> <p>Meetings with school PTOs and SACs</p> <p>Voter registration materials are made available at on-boarding</p>



Superintendent & School Board

Strategies / Tactics	Success Metrics	Report of Progress	Evidences
<p>Strategy 2: (Goals A, B, C & D) Continue to influence state legislation and set policy at the local level to further the mission, vision and goals of the school district.</p>			
<p>2.3. Proactively propose legislative changes and funding requests to further the mission of the School District</p>	<p>Create and execute a proactive legislative platform</p>	<p>Accomplished</p>	<p>2018-2019 Legislative platform</p>
<p>2.4 Proactively engage community leaders in support of advocacy efforts</p>	<p>List of targeted leaders and meetings initiated is created</p>	<p>Beginning</p>	<p>Meetings with local delegation and community leaders</p>



Superintendent & School Board

Strategies / Tactics	Success Metrics	Report of Progress	Evidences
<p>Strategy 2: (Goals A, B, C & D) Continue to influence state legislation and set policy at the local level to further the mission, vision and goals of the school district.</p>			
<p>2.5 Review and update School Board Rules</p>	<p>All board policy changes resulting from new legislation have been made</p> <p>Sections 2 and 6 have been reviewed and updated</p>	<p>Developing</p>	<p>All legislative changes have been presented for review of Rules</p> <p>Section 6 is currently being presented for revision</p>



Superintendent & School Board

Strategies / Tactics	Success Metrics	Report of Progress	Evidences
Strategy 3: (Goal A, B, C & D) Maintain a nurturing and supportive environment by continuing a culture that fosters teamwork and collaboration that emphasizes shared values, integrity and loyalty.			
3.1 Continue to emphasize Master Board Training	100% participation	Accomplished	2018 Master Board trained
3.2. Annual Leadership Retreat for School Board and Superintendent	100% participation	Accomplished	2018 Retreat held last June
3.3 Continue to embed PLC culture across the School District	Academic growth Expansion of collaborative teams	Developing	Pending FSA results Multiple professional development sessions on PLCs at Work, common summative assessments developed, grading practices established



Academic & Student Services Tactics 2019-2020



2019-2020

Academic and Student Services

Strategies / Tactics	Champions	Success Metrics	Resources Needed	Start Date	Completion Date
Strategy 1: (Goals A, C and D)					
Create opportunities that empower students to build good character, life, social, and leadership skills.					
1.1. Expand transition programs offerings for students with disabilities ages 18-22 (LifeWork and Project Search).	Associate Superintendent for Accountability and Intervention Services.	<p>Increase # of students enrolled.</p> <p>2017-18: 21 2018-19: 34 (+62%) 2019-20: Goal - 46</p> <p>Increase # of students competitively employed:</p> <p>2017-18: 12 2018-19: 18 (+50%) 2019-20: Goal - 25 students employed by end of school year.</p>	Staff funded through FTE and grants; IDEA and grant funding for materials, supplies (uniforms, travel costs, etc.)	August 2019	June 2020



2019-2020

Academic and Student Services

Strategies / Tactics	Champions	Success Metrics	Resources Needed	Start Date	Completion Date
Strategy 1: (Goals A, C and D)					
Create opportunities that empower students to build good character, life, social, and leadership skills.					
1.2. Develop student capacity with social emotional learning and mental health.	Associate Superintendent for Accountability and Intervention Services	Conscious Discipline professional development (PreK and Title 1) Monthly Title 1 behavior interventionist training Implement Sources of Strength at all high schools	Professional development Funding	August 2019	June 2020



2019-2020

Academic and Student Services

Strategies / Tactics	Champions	Success Metrics	Resources Needed	Start Date	Completion Date
Strategy 2: (Goals B and D) Develop and implement a K-12 initiative to fully integrate STEM concepts.					
2.1. Increase STEM opportunities for students throughout the district	Associate Superintendent for Curriculum and Instruction	Establish STEM Committee STEM lessons added to middle school science and math curriculum maps Science Fair participation increases to include students from every secondary school Increase participation in the Mayo Clinic SPARK Research Mentorship program	Staff, grants, time for regularly established meetings	July 2019	June 2020



