

Strategic Planning Process

School Board Workshop August 23, 2023





Okeechobee District Strategic Plan Planning Meeting #1 Agenda

June 5, 2023

10:00 AM – 5:30 PM (lunch provided)

A. WELCOME - [Saving Lives](#) (Dylan) ~10mins

B. STRATEGIC PLAN 2020-2023 PRESENTATION (All 5 Goal Leads) ~45 mins

C. NEW STRATEGIC PLAN STRUCTURE (Ken) ~10 mins

D. [GOAL OUTCOME METRICS](#) (Goal Leads) ~30 mins

Goal 1: Engaging Instruction - Outcome Metrics (Andi)

Goal 2: Talent Management - Outcome Metrics (Joseph)

Goal 3: Operational Functions - Outcome Metrics (Dylan)

E. BRAINSTORM BARRIERS (Ken) ~20 mins

Breakout Groups [part 1](#)

Goal 1 - What is keeping us from mastering grade level standards?

Goal 2 - What is a barrier that we can address preventing us from recruiting and retaining quality staff?

Goal 3 - What is necessary for the district to provide a positive learning environment?

Goal 1 - ENGAGING INSTRUCTION

Align curriculum materials with standards to support effective delivery of instruction, so students can gain knowledge and master grade level content and standards (assessment).

FINAL Goal 1 Strategy Summary						
Strategy	Ratings			Success Rating	Summary Rationale	Ratings as of
	Planning	Capacity	Progress			
1A: Implement district wide curriculum and maps covering the new BEST standards (Andi)	Green	Green	Green	Green	Teachers and instructional coaches developed a scope and sequence for courses aligned to B.E.S.T. (ELA/Math). Principals and district staff reviewed the scope and sequence for each course, and principals and instructional coaches shared these with instructional staff.	July 2023
1B: Define a coherent vision of effective instruction (Andi Canaday)	Green	Green	Green	Green	A Vision for Effective Instruction was developed based on the Florida Educator Accomplished Practices. It includes district expectations and links to resources and alignment to the observation instrument. The Vision for Effective Instruction has been shared with stakeholders and is revised to incorporate legislative changes.	July 2023
1C: Strengthen the MTSS process (Kathy Williams)	Green	Amber Green	Green	Green	A new MTSS manual was created, and the district partnered with Branching Minds to streamline and strengthen the overall MTSS process. All schools were trained on the new implementation and ongoing training has occurred each year. Schools have been coached on creating Tier plans with fidelity as well as complete and adequate progress monitoring.	July 2023
1D: Ensure schools are running high-quality PLCs (Andi Canaday)	Amber Green	Green	Amber Green	Amber Green	Principals and their leadership teams attended multiple professional development opportunities on PLCs via Solution Tree. They learned how to plan and implement high-quality PLCs. Not all principals attended the trainings, and each principal has the autonomy to implement professional learning communities.	July 2023
1E: Develop common assessments (Britani Stanley)	Green	Amber Green	Green	Green	Teachers and instructional coaches worked to develop common assessments for core courses. We have assessments and are working to monitor the assessments at the district level. Schools are using the assessment results during PLCs and planning.	July 2023

FINAL Goal 1 Outcome Metrics

Outcome Metric	FINAL STATUS	As of
Become an A district - increase points received on district report card from 55 to 64 by SY 2022-23.	The school grade in 2019 earned a 55 B, then in 2021 the district grade would have been 47 C; however, we did not opt in to accept the grade. The district grade for 2022 increased five percent to a 52 C. The 2023 school grade will not be released until late December or January 2024.	07/31/2023
Increase graduation rate from 76% to 89% by SY 2022-23.	Despite increases in graduation rate the two previous year, the 2021-2022 district graduation rate decreased from 85% to 75%; however, it is worth noting that students in this cohort were NO LONGER exempt from the state assessment requirement.	07/31/2023

FINAL Goal 1 Summary

	Ratings				Success Rating	As of
	Planning	Capacity	Progress			
Final Goal Success	Amber Green	Amber Green	Amber Green		Amber Green	July 2023
Overview of progress	We have been working to complete the individual strategies within the goal and have made progress on each strategy over the past few years.					

