



DUVAL COUNTY  
PUBLIC SCHOOLS

# DUVAL COUNTY PUBLIC SCHOOLS 2013-2014 STRATEGIC PLAN UPDATE

January 18, 2014

# Our Vision

Every student is inspired and prepared for success in college or a career, and life.



## Our Mission

To provide educational excellence in every school, in every classroom, for every student, every day.



# Core Values

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“Your beliefs  
become your  
thoughts,  
Your thoughts  
become your  
words,  
Your words  
become your  
actions,  
Your actions  
become your  
habits,  
Your habits  
become your  
values,  
Your values  
become your  
destiny.”

Mahatma  
Gandhi

- **EXCELLENCE.** *We expect the highest standards throughout our organization from the School Board and Superintendent to the student.*
- **INTEGRITY.** *We foster positive relationships based on mutual respect, transparency, honesty, and the consistent demonstration of actions.*
- **INNOVATION.** *We create dynamic systems and processes that solve problems and overcome challenges.*
- **EQUITY.** *We promote an environment that ensures equal opportunity, honors differences, and values diversity.*
- **COLLABORATION.** *We are a community of individuals who share a collective responsibility to achieve our common mission.*



# GOAL 1:

## Develop Great Educators and Leaders

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### Strategy 1.1

Provide teachers and students with the tools and resources necessary to meet the demands of the Common Core Standards and students' individual needs.

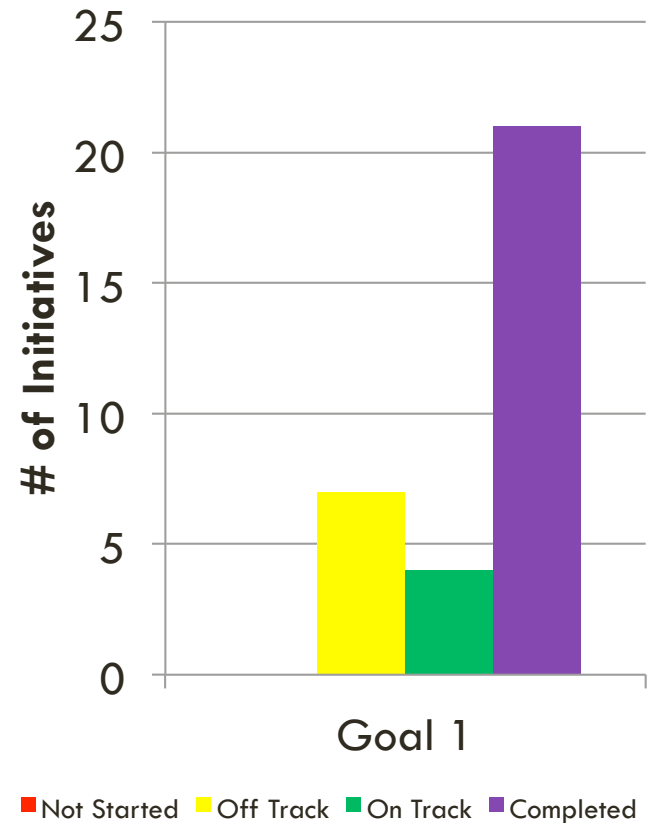
### Strategy 1.2

Recruit, employ and retain high quality, diverse teachers, instructional leaders, and staff

### Strategy 1.3

Provide ongoing training and support to develop all teachers, instructional leaders, and staff

### Goal 1: Initiative Progress



Provide teachers and students with the tools and resources necessary to meet the demands of the Common Core Standards and students' individual needs.

## Strategy 1.1

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### Completed Initiatives

- 1.1.1 Develop instructional frameworks
- 1.1.2 Revise curriculum guides
- 1.1.3 Develop Curriculum Guide Assessments
- 1.1.6 Develop online source for teacher curriculum materials
- 1.1.7 Administer PK-5 assessments to identify math & reading problems
- 1.1.8 Establish district-wide testing procedures

Initiatives in Progress		On Target for Completion Status
1.1.4	Establish standard grading scale	1 2 3 4
1.1.5	Develop report card linked to standards	1 2 3 4
1.1.9	Develop Task Force to align Pre-K testing with Early Learning Coalition	1 2 3 4

### On Target Indicators:

- 1-Not Started    2-Behind Schedule  
3-On Schedule    4-Completed

Recruit, employ and retain high quality, diverse teachers, instructional leaders, and staff.