2019-2020

Academic and Student Services

Strategies / Tactics	Champions	Success Metrics	Resources Needed	Start Date	Completion Date
Strategy 3: (Goals A, C and D)					
Build literacy skills that empower students to communicate effectively.					
3.1. Use effective interventions to increase academic achievement for students with disabilities.	Associate Superintendent for Accountability and Intervention Services	<p>Improved student performance on Battelle Developmental Inventory (BDI) assessment in Communication – Pre-K students with language delays</p> <p>Increased number of students with disabilities (SWDs) achieving a level 3 or above on FSA reading and math by 10%.</p> <p>Increased number of ESE and general education teachers trained to identify learning gaps and provide effective interventions</p> <p>Increased number of instructional staff trained to utilize assistive technology resources</p>	Access to data (EdStats.fldoe.org)	August 2019	June 2020



2019-2020

Academic and Student Services

Strategies / Tactics	Champions	Success Metrics	Resources Needed	Start Date	Completion Date
Strategy 3: (Goals A, C and D) Build literacy skills that empower students to communicate effectively.					
3.2 Use reading diagnostic data to improve instruction for all high school students who have scored a Level 1 or a Level 2 on the ELA FSA.	Associate Superintendent for Curriculum and Instruction	Board approved contract with Achieve3000 Documentation of diagnostic administrations Growth in reading for at least 50% of students who complete the diagnostics	Achieve3000, school staff, CAST support, SIS support	July 2019	June 2020



2019-2020

Academic and Student Services

Strategies / Tactics	Champions	Success Metrics	Resources Needed	Start Date	Completion Date
Strategy 3: (Goals A, C and D)					
Build literacy skills that empower students to communicate effectively.					
3.3. Improve phonics and phonemic awareness instruction in grades K, 1, and 2.	Associate Superintendent for Curriculum and Instruction	Documentation of PD with school leadership on how phonics and phonemic awareness are addressed in the current resources. ILC and Principal Curriculum Workshop agendas will reflect ongoing discussion, training, and monitoring of teacher training on phonics and phonemic awareness instruction. Identification of additional resources and training if needed.	Being a Reader K-2 is the current tier 1 resource; elementary ELA specialist, K-12 Literacy Coordinator; ILCs; CCC consultant for Being a Reader training session/s for principals and assistant principals Being a Reader Learning Letter Names Kit to be utilized with kindergarten students who do not know letter names; (proposed funding through the Comprehensive Reading Plan-4 kits per school at \$75, total \$7500)	July 2019	June 2020



2019-2020

Academic and Student Services

Strategies / Tactics	Champions	Success Metrics	Resources Needed	Start Date	Completion Date
Strategy 3: (Goals A, C and D)					
Build literacy skills that empower students to communicate effectively.					
3.4. Increase work skills and soft skills acquisition through our career academies.	Associate Superintendent for Curriculum and Instruction	<p>Florida Ready to Work academic skills and soft skills curriculum pilot completed (St. Johns County Academy of Future Teachers)</p> <p>Evidence that all Career Academy programs utilize MyCareerShines within the FloridaShines program.</p> <p>Increase industry-based internships by 10%. Current: 171 Goal: 188</p>	Free resources and materials, class time, school-based professional development, Career specialists, Business partners	July 2019	June 2020



2019-2020

Academic and Student Services

Strategies / Tactics	Champions	Success Metrics	Resources Needed	Start Date	Completion Date
Strategy 4: (Goals B, C and D) Build capacity to fully support the academic, wellness and safety needs of all students.					
4.1. Use a common school-wide behavior management system in all Title I Elementary Schools.	Associate Superintendent for Accountability and Intervention Services.	Positive Behavior intervention Supports (PBIS) Professional Development completed Monthly Title I Behavior Interventionist meetings PBIS Walk-throughs	Early Childhood Services and Federal Program staff to provide professional development and job-embedded support	June 2019	June 2020



2019-2020

Academic and Student Services

Strategies / Tactics	Champions	Success Metrics	Resources Needed	Start Date	Completion Date
Strategy 4: (Goals B, C and D)					
Build capacity to fully support the academic, wellness and safety needs of all students.					
4.2. Expand support for mental, social and emotional issues.	Associate Superintendent for Student Support Services	Develop partnership agreements to streamline the process to access community resources (St. Johns Care Connect) Staff/site trainings and the promotion of internal and external resources including Comprehensive School Threat Assessment Guidelines, and Suicide prevention training (Youth Mental Health First Aid, Kognito)	Community agency partnerships, community donations and connections	July 2019	June 2020