Goal 2 - EDUCATIONAL EQUITY

Refine and revise the system to ensure equitable support for all students, with a focus on African American students, Exceptional Education students, and English Language Learners.

FINAL Goal 2 Strategy Summary						
Strategy	Ratings			Success Rating	Summary Rationale	Ratings as of
	Planning	Capacity	Progress			
2A: Build capacity of schools to effectively utilize ESE, ELL and Behavior Intervention support staff. (Kim Cook-Morrison)	Green	Green	Green	Green	Based on what we have already implemented this goal has been successful.	July 2023
2B: Ensure equitable access to accelerated academic opportunities. (Wendy Coker)	Green	Amber Green	Green	Green	We continue to offer additional opportunities for students to be enrolled in accelerated coursework through a variety of opportunities open to students.	July 2023
2C: Build community mentorship program (Kathy Williams)	Green	Amber Green	Green	Green	The program is and will continue to be successful. The recruitment and retention of mentees will be a continuing process.	July 2023
2D: Support schools with the implementation of their School Improvement Plans, ensuring that these plans support equity. (Britani Stanley)	Green	Green	Amber Green	Green	The new SIP Stocktake process has ensured schools are using the areas of focus identified in their SIP to monitor key subgroups at their school. Additionally, we have added more accountability to that process since they are required to prepare the documentation indicated how they are addressing those subgroups at least once or twice during the school year. This will ensure schools continue to focus on the identified subgroups and strategies indicated in an effort to improve performance.	July 2023

FINAL Goal 2 Outcome Metrics

Outcome Metric	FINAL STATUS	As of
Increase the district subgroup grade for Students with Disabilities from 37 to 44 by 2022-23. (edudata)	2018-19 37% , 2020-21 28%, 2021-22 34% The 2023 district performance will not be released until late December or January 2024.	July 2023
Increase the district subgroup grade for Black/ African American students from 42 to 50 by 2022-23. (edudata)	2018-19 42% 2020-2021 39%, 2021-22 39% The 2023 district performance will not be released until late December or January 2024.	July 2023
Increase the district subgroup grade for Students that are ELL from 51 to 54 by 2022-23. (edudata)	2018-19 51%, 2020-2021 40%, 2021-22 44% The 2023 district performance will not be released until late December or January 2024.	July 2023

FINAL Goal 2 Summary

	Ratings			▶	Success Rating	As of
	Planning	Capacity	Progress			
Final Goal Success	Green	Green	Amber Green		Green	July 2023
Overview of progress	We are working to implement documents for strategy A that will clearly identify appropriate tasks for specific support positions. We have conducted meetings with secondary schools to discuss the scheduling process when identifying students for acceleration courses. Additionally, the mentorship program is being fully implemented and going well. Moving forward, we just need more mentors. Strategy D is making progress this year with the implementation of the school SIP Stocktakes.					

Goal 3 - TALENT MANAGEMENT

Improve the efficacy of our practices related to the hiring, support, and retention of staff members.