## Strategy 1.2

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### Completed Initiatives

- 1.2.1 Define and negotiate teacher bonus
- 1.2.2 Participate in the Summer Principal Academy
- 1.2.3 Define and negotiate teacher incentive for Priority schools
- 1.2.4 Offer face-to-face courses for teachers to gain endorsement
- 1.2.6 Establish Teach for America Cabinet Fellowship Summer Program
- 1.2.7 Restructure cluster design
- 1.2.8 Restructure placement of TFA teachers
- 1.2.9 Enroll in the Strategic Data Project
- 1.2.11 Level pay for administrators

Initiatives in Progress		On Target for Completion Status
1.2.5	Redesign Principal and Assistant Principal Preparation Programs	
1.2.10	Develop a Master Teacher Fellowship to attract elite STEM minority undergrads to the school district	
1.2.12	Update Chapter 6.0 Policy Manual to align with initiatives and comply with state statutes	

### On Target Indicators:

- 1-Not Started    2-Behind Schedule  
3-On Schedule    4-Completed

Provide ongoing training and support to develop all teachers, instructional leaders, and staff.

## Strategy 1.3

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### Completed Initiatives

- 1.3.1 Conduct Summer Teacher Academy
- 1.3.2 Infuse common planning in master schedules
- 1.3.4 Provide a Reading Coach and a Math Coach
- 1.3.5 Hold Principal Institute

Initiatives in Progress		On Target for Completion Status
1.3.3	Redesign training for beginning teachers	
1.3.6	Develop district-operated professional development registration system	
1.3.7	Reach agreement with DTU on Paperwork Reduction	

### On Target Indicators:

- 1-Not Started    2-Behind Schedule  
3-On Schedule    4-Completed



# GOAL 2:

## Engage Parents, Caregivers, & Community

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### Strategy 2.1

Establish a culture that is collaborative, transparent, and child-centric

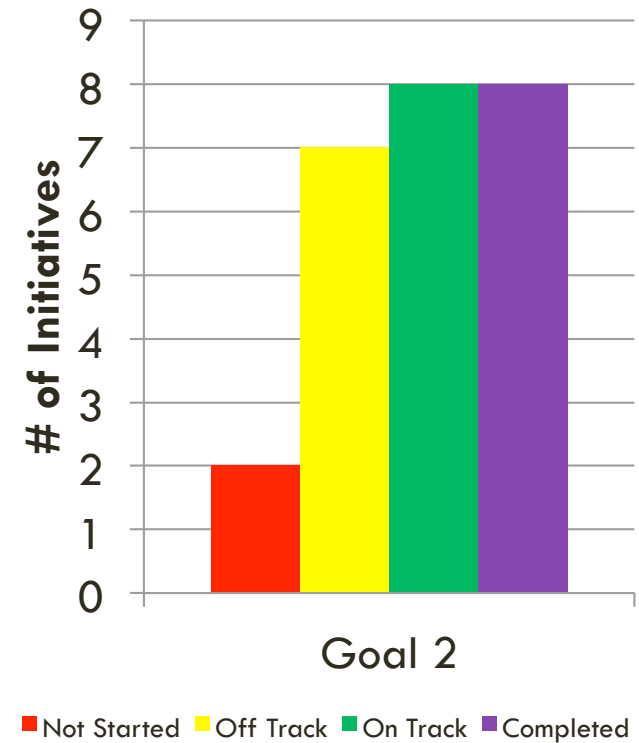
### Strategy 2.2

Create a welcoming, respectful, and responsive environment for all stakeholders that leads to an open line of communication

### Strategy 2.3

Expand and ensure alignment between district strategic plan and community, government, non-profit, and business initiatives

### Goal 2: Initiative Progress



Establish a culture that is collaborative, transparent, and child-centric.