2019-2020

Academic and Student Services

Strategies / Tactics	Champions	Success Metrics	Resources Needed	Start Date	Completion Date
Strategy 4: (Goals B, C and D)					
Build capacity to fully support the academic, wellness and safety needs of all students.					
4.3. Develop a plan for recruitment and retention of PTAN nurses to support schools.	Associate Superintendent for Student Support Services	Reduction in unfilled PTAN nursing positions. Maximize rate of nurse coverage	Staff/Funds/Time	July 2019	June 2020



2019-2020

Academic and Student Services

Strategies / Tactics	Champions	Success Metrics	Resources Needed	Start Date	Completion Date
Strategy 4: (Goals B, C and D) Build capacity to fully support the academic, wellness and safety needs of all students.					
4.4. Continue implementation of the SJCS D Comprehensive School Counseling Program.	Associate Superintendent for Student Support Services	Training for Phase IV (Management) and Phase V (Accountability - Analysis)	Staffing – District Counselors	August 2019	May 2020
4.5. Implement restorative practices strategies into monthly Dean of Students professional development schedule.	Senior Director for School Services	Reduction of out-of-school suspensions and/or recidivism with infractions	Restorative practice materials	August 2019	May 2020



2019-2020

Academic and Student Services

Strategies / Tactics	Champions	Success Metrics	Resources Needed	Start Date	Completion Date
Strategy 4: (Goals B, C and D)					
Build capacity to fully support the academic, wellness and safety needs of all students.					
4.6. Coordinate school safety training and drills	Senior Director for School Services	School security guards receive Guardian Certificates from SJSO	SJCSD SJSO	June 2019	July 2019
	Deputy Superintendent for Operations	All schools successfully complete active shooter drills 1 per month			
	Director for Purchasing	Two individuals per school successfully complete SESIR training			



2019-2020

Academic and Student Services

Strategies / Tactics	Champions	Success Metrics	Resources Needed	Start Date	Completion Date
Strategy 4: (Goals B, C and D)					
Build capacity to fully support the academic, wellness and safety needs of all students.					
4.7. Explore the expansion of vocational offerings at secondary and post-secondary levels.	Associate Superintendent for Curriculum and Instruction	Report of findings Identification of funding sources Update progression alignment from career academies to post-secondary programs	Regional workforce development high-skill high-wage occupations list	August 2019	June 2020



2019-2020

Academic and Student Services

Strategies / Tactics	Champions	Success Metrics	Resources Needed	Start Date	Completion Date
Strategy 4: (Goals B, C and D)					
Build capacity to fully support the academic, wellness and safety needs of all students.					
4.8. Increase enrollment in advanced course work for under-represented student populations.	Associate Superintendent for Curriculum and Instruction	<p>Enrollment gap decreases in all three advanced course work categories by at least 2%</p> <p>Enrollment gap discussions (fidelity check and monthly principal meeting agendas)</p> <p>Established expectations and systemic procedures to monitor student placement into advanced courses</p> <p>School counselors trained to access multiple data sources and guide underrepresented students toward challenging curriculum</p>	<p>Achievement gap data from Edstats, including 2019; Performance Matters; Time for discussion and planning at Principal Curriculum Workshops and district leadership meetings</p>	July 2019	June 2020



2019-2020

Academic and Student Services

Strategies / Tactics	Champions	Success Metrics	Resources Needed	Start Date	Completion Date
Strategy 4: (Goals B, C and D)					
Build capacity to fully support the academic, wellness and safety needs of all students. <i>continued</i>					
4.9. Improve process to track return on investment of supplemental fund expenditures.	Associate Superintendent for Accountability and Intervention Services	Electronic expenditure reports are accessible by appropriate personnel Electronic version of SAI and Title I budget spreadsheets are accessible by appropriate personnel	Accountability personnel	August 2019	June 2020
4.10. Improve assessment system to ensure every student has the opportunity to demonstrate achievement.	Associate Superintendent for Curriculum and Instruction	Successful administration of district midterms and final exams	Personnel, systems and materials	August 2019	June 2020