FINAL Goal 3 Strategy Summary						
Strategy	Ratings			Success Rating	Summary Rationale	Ratings as of
	Planning	Capacity	Progress			
3A: Build "grow your own" program (Joseph Stanley & Ken Kenworthy)	Green	Green	Green	Green	A "grow your own" program has been implemented at OHS in partnership with IRSC. This program has expanding enrollment and course offerings. Approximately 20 students have taken courses to date and two courses are currently offered, with a third course planning to be offered as the year progresses.	July 2023
3B: Build a cohesive recruitment system that includes innovative recruitment strategies (Amanda Liscomb)	Green	Green	Amber Green	Amber Green	Our recruitment system has adapted to unprecedented shifts in the employment landscape that have arisen during the life of this strategic plan. We have kept pace with neighboring districts and our vacancy percentages are lower than those in same-industry comparisons. We have improved our proactive recruiting efforts using online sources, including Facebook and a redesigned webpage. These avenues have had over 25,000 and 28,000 visitors, respectively, over the course of the past year. However, we still strive for an overall reduction in vacancies across our district. This will require additional focus on leveraging social media and electronic resources, developing local talent, and exploring the branding position of the school district, among other approaches.	July 2023
3C: Streamline and modernize HR process (Joseph Stanley & Shawna May)	Green	Green	Green	Green	During the course of this strategic plan, the number of pre-hire visits to the Human Resources Office have been reduced 75%. We have worked to develop robust reporting options through Skyward to assist in tracking essential talent-related metrics. Using YellowFolder, we have digitized more than 8,000 active and inactive personnel records and are now able to retrieve personnel records electronically. In addition, we have automated our experience verification process and have implemented efficient processes for tracking certification deficiencies. We have further capitalized on Skyward's custom forms to move to digital contracts for employees, streamlined School Board meeting agenda item submissions, and professional development point calculations for certificate renewal, among other advancements.	July 2023
3D: Establish systems for cross-training and succession planning (Joseph Stanley)	Green	Green	Green	Green	We have identified key stakeholder groups for succession planning based on historical turnover data. In addition, we have created manuals for use by new hires in each of three key non-instructional positions and have developed a plan for the cross-training of these individuals.	July 2023
3E: Create opportunities for teacher leadership (Dylan Tedders)	Green	Green	Green	Green	Frequent meetings with Asst. Principals have been used to develop this indicator. In their development, through monthly meetings, we establish tasks they must go back and find teachers to assist: committees are the most effective method to distribute these opportunities. Many of the most effective teachers leaders are serving in some type of leadership capacity or in Leadership programs such as "Elite".	July 2023

FINAL Goal 3 Outcome Metrics

Outcome Metric	Final Status	As of
Increase retention rate of instructional, classified, and administrative staff members from 89% to 94% by SY 2022-23.	Overall Retention Rate: 85% Instructional Retention Rate: 85% Classified Retention Rate: 84% Administrative Retention Rate: 88%	July 2023
Increase diversity of district staff from 19% to 25% by SY 2022-23.	Overall Ethnic Diversity: 25% Overall Gender Diversity: 21%	July 2023
Reduce the percentage of teachers placed in an out-of-field subject area from 11% to 7% by SY 2022-23.	Teachers Placed in Out-of-Field Subject Area: 5%	July 2023

FINAL Goal 3 Summary

	Ratings			Success Rating	As of
	Planning	Capacity	Progress		
Final Goal Success	Green	Green	Amber Green	Green	July 2023
Overview of progress	Progress has been made across all strategies of the goal. With continued, focus efforts, the remainder of the goals are likely to be achieved. Following the improvements in Strategies 3A-3C, increased attention is being given to Strategies 3D and 3E. This increased attention is already yielding results, as improvement has been seen in both of those areas.				

Goal 4 - EFFECTIVE COMMUNICATION

Final Reflection

Increase our external reach and sharpen our internal communication structures to ensure we are sharing our story and minimizing duplication of effort.

FINAL Goal 4 Strategy Summary						
Strategy	Ratings			Success Rating	Summary Rationale	Ratings as of
	Planning	Capacity	Progress			
4A: Highlight successes through social media (Shawna May)	Green	Green	Green	Green	We are proud of our schools and district Facebook pages and reach. Schools grew tremendously in sharing their stories. The district page allowed for highlighting and sharing key information with stakeholders.	July 2023
4B. Strengthen relationships with local media outlets (Dylan Tedders)	Green	Green	Green	Green	Goal 4A allowed the schools and district to share our story. Our local media outlets: WOKC and the Lake Okeechobee News highlighted those story with each edition. A pleasant surprise was the attention from the West Plam Beach media outlets who ran several of our stories that start out as social media posts.	July 2023
4C. Create consistent and high-quality school and district websites (Shawna May)	Amber Green	Amber Green	Amber Red	Amber Red	Websites are still a work in progress. We host the information needed, but haven't mastered the updating of information at the speed necessary. We would also like to visually update what is on our website for more traffic in the future.	July 2023
4D. Develop departmental procedures to improve transparency, supplement board policies and maintain fairness and continuity. (Dylan Tedders)	Green	Green	Amber Green	Amber Green	We will continue to work to bring procedures up-to-date with current policy.	July 2023
4E. Streamline communications with principals to ensure timely, effective dissemination of information (Dylan Tedders)	Green	Green	Green	Green	A weekly administrative bulletin is the mechanism to deliver necessary information from the district to the sites. Bi-monthly meetings assist in keep necessary items on the forefront for the school sites.	July 2023