## Strategy 2.1

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### Completed Initiatives

2.1.3 Create an efficient system for responding to public records requests

2.1.4 Create a database/record keeping system for contracts, files, and other records as required by state law for retention schedule

Initiatives in Progress		On Target for Completion Status
2.1.1	Revise school and district climate surveys	
2.1.2	Develop and implement employee conduct training and discipline policy	
2.1.5	Conduct an Awards Program that recognizes schools and employees	
2.1.6	Conduct an Awards Program that recognizes community members	
2.1.7	Develop "client" customer surveys for major initiatives	

On Target Indicators:

1-Not Started    2-Behind Schedule  
3-On Schedule    4-Completed



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Create a welcoming, respectful, and responsive environment for all stakeholders that leads to an open line of communication.

## Strategy 2.2

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### Completed Initiatives

2.2.1 Develop and implement Parent Academy

2.2.3 Develop a Marketing Department and Plan

Initiatives in Progress		On Target for Completion Status
2.2.2	Create a directory of "help" numbers for internal/external stakeholders	
2.2.4	Implement a Marketing Plan	
2.2.5	Provide district-wide training in customer service	
2.2.6	Ensure successful passing of district Accreditation process	

#### On Target Indicators:

1-Not Started    2-Behind Schedule  
3-On Schedule    4-Completed

Expand and ensure alignment between district strategic plan and community, government, non-profit, and business initiatives.

## Strategy 2.3


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### Completed Initiatives

- 2.3.9 Hold a Back-to-School Family and Community Fair
- 2.3.10 Develop partnership agreements with our faith based partners
- 2.3.11 Develop partnership agreements with our business partners

### On Target Indicators:

- 1-Not Started    2-Behind Schedule
- 3-On Schedule    4-Completed

Initiatives in Progress		On Target for Completion Status
2.3.1	Establish a program to link CEOs with principals	
2.3.2	Refine faith-based community	
2.3.3	Expand and align business partners at each school	
2.3.4	Establish “get on the bus” school tours to market feeders	
2.3.5	Implement “CEO Briefings” with Superintendent	
2.3.6	Develop Legislative Agenda and engage stakeholders	
2.3.7	Conduct May Rally on Strategic Plan	
2.3.8	Create tracking system for volunteers and mentors	

# GOAL 3:

Ensure Effective, Equitable, & Efficient Use of Resources

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## Strategy 3.1

Ensure the use of district funds is transparent, strategic, and aligned

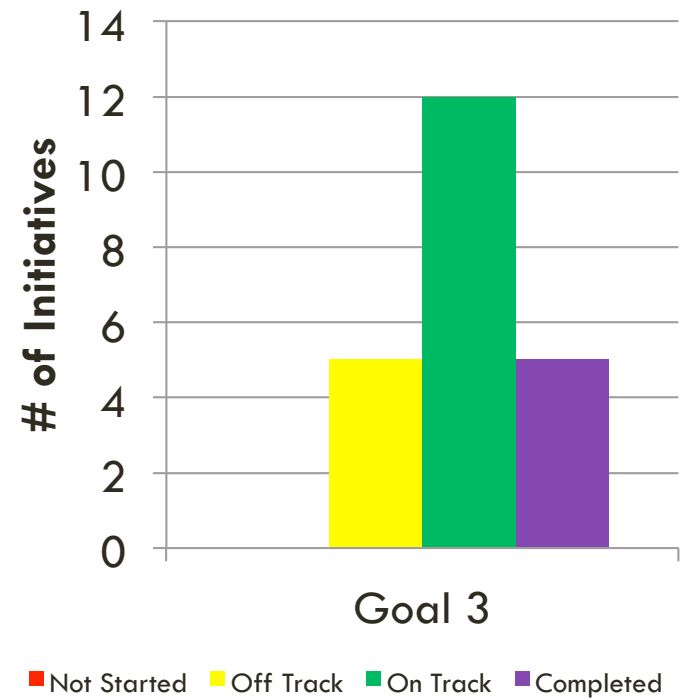
## Strategy 3.2

Distribute district-wide programs and resources in an equitable manner

## Strategy 3.3

Deploy information technology that supports the academic needs of all students, teachers, and staff

## Goal 3: Initiative Progress



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Ensure the use of district funds is transparent, strategic, and aligned.