Operations Tactics 2019-2020



2019-2020 Operations

Strategies / Tactics	Champions	Success Metrics	Resources Needed	Start Date	Completion Date
Strategy 1: (Goals A, B and D) Develop a K-12 continuum of technology integration, including necessary network infrastructure, to ensure teachers are well equipped to implement technology in the classroom.					
1.1. Continue to implement infrastructure upgrades to meet the growing network needs	Chief Information Officer	Project completed at identified sites	eRate Funding Capital and Sales Tax Funding	July 2019	June 2020



2019-2020 Operations

Strategies / Tactics	Champions	Success Metrics	Resources Needed	Start Date	Completion Date
Strategy 2: (Goal D) Continue to design and construct schools that accommodate growth while maintaining high quality programming with an intentional student-focused environment.					
2.1. Build, equip and furnish the new buildings to facilitate the conversion of Mill Creek Academy in preparation for grades K-8	Executive Directors for Planning and Government Relations and Facilities and Operations	New buildings constructed, equipped and furnished	Capital Funding	July 2019	June 2020 Operational for start of school August 2019
2.2. Mill Creek Academy dining expansion and remodeling of Media Center, Administration and Cafeteria	Executive Directors for Planning and Government Relations and Facilities and Operations	Expansion and remodel completed	Capital Funding	July 2019	June 2020 Operational for start of school August 2019



2019-2020 Operations

Strategies / Tactics	Champions	Success Metrics	Resources Needed	Start Date	Completion Date
Strategy 2: (Goal D) Continue to design and construct schools that accommodate growth while maintaining high quality programming with an intentional student-focused environment.					
2.3. Equip new Mill Creek Academy conversion and relocatables at seven (7) school sites with network and classroom technology	Chief Information Officer	New buildings and relocatables equipped	Capital Funding	July 2019	June 2020
2.4. Design, build, equip and furnish the new classroom building and dining expansion at Liberty Pines Academy	Executive Directors for Planning & Government Relations and Facilities and Operations	Classroom and dining expansion completed	Sales Tax funding	July 2019	June 2020



2019-2020 Operations

Strategies / Tactics	Champions	Success Metrics	Resources Needed	Start Date	Completion Date
Strategy 2: (Goal D) Continue to design and construct schools that accommodate growth while maintaining high quality programming with an intentional student-focused environment.					
2.5. Acquire a school site and create a master site plan to facilitate construction for High School HHH	Executive Directors for Planning and Government Relations and Facilities and Operations	Site acquired and master plan created	Capital Funding	July 2019	June 2020
2.6. Issue Certificates of Participation (COPs) to fund High School HHH	Chief Financial Officer	COPs issued	Capital Funding	July 2019	June 2020



2019-2020 Operations

Strategies / Tactics	Champions	Success Metrics	Resources Needed	Start Date	Completion Date
Strategy 3: (Goal D) Continue to improve district-wide safety and security measures.					
3.1. Continue to implement single point of entry security upgrades Districtwide	Executive Director for Facilities and Operations	Security upgrades complete	Sales Tax and Grant Funding	July 2019	June 2020
3.2. Continue to implement the Districtwide Security Camera System.	Chief Information Officer	Security Camera Systems installed	Capital and Sales Tax Funding	July 2019	June 2020



2019-2020 Operations

Strategies / Tactics	Champions	Success Metrics	Resources Needed	Start Date	Completion Date
Strategy 3: (Goal D) Continue to improve district-wide safety and security measures.					
3.3. Complete installation of secured front entry system District wide	Executive Director for Facilities and Operations	Security upgrades completed	Sales Tax, Grant and Safety & Security Funding	July 2019	June 2020
3.4. Complete and analyze security risk assessments to establish priority building projects.	Executive Director for Facilities and Operations, Senior Director of School Services	Priorities established based on risk	Personnel	July 2019	Oct 2019