DYLAN TEDDERS

FINAL Goal 4 Outcome Metrics

Outcome Metric	FINAL STATUS	As of
Increase the percentage of students agreeing or strongly agreeing that they are "proud of my school" on the climate survey from 74% to 93% by SY 2022-23.	Link to document , Proud tab	July 2023
Increase the percentage of parents agreeing or strongly agreeing with "proud of my child's school" from 65% to 85% by ST 2022-23.	Link to document , Proud tab	July 2023
Increase the percentage of principals and directors indicating district communication is timely and efficient to 100% by SY 2022-23.	90%	July 2023

FINAL Goal 4 Summary

	Ratings				Success Rating	As of
	Planning	Capacity	Progress			
Final Goal Success	Green	Green	Amber Green		Amber Green	July 2023
Overview of progress	Schools are steadily improving on "sharing their stories"! Media outlets are paying attention and sharing! Internal communication is a challenge or is it? Around the District in 90 seconds is up and running and now the What's Up videos are going out.					

Goal 5 - FISCAL RESPONSIBILITY

Final Reflection

Effectively manage our learning environment by focusing on safety, modernizing facilities, and competitive compensation.

FINAL Goal 5 Strategy Summary

Strategy	Ratings			Success Rating	Summary Rationale	Ratings as of
	Planning	Capacity	Progress			
5A: Provide competitive compensation for all employees (Janet)	Amber Green	Green	Green	Amber Green	In the year prior to the strategic plan, the beginning teacher salary was \$41,000. On the table for 2023-24 is \$49,200. This is a 20% increase. Administrative salaries have not kept pace with the region. The increase in the minimum hourly rate to \$15 significantly impacted those at the beginning of the classified salary schedule.	July 2023
5B: Create a 10 year capital plan to address identified issues. (Jeff Diefendorf)	Amber Green	Amber Green	Amber Green	Amber Green	The 5 year plan has been approved by the Board. The 10 year plan has been stalled due to the capital payback required for the high school. We have utilized ARP funds to address a few capital issues to supplement our budget.	July 2023
5C: Provide a safe and secure learning environment. (Dylan Tedders)	Green	Green	Green	Green	Systems are in place to ensure we are meeting the requirements of the Office of Safe Schools and the Marjory Stoneman Douglas Commission. We've had multiple visits per year by the Office of Safe Schools staff and only minor recommendations are discussed. We have not had a major finding to-date. We will continue to use the FSSAT to evaluate and improve the environment.	July 2023

FINAL Goal 5 Outcome Metrics

Outcome Metric	Final Status	As of
Increase the salaries to above average of like-size and Heartland district from \$40,000 to \$47,500 by SY 2022-23.	Okeechobee ranked 39 out of 67 counties in average teacher salary in 2022-23. The average teacher salary is higher than Hardee, Martin and Hendry.	July 2023
Increase the percentage of students, parents, teachers, and staff agreeing that "Our school is clean and well maintained" to 83% by SY 2022-23.	The 2022-23 climate surveys yielded the following results: Students - 71.88%, Parents - 92.49%, Teachers - 87.24%, Staff - 89.56%. Link to Document : Clean Tab	July 2023
Increase the percentage of students agreeing or strongly agreeing that "I feel safe at school" on the climate survey from 73% to 90% by SY 2022-23.	72.25% of the students responding to the climate survey marked agree or strongly agree. Link to Document : Safe Tab	July 2023
Increase the percentage of parents agreeing or strongly agreeing that "Students are safe at school" on the climate survey to 90% by SY 2022-23.	87.19% of the parents responding to the climate survey marked agree or strongly agree. Link to Document : Safe Tab	July 2023