## Strategy 3.1

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### Completed Initiatives

- 3.1.1 Develop and implement a staffing allocation plan for 2013-14
- 3.1.3 Complete Phase 2 reorganization

Initiatives in Progress		On Target for Completion Status
3.1.2	Revise and update job descriptions for all District employees	
3.1.4	Develop a plan to reduce copier costs	

#### On Target Indicators:

- 1-Not Started
- 2-Behind Schedule
- 3-On Schedule
- 4-Completed



Distribute district-wide programs and resources in an equitable manner.

## Strategy 3.2

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### Completed Initiatives

3.2.2 Create class size compliance plan

Initiatives in Progress		On Target for Completion Status
3.2.1	Develop tracking system to improve FTE count	
3.2.3	Repurpose and “right-size” schools to fill empty seats, increase enrollment and reinvest operating dollars in academic programs	

On Target Indicators:

1-Not Started   2-Behind Schedule  
3-On Schedule   4-Completed

Deploy information technology that supports the academic needs of all students, teachers, and staff.

## Strategy 3.3

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### Completed Initiatives

- 3.3.2 Create a data review protocol for all principals, cluster chiefs, and cabinet
- 3.3.8 Restructure technology to focus on fulltime positions

#### On Target Indicators:

- 1-Not Started    2-Behind Schedule
- 3-On Schedule    4-Completed

Initiatives in Progress		On Target for Completion Status
3.3.1	Develop information system to include a weekly briefing system for all employees	1 2 3 4
3.3.3	Implement QZAB grant on schedule	1 2 3 4
3.3.4	Restructure DCPS Website	1 2 3 4
3.3.5	Redevelop school based websites	1 2 3 4
3.3.6	Implement Innovations for Learning	1 2 3 4
3.3.7	Implement iLit	1 2 3 4
3.3.9	Develop an information portal for teachers	1 2 3 4
3.3.10	Develop an information portal for students	1 2 3 4
3.3.11	Develop an information portal for parents	1 2 3 4
3.3.12	Develop an information portal for partners	1 2 3 4



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# GOAL 4: Develop the Whole Child

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## Strategy 4.1

Facilitate and align effective academic, health, and social-emotional services for students based on needs

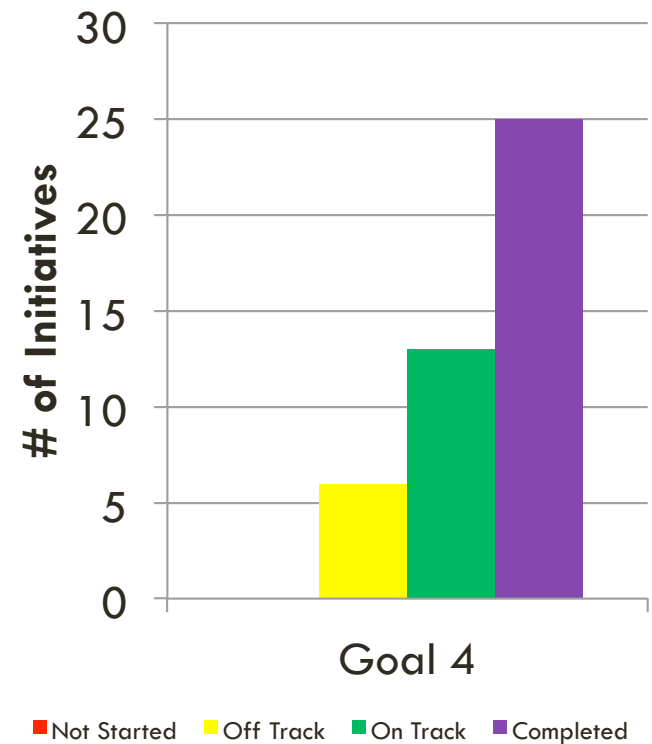
## Strategy 4.2

Address the needs of all students with multiple opportunities for enrichment

## Strategy 4.3

Encourage positive behavior, respect towards others, and ensure safe environments throughout the school district

## Goal 4: Initiative Progress



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Facilitate and align effective academic, health, and social-emotional services for students based on needs.