2019-2020 Operations

Strategies / Tactics	Champions	Success Metrics	Resources Needed	Start Date	Completion Date
Strategy 3: (Goal D) Continue to improve district-wide safety and security measures.					
3.5. Continue to implement projects from the safety and security grant program	Executive Director for Facilities and Operations, Chief Information Officer, Senior Director for School Services	Projects completed	Safety & Security Grant Funding	July 2019	June 2020



2019-2020 Operations

Strategies / Tactics	Champions	Success Metrics	Resources Needed	Start Date	Completion Date
Strategy 4: (Goal D)					
Continue to improve and upgrade operation systems and services to better meet the needs of students and staff.					
4.1. Analyze student growth and development trends to revise attendance zones, as necessary. Create an Attendance Zone for High School HHH	Executive Director for Planning and Government Relations	Attendance Zone changes approved	Personnel	Jan 2020	June 2020
4.2. Evaluate best practices in the archival and retrieval of student records.	Executive Director for Planning and Government Relations	Best practice identified	Personnel	July 2019	June 2020



2019-2020 Operations

Strategies / Tactics	Champions	Success Metrics	Resources Needed	Start Date	Completion Date
Strategy 4: (Goal D) Continue to improve and upgrade operation systems and services to better meet the needs of students and staff.					
4.3. Complete A/C Installation on 134 busses.	Executive Director for Facilities and Operations	Installation completed on 134 busses.	Operating Funding	July 2019	June 2020
4.4. Implement Performance Matters.	Chief Information Officer and Associate Superintendent for Accountability and Intervention	New system is operational	Personnel, Operating Funding	July 2019	October 2019



2019-2020 Operations

Strategies / Tactics	Champions	Success Metrics	Resources Needed	Start Date	Completion Date
Strategy 4: (Goal D) Continue to improve and upgrade operation systems and services to better meet the needs of students and staff.					
4.5. Development of district-created exam administration system	Associate Superintendent for Accountability and Intervention Chief Information Officer	Successful administration of district-developed exams	Personnel, Operating Funding	July 2019	June 2020
4.6. Implement the new document management system for Human Resources	Chief Information Officer and Associate Superintendent for Human Resources	New system is operational	Personnel, Operating Funding	July 2019	June 2020



Human Resources Tactics 2019-2020



2019-2020

Human Resources

Strategies / Tactics	Champions	Success Metrics	Resources Needed	Start Date	Completion Date
Strategy 1: (Goals A, C and D) Using a comprehensive recruitment approach, HR will recruit highly qualified personnel in all employee groups (Administrative, Teachers and Non-Instructional).					
1.1. Provide quarterly Skype Webinars on various SJCS D topics for interested applicants to learn about SJCS D.	Directors of Instructional Staff, Non-Instructional Staff and Professional Development Associate Supt. for Human Resources	Quarterly session dates established Agendas Webinars held	Personnel, Time, Funding	September 2019	April 2020
1.2. Implement hiring strategies that will generate a District workforce that resembles the make-up of our local communities for the current school year.	Associate Supt. for Human Resources Director for Instructional Personnel Director for Non-Instructional Personnel	Increase in number of employees representative of our District's workforce in all employee groupings (Instructional, Non-Instructional, Administrative)	Personnel, Time, Recruitment funding Funding for Diversity in Ed	June 2019	May 2020



2019-2020 Human Resources

Strategies / Tactics	Champions	Success Metrics	Resources Needed	Start Date	Completion Date
Strategy 1: (Goals A, C and D) Using a comprehensive recruitment approach, HR will recruit highly qualified personnel in all employee groups (Administrative, Teachers and Non-Instructional).					
1.3. Pursue deliberate recruitment partnerships with identified regional colleges to recruit interested teaching candidates to SJCS D.	Associate Supt. for Human Resources Director of Instructional Personnel	Established partnerships with colleges/universities Visits to identified colleges/universities and education classes	Personnel, Time, Funding	June 2019	April 2020
1.4. Use existing technology and data structures to forecast recruitment needs in the next 3-5 years	Director of Applications and Position Control Associate Supt. for Human Resources	Robust applicant pool Identified trends and needs in the next 3-5 years	Personnel, Time, Funding DiversityinEd (website)	July 2019	April 2020