FINAL Goal 5 Summary

	Ratings			Success Rating	As of
	Planning	Capacity	Progress		
Final Goal Success	Green	Amber Green	Amber Green	Amber Green	July 2023
Overview of progress	The original beginning teacher salary goal for the strategic plan has been met. There is evidence of career ladders (mechanic helper to mechanic, program specialists positions). The Board approved lobbying efforts to expand CTE facilities. Roofing projects are being planned with the help of ARP and insurance funds due to Hurricane Ian. ARP grant is funding several indoor air quality projects. Middle School Ag Barns are currently under construction.				



Okeechobee District Strategic Plan Planning Meeting #1 Agenda

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10:00 AM – 5:30 PM (lunch provided)

A. WELCOME - [Saving Lives](#) (Dylan) ~10mins

B. STRATEGIC PLAN 2020-2023 PRESENTATION (All 5 Goal Leads) ~45 mins

C. NEW STRATEGIC PLAN STRUCTURE (Ken) ~10 mins

D. [GOAL OUTCOME METRICS](#) (Goal Leads) ~30 mins

Goal 1: Engaging Instruction - Outcome Metrics (Andi)

Goal 2: Talent Management - Outcome Metrics (Joseph)

Goal 3: Operational Functions - Outcome Metrics (Dylan)

E. BRAINSTORM BARRIERS (Ken) ~20 mins

Breakout Groups [part 1](#)

Goal 1 - What is keeping us from mastering grade level standards?

Goal 2 - What is a barrier that we can address preventing us from recruiting and retaining quality staff?

Goal 3 - What is necessary for the district to provide a positive learning environment?

GOAL 1: ENGAGING INSTRUCTION	GOAL 2: TALENT MANAGEMENT	GOAL 3: POSITIVE CULTURE
ANDI CANADAY	JOSEPH STANLEY	BRITANI STANLEY
All students will master grade level standards.	The District will recruit and retain quality staff members.	The District will provide a positive learning environment.
GOAL 1 - OUTCOME METRICS	GOAL 2 - OUTCOME METRICS	GOAL 3 - OUTCOME METRICS
<p>1 Become an A district – increase points received on the district report card (2022: 52, 62 to earn an A)</p> <p>2 Achieve a graduation rate that is above the state average (2022: 12% gap)</p>	<p>1 Increase retention rate of instructional and classified, staff members. 2022-23: Instructional Retention Rate: 85% Classified Retention Rate: 84%)</p> <p>2 Decrease the percentage of instructional vacancies on the first student day, year-over-year, by developing and implementing a robust recruitment plan. (August 2023: 8%)</p>	<p>1 Average 90% of students, staff and parents agreeing or strongly agreeing that they are “proud of my school” on the final climate survey. (86.97%)</p> <p>2 Average 90% of students and parents agreeing or strongly agreeing that they “feel safe at school” on the final climate survey. (79.72%)</p> <p>3 Average 90% of students and staff agreeing or strongly agreeing that: 1) students treat students with respect, 2) students treat staff with respect, and 3) staff treat students with respect on the final climate survey. (no prior %)</p>



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C. NEW STRATEGIC PLAN STRUCTURE (Ken) ~10 mins

D. [GOAL OUTCOME METRICS](#) (Goal Leads) ~30 mins

Goal 1: Engaging Instruction - Outcome Metrics (Andi)

Goal 2: Talent Management - Outcome Metrics (Joseph)

Goal 3: Operational Functions - Outcome Metrics (Dylan)

E. BRAINSTORM BARRIERS (Ken) ~20 mins

Breakout Groups [part 1](#)

Goal 1 - What is keeping us from mastering grade level standards?

Goal 2 - What is a barrier that we can address preventing us from recruiting and retaining quality staff?

