

DeliverEd

**Strategic Planning
Board Update**

Flagler County Public Schools

VERSION 1

Presented at School Board Information Workshop on

September 21, 2021

As you know, Flagler Schools has partnered with DeliverEd to support development of a new strategic plan

DeliverEd leverages the “delivery” approach - a science for implementing well

“**delivery**” (*n.*) is a systematic process through which system leaders can drive progress and deliver results.

It involves asking the following questions consistently and rigorously:

1

What are we trying to do?

2

How are we planning to do it?

3

At any given moment, how will we know whether we are on track?

4

If not, what are we going to do about it?

We have made tremendous progress to date; throughout we have solicited and incorporated stakeholder input and feedback



Leveraging all this insight and input, leadership has drafted an emerging architecture of the strategic plan that organizes work around six goal areas



As a courageous, innovative leader in education, Flagler Schools will be the Nation’s premier learning organization where all students graduate as socially responsible citizens with the skills necessary to reach their maximum potential.

- 1 Academics
- 2 Equity
- 3 Social/ Emotional Wellbeing
- 4 Talent
- 5 Improve Operational Efficiencies
- 6 Communica-t ions

GOAL 1: detail

1

Academics

Lead: Bobby Bossardet

Increase Reading and Math achievement for students as identified through state and progress monitoring assessments.

METRICS:

Increase the percentage of students who are on grade level in reading and math as measured by state assessments.

Increase the percentage of students who are on grade level in reading and math as measured by progress monitoring assessments.

STRATEGIES:

- A. Conduct quarterly reviews of student progress at the district level.
- B. Strengthen professional and leadership development to focus on content-specific, needs-based support for implementing rigorous, targeted instruction.
- C. Strengthen early learning by adopting a more systematic approach (more consistent expectations)

GOAL 2: detail

2

Equity

Lead: Bobby Bossardet

Increase equitable access for all students to a high quality educational experience.

METRICS:

Reduction in gaps in student achievement on state assessments between overall achievement and high-priority subgroups (African-American, FRL, SWD)

Increase the number of unique students enrolled in level 3 courses (IB, AICE, AP, Dual Enrollment, Honors, Advanced, Adult CTE/AGE).

STRATEGIES:

- A. Ensure that all students have access to accelerated coursework, with an emphasis on students who are traditionally underrepresented.
- B. Implement K-12 Classroom to Career Pathways at every school.
- C. Align daily instructional practice for Students with Disabilities to ensure they receive appropriate support and services.
- D. Develop and implement a system for improving MTSS support

GOAL 3: detail

3

Social/Emotional Wellbeing

Lead: Bobby Bossardet

Provide a structured framework for improving social-emotional wellbeing throughout the school community and district.

METRICS:

Increased annual retention rate of faculty and staff

Increased daily attendance for faculty, staff and students

Decreased rate of annual student discipline referrals

STRATEGIES:

- A. Build staff capacity to support students' mental health and behavioral needs
- B. Foster a consistent, positive, and proactive approach to behavior management
- C. Establish systems and processes for re-engaging students and monitoring school culture
- D. Develop a culture that fosters and encourages a school-wide norm that is supportive of Social Emotional Learning.

GOAL 4: detail

4

Talent

Lead: Jewel Johnson

Align recruitment, opportunity and retention efforts so that new talent and existing staff are supported throughout all phases of the employee life cycle. The employee life cycle includes attraction, recruitment, onboarding, development, retention, and off boarding.

METRICS:

Reduce average length of time from job posting date until hire date

Average number of qualified applicants per posting

Staff retention rate of effective/highly effective staff

STRATEGIES:

- A. Build stronger recruitment systems
- B. Expand leadership development experiences and career pathways opportunities
- C. Create systemic support for employee growth/development in priority areas: customer service, leadership, and continuous professional improvement
- D. Strengthen the culture of feedback and growth through ongoing coaching and evaluation

GOAL 5: detail

5

Improve Operational Efficiencies

Lead: Paul Peacock

Ensure operational efficiency in alignment with strategic priorities.

Note - this goal encompasses several divisions and the strategies represent the priority areas for each division.

METRICS:

Operational KPIs, including routine work order completion rate, school lunch program participation, roadside calls.