2019-2020 Human Resources

Strategies / Tactics	Champions	Success Metrics	Resources Needed	Start Date	Completion Date
Strategy 2: (Goals A, B and C) Align all professional development opportunities so all employees can grow professionally while performing at their highest potential.					
2.1. Identify teacher leaders (Mentors) at identified schools for the 2019-2020 school year.	Director of Professional Development Associate Supt. for Human Resources	Roster of identified schools and teacher mentors	Personnel, Time, Funding	June 2019	April 2020
2.2 Provide the new CET training/coaching to mentors.	Director of Professional Development Administrator on Assignment in PD Associate Supt. for Human Resources	CET Training held Training materials and modules Sign in Sheets Evaluation of session	Personnel, Time, Funding	June 2019	May 2020



2019-2020 Human Resources

Strategies / Tactics	Champions	Success Metrics	Resources Needed	Start Date	Completion Date
Strategy 2: (Goals A, B and C)					
Align all professional development opportunities so all employees can grow professionally while performing at their highest potential.					
2.3 Provide opportunities for new teachers to be paired with trained mentors to provide ongoing support throughout the school year.	Director of Professional Development Administrator on Assignment for PD Associate Supt. for Human Resources	Identified schools Roster of assigned mentors and teachers Mentor/Mentee logs	Personnel, Time, Funding	June 2019	April 2020
2.4. Provide ongoing monthly trainings to support new teachers.	Director of Professional Development Administrator on Assignment in PD Associate Supt. for Human Resources Director of Instructional Personnel	List of new teacher offerings provided throughout the year Monthly training schedule/agendas/sign in sheets Evaluation of session	Personnel, Time, Funding	June 2019	May 2020



2019-2020 Human Resources

Strategies / Tactics	Champions	Success Metrics	Resources Needed	Start Date	Completion Date
Strategy 2: (Goals A, B and C) Align all professional development opportunities so all employees can grow professionally while performing at their highest potential.					
2.5. Identify Teacher Leader PLCs at each school. Train PLC leaders to facilitate PLCs.	Director of Leadership Development	Roster of School Leaders Training agendas	Time Funding for resources	June 2019	April 2020
2.6. Create and implement a New Employee Guide comprised of interactive sessions and resources to navigate through the first year of teaching in SJCS D.	Director of Professional Development Administrator on Assignment in PD Director of Instructional Personnel Associate Supt. for Human Resources	New Employee Guide Resources identified and available Interactive sessions developed and implemented	Time to complete and review developed sections of the guide Funding for resources	June 2019	April 2020



2019-2020 Human Resources

Strategies / Tactics	Champions	Success Metrics	Resources Needed	Start Date	Completion Date
Strategy 3: (Goals C and D)					
Provide ongoing ethics and professional conduct training to all employee groups.					
3.1. Survey and provide Leadership Learning sessions and workshops to various employee groups including Directors, Principals, Assistant Principals, Teacher Leaders and SJCSD Staff based on best practices and identified needs.	Director of Leadership Development Associate Supt. for Human Resources	Survey Attendance Rosters Agendas Training materials Evaluation of sessions	Personnel, Time, Funding	July 2019	April 2020
3.2. Provide Leadership Learning sessions to Principals and Assistant Principals leading the PLC implementation on best practices and identified needs.	Director of Leadership Development Associate Supt. for Human Resources	Attendance Rosters Agendas Training materials Evaluation of sessions	Personnel, Time, Funding	July 2019	April 2020



2019-2020

Human Resources

Strategies / Tactics	Champions	Success Metrics	Resources Needed	Start Date	Completion Date
Strategy 3: (Goals C and D)					
Provide ongoing ethics and professional conduct training to all employee groups.					
3.3. Create a Title I cohort of interested Learning Leaders (Principals, Assistant Principals, Directors, Phase II candidates) who want to learn more about the culture, attributes and day-to-day operations of a Title I School.	Director of Leadership Development Associate Supt. for Human Resources	Program Outline Training Schedule Training materials Attendance Rosters Community Events Surveys/Evaluations	Personnel, Time, Funding	July 2019	May 2020
3.4. Provide learning opportunities for leaders (Principals, Assistant Principals, future administrators) to learn and practice knowledge skills and disposition of being a high performing leader in the SJCS D.	Director of Leadership Development Associate Supt. for Human Resources	Attendance Rosters Agendas Training materials Evaluation of sessions	Personnel, Time, Funding	July 2019	May 2020