Goal 3 - What is necessary for the district to provide a positive learning environment?

GOAL 1: ENGAGING INSTRUCTION
All students will master grade level standards.

GROUP 1	GROUP 2	GROUP 3
Scope and Sequence is a living document	Fill gaps when curriculum comes up short of grade level expectations	Evaluate existing curriculum for fidelity of use and return for investment
Vertical Planning using scope and sequence	Develop high quality centers K-3	Develop a plan to identify additional classroom management and support (PBIS)
Promote with a Plan: MTSS, WTI (Close the Gap)	Inclusion/ELL teachers: quality strategies	Develop a plan to identify individualized PD needs, geared towards pedagogy
Refine Instructional Strategies: Coaching Cycles, More PLC time (contract issue), Focus on the science of teaching and best practices	Progress monitoring for Algebra 1 and Geometry	VPK-2 reading (Britani)
Better use of Early Release Days	Engagement Strategies for Teacher	ESSA Subgroups (Federal Index: CSI, TSI, ATSI)
Reduce Supplemental Instructional Materials	Promotion/Retention	MTSS - appropriate support
Walkthrough Data	Grad Rate strategy?	Strategic monitoring?
PD	Instructional strategies	Curriculum

GOAL 2: TALENT MANAGEMENT

The District will recruit and retain quality staff members.

GROUP 1	GROUP 2	GROUP 3
Alternatives to replace TABE requirement---career experience	Scheduled checkins with all school/department staff - pulse checks via survey	Develop a plan to address the housing concern
Create Cohorts to offer more supports to new teachers (1 - 5 years of office)	Differentiated PD - participation #'s	Reevaluate new teacher and entry level teacher experience and programming, to focus on fostering relationships
	Planning opportunities for staff to build relationships - FB endzone events, etc.	Develop capacity in AC2, AC3
		Career ladder?
New Teacher	PD	

GOAL 3: POSITIVE CULTURE
The District will provide a positive learning environment.

GROUP 1	GROUP 2	GROUP 3
Customer Service Training for newer staff members with follow up meetings	Character curriculum - revisit Character Counts..... - referral data	Relaunch the common vision; branding
We second De-escalation Training/conflict resolution with all stakeholders	Frequent Climate checks:	Develop preventive measures for student safety
Flood social media with positive posts	Posting Discipline data monthly, highlighting decreases	Increase public visibility
Empathy training	PRIDE focus: school highlights posted on FB pages	GEMS - Develop a systematic public recognition program
	Strengthening PBIS	
	De-escalation Training for ALL STAFF	
De-escalation training	District Positives	PBIS/Character education
RESPECT		
SAFETY		Facility - when can you reapply for funding?
PRIDE		Longevity Recognition - 5, 10, 15, +

Strategic Plan Meeting Day 1 Cont.

F. REVIEW BARRIERS (Group Leads) ~15 mins

G. BRAINSTORM STRATEGIES (Britani) ~15 mins per goal

Breakout Groups part 2

1. Consider the Goal Purpose, Outcome Metrics and the Barriers discussed today.
2. Determine measurable strategies to accomplish each goal. (3-8 per goal)

H. DISCUSS & SELECT STRATEGIES (Goal Leads)

Goal 1: Engaging Instruction - Strategies (*Andi*)

Goal 2: Talent Management - Strategies (*Joseph*)

Goal 3: Operational Functions - Strategies (*Dylan*)