STRATEGIES:

- A. Plant & Custodial Services
- B. Food Services
- C. Transportation
- D. Technology
- E. Increase efficiency in the procurement of goods and services
- F. Decrease the number of unplanned absences
- G. Plan for rezoning

GOAL 6: detail

6

Communications

Lead: Jason Wheeler

Increase the awareness of Flagler Schools within the Flagler County community through a multi-layered process, as well as clarify the communication among internal stakeholders.

METRICS:

Increase positive perceptions of the district communication as measured by the annual family, staff & community survey.

Increase in social media reach as measured by monthly social media metrics across Facebook, Twitter and Instagram.

STRATEGIES (some have been shortened to fit this presentation):

- A. Craft a comprehensive, cohesive communications plan and support implementation of that plan at the district and school levels.
- B. Increase outreach within our community to keep them informed of programs, news, and services within the district.
- C. Improve internal communications via re-imagined newsletter/communication tools.
- D. Lead the District's communications regarding the upcoming ½ Penny Sales Tax Renewal referendum.

The full emerging architecture of the strategic plan defines what we are focused on and committed to doing over the next three years



As a courageous, innovative leader in education, Flagler Schools will be the Nation's premier learning organization where all students graduate as socially responsible citizens with the skills necessary to reach their maximum potential.

Goal	1	2	3	4	5	6
	Academics	Equity	Social/ Emotional Wellbeing	Talent	Improve Operational Efficiencies	Communica-t ions
	<i>Lead: Bobby</i>	<i>Lead: Bobby</i>	<i>Lead: Bobby</i>	<i>Lead: Jewel</i>	<i>Lead: Paul</i>	<i>Lead: Jason</i>
Metrics	-% students who are on grade level in reading and math on state and progress monitoring assessments	-Reduction in gaps in student achievement on state assessments -Increase # of unique students enrolled in level 3 courses	-Annual retention rate of faculty and staff -Daily attendance for faculty, staff and students -Rate of student discipline referrals	-Time from job posting until hire date -Avg # qualified applicants per posting -Retention effective/highly effective staff	-Operational KPIs, including routine work order completion rate, school lunch program participation, roadside calls.	-Positive perception of district -Social Media reach
Strategies	A. Conduct quarterly reviews of student progress at the district level. B. Strengthen professional and leadership development. C. Strengthen early learning by adopting a more systematic approach	A. Ensure that all students have access to accelerated coursework B. Implement K-12 Classroom to Career Pathways at every school. C. Align daily instructional practice for Students with Disabilities D. MTSS improvement	A. Build staff capacity to support students' mental health and behavioral needs B. Behavior Management C. Students & school culture D. Foster and encourage a school-wide norm that is supportive of Social Emotional Learning.	A. Build stronger recruitment systems B. Expand leadership dev & career pathways C. Create systemic support for employee growth/development in priority areas D. Strengthen the culture of feedback and growth through ongoing coaching and evaluation	A. Plant & Custodial Services B. Food Services C. Transportation D. Technology E. Increase efficiency in the procurement of goods and services F. Decrease the number of unplanned absences G. Plan for rezoning	A. Craft & implement a comprehensive, cohesive communications plan B. Increase outreach within our community C. Improve internal communications D. Lead the District's communications regarding the upcoming ½ Penny Sales Tax Renewal referendum.

Board input validated these six goals as priority areas for the district to meet its mission in the coming years.

Board respondents shared their priorities in June, which included:

- Increase in access to and enrollment in higher level courses, including CTE.
- Ensure child development needs and a supportive learning environment drives the implementation of academic strategies.
- Maintain and improve operational efficiencies.
- More deeply engage the community, not just in academic updates.
- Improve the diversity and quality of educator and staff recruitment pipeline.





The next few months will focus on building out the final detail of the plan - goal-level targets and strategy detail for HOW execution will occur



























We look forward to sharing the final plan - with goal-level metric targets and strategy detail - in December

With a plan in hand for 2022, the team will implement regular progress monitoring routines to make sure this plan is real and alive

SAMPLE calendar of delivery routines, 2022

-  District-wide stocktake
-  Board update

Goals	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
Academics; Equity												
Social/Emotional Wellbeing												
Talent; Communications												
Increase Operational Efficiencies												

Questions?

DeliverEd

Thank You



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