## Strategy 4.1

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### Completed Initiatives

- 4.1.1 Implement Community Option Food Service
- 4.1.4 Create in-school suspension
- 4.1.5 Develop Course Recovery
- 4.1.6 Develop overage programs-within-a-school models
- 4.1.8 Establish a Graduation coach
- 4.1.9 Create a 6th & 9th grade transition class
- 4.1.13 Develop a clear K-2 retention process

Initiatives in Progress		On Target for Completion Status
4.1.2	Implement D.A.I.L.Y	
4.1.3	Align school-based interventions to services in afterschool programs	
4.1.7	Align summer school options for 2014-15	
4.1.10	Implement Saturday School programs	
4.1.11	Develop and implement Tier 3 intervention process for Elementary Schools	
4.1.12	Implement Teen Court and Restorative Justice	
4.1.14	Implement District-Wide "Save Our Sons" Initiative	

### On Target Indicators:

- 1-Not Started    2-Behind Schedule
- 3-On Schedule    4-Completed



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Address the needs of all students with multiple opportunities for enrichment.

## Strategy 4.2

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### Completed Initiatives

- 4.2.1 Develop new courses
- 4.2.5 Establish GRASP Academy for dyslexic students
- 4.2.6 Implement an 8 period block schedule
- 4.2.7 Apply for Head Start Grant
- 4.2.10 Restore magnet transportation
- 4.2.11 Restore after school transportation
- 4.2.13 Implement Success By 6

Initiatives in Progress		On Target for Completion Status
4.2.2	Redesign Career Academies	
4.2.3	Expand student internships	
4.2.4	Create a clear alignment of art and music programs	
4.2.8	Develop single gender preparatory, magnet schools	
4.2.9	Secondary military/leadership magnet school	
4.2.12	Implement Lead America Program	
4.2.14	Plan B identification for Gifted	

### On Target Indicators:

- 1-Not Started    2-Behind Schedule
- 3-On Schedule    4-Completed



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Encourage positive behavior, respect towards others, and ensure safe environments throughout the school district.

## Strategy 4.3

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### Completed Initiatives

- 4.3.1 Establish Code of Conduct Task Force
- 4.3.3 Revise district emergency and communication plan
- 4.3.5 Establish a Dean of Discipline at all secondary schools
- 4.3.6 Restore transportation to 1.5 from 2 miles
- 4.3.8 Establish a Bullying Hotline

Initiatives in Progress		On Target for Completion Status
4.3.2	Revise Code of Conduct	
4.3.4	Develop district-wide attendance plan	
4.3.7	Develop district-wide wellness plan	

#### On Target Indicators:

- 1-Not Started    2-Behind Schedule  
3-On Schedule    4-Completed

# Accomplishments

## Strategic Focus

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### GOAL 1



Develop Great Educators and Leaders

- Revised Curriculum Guides
- Developed CGAs
- Conducted Summer Teacher Academy
- Infused Common Planning
- Conducted Coaching Academy
- Teacher & Support Staff Salaries
- Revised school-based administrator training

### GOAL 2



Engage Parents, Caregivers, and Community

- Implemented Parent Academy
- Developed Marketing Department and Plan
- Developed District Strategic Plan
- Held Back-to-School Events
- Expanded School Choice Expo
- Conducted Town Hall Meetings
- Restored neighborhood transportation
- Restored magnet transportation

### GOAL 3



Ensure Effective, Equitable, and Efficient use of Resources

- Developed and implemented zero-based budgeting process
- Developed & implemented staffing allocation plan
- Created and implemented class size compliance plan
- Created data review (PACT) protocol with principals and district leadership
- Secured QZAB grant to increase access to technology

### GOAL 4



Develop the Whole Child

- Music/Art/PE at all elementary schools
- Increased guidance services
- Expanded summer school
- Implemented DAILY
- Developed Evening School Course Recovery Plan
- Expanded over-age programs
- Established graduation coaches at Title 1 schools
- Created 6<sup>th</sup> & 9<sup>th</sup> grade transition classes
- Added SAT/ACT Prep
- Implemented 8 period block schedule
- Established Dean of Discipline

# Challenges

## Strategic Focus

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1. Parent & Community Involvement
2. Consistent Stream of Funding from Tallahassee
3. Consistent System of Accountability
4. Technology
5. Balance for Sense of Urgency and Sustained Reform



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