I. STRATEGY OUTCOME METRICS

J. DETERMINE STRATEGY LEADS

K. TIMEFRAME TO ACCOMPLISH EACH STRATEGY

L. NEXT STEPS

Goal Leads and District Team Created Strategies

GOAL 1: ENGAGING INSTRUCTION	GOAL 2: TALENT MANAGEMENT	GOAL 3: POSITIVE CULTURE
ANDI CANADAY	JOSEPH STANLEY	BRITANI STANLEY
All students will master grade level standards.	The District will recruit and retain quality staff members.	The District will provide a positive learning environment.
GOAL 1 - STRATEGIES	GOAL 2 - STRATEGIES	GOAL 3 - STRATEGIES
<p>1A Maximize student achievement by implementing curriculum content as prescribed while infusing supplemental resources to enhance student learning</p>	<p>2A Update New Teacher Program to reflect a comprehensive, multi-year onboarding experience.</p>	<p>3A Improve district-wide behavior support for all students.</p>
<p>1B Implementation of Vision for Effective Instruction (Instructional strategies/practice)</p>	<p>2B Implement innovative professional development strategies to reinforce a focus on retaining a positive and effective workforce.</p>	<p>3B Strengthen recognition of employee contributions.</p>
<p>1C Increase the proficiency of ESSA identified subgroups.</p>	<p>2C Develop a robust leadership pathway to ensure that there is an adequate pool of applicants for succession.</p>	<p>3C Implement a revised process to collect and monitor input from all stakeholders regarding focus areas such as pride, respect, and safety.</p>
<p>1D Expand access to high-quality early childhood opportunities to strengthen kindergarten readiness.</p>	<p>2D The District will implement a recruitment plan that incorporates both traditional and novel applicant streams, including talent development programs.</p>	<p>3D Strengthen two-way district communication and engagement with families and the community to ensure they feel welcomed, valued, and informed.</p>
<p>1E Achieve a graduation rate that is above the state average.</p>	<p>2E The district will redevelop its branding, including revised vision and mission statements, in an effort to distinguish itself as an employer of choice within the community and region.</p>	<p>3E Develop and implement a district-wide initiative to strengthen the customer service experience.</p>



Okeechobee Strategic Plan Planning Meeting #2 Agenda



July 24, 2023
8:00 AM – 5:00 PM

8:00 AM Breakfast (Provided by District Administrators)

8:10 AM Activity (Britani) [Padlet Link](#)

As you arrive, please access Padlet on your phone with the link or the QR code.

Welcome Back! Please add an image from this summer that you would like to share with the group.

8:20 AM Welcome (Ken)

Introductions

Review of the Day's Agenda

A. [Strategic Plan Overview](#) (Ken)
Vision, Mission, Values, SWOT



B. Review Goal 3 Strategies (Dylan)
(Posters)

C. Review Goal 2 Strategies (Joseph)
([Menti.com](#) – 7129 6547)

D. Review Goal 1 Strategies (Andi)
([Google Sheets](#))

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Team work
Relatively sheltered from the outside political pressures
Small town, word spreads fast. Community involvement. Everyone knows everyone.
Great collaboration; departmental teamwork
CTE opportunities
Team work
Buy in as community effort
Connections
Our sense of community
One of our greatest strengths is our close-knit community and family atmosphere. I believe this sets us apart in terms of building community within our district and providing support to one another.
Culture
Our sense of community and willingness to help and support each other.
The community support. Okeechobee has the most support from the community, but only through finances, but with careers, partnerships, exemplified expectations, etc.
Trust and shared accountability
Low turnover for admin
community
Small town culture
Teamwork
Leadership and Collaboration
Teamwork
Community
Commitment
We work as a team
CTE programs, Community, Tradition
Community
Our sense of community

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Have the instructional coaches conduct coaching cycles and provide professional development in areas of weakness
Aspiring Leaders program, tailoring teacher mentor program for non educators
Consistency with expectations, increased parental involvement, hiring, staff training
Accountability for all.
Vertical alignment through different grade levels.
Continue to improve positive culture
More enrichment opportunities for students — music, art, CTE — at younger grades.
Supports/training for new people in different staff roles (bookkeepers, data processors, etc)
Community involvement
Systems and structures for support. When we lose people in key positions, we need to have a pipeline to fill these positions or systems in place to continue organizational functions until more permanent solutions are found.
Instructional practices and ways to enable more teacher collaboration and planning.
Training teacher in pedagogy
Having subject area TSA back at the district office. Not only to support new teachers but help with teacher support across the district. One TSA per subject with a schedule of when they go to the school sites.
Drilling down to the kid level and put specific things in place to meet needs
How do we know what is working?
Keeping students in school to finish
Student proficiency in ELA and Math
Follow through on next steps. We collect tons of data: what do we do with it?
Leveraging what sets us apart from other districts.
Communication across all lines
Refreshing inside our buildings- furniture, etc.
Graduation rate
Emphasizing our celebrations more frequently.
Build staff opportunities and expectations
Teacher / staff recruitment
Engaging students
Communication with all stakeholders
Retaining teachers in the district
Customer service