Community Relations Tactics 2019-2020



2019-2020 Community Relations

Strategies / Tactics	Champions	Success Metrics	Resources Needed	Start Date	Completion Date
Strategy 1: (Goal D) We will continue to embrace technology to effectively communicate with families, students, employees and community members by researching and seeking the best available communication methods.					
1.1. Update school and district websites with mobile-first designs which prioritize website accessibility.	Chief of Community Relations	Number of websites updated	Personnel	June 2019	June 2020
1.2. Train website editors on the importance of website accessibility.	Chief of Community Relations	Number of website editors trained	Personnel; set up training sessions individually or group	June 2019	June 2020



2019-2020 Community Relations

Strategies / Tactics	Champions	Success Metrics	Resources Needed	Start Date	Completion Date
Strategy 1: (Goal D) We will continue to embrace technology to effectively communicate with families, students, employees and community members by researching and seeking the best available communication methods.					
1.3. Replace cable television equipment to improve access and provide for accessibility.	Chief of Community Relations	New Tightrope Media Systems (TRMS) hardware installed and configured Test and deploy captioning	Hardware	July 2019	June 2020
1.4. Develop instructor resources for supporting TV production and media specialist staff in schools.	Chief of Community Relations	Number of resources created	Personnel; means of distributing or making resources available to schools	July 2019	June 2020



2019-2020 Community Relations

Strategies / Tactics	Champions	Success Metrics	Resources Needed	Start Date	Completion Date
Strategy 1: (Goal D) We will continue to embrace technology to effectively communicate with families, students, employees and community members by researching and seeking the best available communication methods.					
1.5. Develop and implement social media guidelines across the district	Chief of Community Relations	Adoption of new guidelines	Formation of task team	July 2019	September 2019



2019-2020 Community Relations

Strategies / Tactics	Champions	Success Metrics	Resources Needed	Start Date	Completion Date
<p>Strategy 2: (Goal C) We will continue to build a culture of character by further integrating CHARACTER COUNTS! initiatives and related programs throughout the SJCSD while expanding into the community at large.</p>					
<p>2.1. Facilitate and monitor CHARACTER COUNTS! grant opportunities through The Players \$100,000 annual donation.</p>	<p>Chief of Community Relations</p>	<p>This includes streamlining grant process, promoting opportunities, reporting, highlighting accomplishments and presenting finished projects and outcomes.</p> <p>Number of trainings to bring awareness about the grant process to teachers and staff.</p> <p>Measurements of successful outcomes</p>	<p>Personnel</p>	<p>July 2019</p>	<p>June 2020</p>



2019-2020 Community Relations

Strategies / Tactics	Champions	Success Metrics	Resources Needed	Start Date	Completion Date
<p>Strategy 2: (Goal C) We will continue to build a culture of character by further integrating CHARACTER COUNTS! initiatives and related programs throughout the SJCS D while expanding into the community at large.</p>					
<p>2.2. Strengthen focus in K-8 academies with formal and informal programs to foster good character.</p>	<p>Chief of Community Relations</p>	<p>Number of secondary teacher trainings held</p> <p>Number of CHARACTER COUNTS! lessons provided to K-8 students</p>	<p>Determine number and types of programs already in place at schools</p> <p>Curriculum materials</p>	<p>July 2019</p>	<p>June 2020</p>



2019-2020 Community Relations

Strategies / Tactics	Champions	Success Metrics	Resources Needed	Start Date	Completion Date
Strategy 3: (Goals A, B and C) We will continue to seek and expand business and community partnerships to provide more opportunities for students.					
3.1. Create and expand opportunities for networking with community partners and schools to ensure needs are met using collaboration among faith-based partners, local non-profit organizations and school-to-school partnerships.	Chief of Community Relations	Number of partnerships formed across district Inventory of needs Research online portal systems for sharing needs	Involvement of community partners	Continued from last year	June 2020



Superintendent & School Board Tactics 2019-2020



2019-2020 Superintendent & School Board

Strategies / Tactics	Champions	Success Metrics	Resources Needed	Start Date	Completion Date
Strategy 1: (Goals A, B, C and D) Align all decision-making in the best interests of students.					
1.1. Ensure resources are prioritized to further the mission of the School District	School Board Members Superintendent	Remain in the state's lowest percentage of district level expenditures Maintain instructional staffing formula Student academic success as measured on state testing	Time/Staff	July 2019	June 2020



2019-2020 Superintendent & School Board

Strategies / Tactics	Champions	Success Metrics	Resources Needed	Start Date	Completion Date
Strategy 2: (Goals A, B, C and D) Continue to influence state legislation and set policy at the local level to further the mission, vision and goals of the school district.					
2.1 Educate and engage local delegation members on the needs of the School District	School Board Superintendent Director for Policy and Government Relations	100% of local delegation is knowledgeable on the needs of the School District Increase invitations to District and School events	Time/staff	July 2019	June 2020
2.2. Educate and utilize parents, community members, students and administrators to proactively advocate for legislative changes	Director for Policy and Government Relations	Create and execute a plan to educate and involve all stakeholders Correspondence with PTO presidents about engaging delegation members PTOs have a legislative liaison position Voter registration materials for all new employees	Time/staff	July 2019	June 2020



2019-2020 Superintendent & School Board

Strategies / Tactics	Champions	Success Metrics	Resources Needed	Start Date	Completion Date
Strategy 2: (Goals A, B, C and D)					
Continue to influence state legislation and set policy at the local level to further the mission, vision and goals of the school district.					
2.3. Proactively propose legislative changes and funding requests to further the mission of the School District	School Board Director for Policy and Government Relations Superintendent	Create and advocate a proactive legislative platform	Time/staff	July 2019	June 2020
2.4. Proactively engage community leaders in support of advocacy efforts	School Board Superintendent Director for Policy and Government Relations	Create a list of targeted leaders and legislator meetings are initiated	Time/staff	July 2019	June 2020



2019-2020 Superintendent & School Board

Strategies / Tactics	Champions	Success Metrics	Resources Needed	Start Date	Completion Date
<p>Strategy 2: (Goals A, B, C and D) Continue to influence state legislation and set policy at the local level to further the mission, vision and goals of the school district.</p>					
<p>2.5 Review and update School Board Rules</p>	<p>Director for Policy and Government Relations</p>	<p>All board policy is changed resulting from new legislative requirements</p> <p>Develop a timeline for review of existing Board rules</p>	<p>Time/staff</p>	<p>July 2019</p>	<p>June 2020</p>



2019-2020 Superintendent & School Board

Strategies / Tactics	Champions	Success Metrics	Resources Needed	Start Date	Completion Date
Strategy 2: (Goals A, B, C and D) Continue to influence state legislation and set policy at the local level to further the mission, vision and goals of the school district.					
2.6 Develop a public relations campaign focused on community awareness of educational opportunities and choices	Superintendent Director for Policy and Government Relations Chief of Community Relations	Materials Earned media Presentations to external community organizations	District Technology team Sponsorship for production of materials	July 2019	June 2020



2019-2020

Superintendent & School Board

Strategies / Tactics	Champions	Success Metrics	Resources Needed	Start Date	Completion Date
<p>Strategy 3: (Goals A, B, C and D) Maintain a nurturing and supportive environment by continuing a culture that fosters teamwork and collaboration that emphasizes shared values, integrity and loyalty.</p>					
3.1 Continue to emphasize Master Board Training	School Board Superintendent	100% participation	Time/staff	July 2019	June 2020
3.2. Annual Leadership Retreat for School Board and Superintendent	School Board Superintendent	100% participation	Time/staff	July 2019	June 2020



2019-2020

Superintendent & School Board

Strategies / Tactics	Champions	Success Metrics	Resources Needed	Start Date	Completion Date
<p>Strategy 3: (Goals A, B, C and D) Maintain a nurturing and supportive environment by continuing a culture that fosters teamwork and collaboration that emphasizes shared values, integrity and loyalty.</p>					
3.3 Continue to embed the PLC culture across the School District	Superintendent	Student academic growth Refinement of common assessments Improved instructional practice for all students	Time/staff/ funding for Professional Development	July 2019	June 2020