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Drilling down to kid level and put specific things in place to meet needs
Training teachers on: engagement strategies;
Embrace teamwork at each level (admin & staff)
Focusing on a team mindset when facing challenges.
Using our half days for professional development instead of an early start to vacation.
Implementing curriculum with fidelity
Discussions about curriculum adjustments
More enrichment opportunities for students
Capitalizing on our ability to make connections with staff since we are such a small district.
Supports/programs for older ELL students entering our district - high school age, behind in years of school, non English speakers.
Maximizing on our sense of community
More support for new teachers.
Capitalize on and leverage our experts in subject areas
Ongoing support for new teachers!
Working better with parents to involve them in education.
HS foreign language (ASL) as an optional year-long wheel in middle school (acceleration and FTE \$\$ captured)
Growing our community and culture district wide. Having events and activities where all district employees can meet each other and collaborate in a less formal manner.
Developing future teachers (our students) and school leaders (our current staff) with more intentionality.
Celebrate, value, and capitalize on consistency; keep expectations high across the board
More Frequent Feedback: having hard discussions privately and openly sharing celebrations.
More CTE focused curriculum and opportunities for students
Engaging Students
Opportunities for younger students to participate in multiple programs. Digital Tools and industry certifications.
More support for the school sites when problems arise or vacancies come up
Continue to build on CTE programs at the high school and middle school level
Promoting student leaders more. Giving students more opportunities to lead as part of the solutions to possible problems that come up in the schools.
Find qualified teachers

**T
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Higher salaries for classified at school sites, transportation, food service.
School based behavior/deans/mental health personnel, plant managers, to improve instructional focus. Salaries
Individualize for Grade Rate: Trusted Adult
Additional staff in key roles for the district.
APs are not plant managers in other districts. So many hats to wear and so little time.
Competitive pay
Higher compensation. More support and knowledge base for various reasons (less turnover?), leading to a more stable work environment.
Better healthcare costs
Focusing on the student needs and moving forward
Other districts have designated dean of discipline at the elementary level to free the AP to collaborate more with teachers & students.
Using content area specialists to train instructional coaches and teachers
More allocations for support positions
Increased grad rate
Unified social media presence
Pay. We have come a long way, but could be more competitive.
More support for administration at the district level. Delegating roles/responsibilities so staff can focus on their specific area. More individualized roles.
All employees should wear badges when on a school campus. Security cameras should be strategically placed and in good repair.
Comparative pay with neighboring districts for classified, instructional, and administration
Grad rate
Being proactive about sharing the good things in our district with the media.
Proactive addressing student and staff behaviors early.
Cheating: no ethics
Better process to screen applicants to ensure qualified candidates
Competitive pay for classified positions



Okeechobee Strategic Plan Planning Meeting #2 Agenda



July 24, 2023
8:00 AM – 5:00 PM

8:00 AM Breakfast (Provided by District Administrators)

8:10 AM Activity (Britani) [Padlet Link](#)

As you arrive, please access Padlet on your phone with the link or the QR code.

Welcome Back! Please add an image from this summer that you would like to share with the group.

8:20 AM Welcome (Ken)

Introductions

Review of the Day's Agenda

A. [Strategic Plan Overview](#) (Ken)

Vision, Mission, Values, SWOT



B. Review Goal 3 Strategies (Dylan)
(Posters)

C. Review Goal 2 Strategies (Joseph)
([Menti.com](#) – 7129 6547)

D. Review Goal 1 Strategies (Andi)
([Google Sheets](#))

Strategy 1B: Vision for Effective Instruction (Instructional Strategies)

1. What is the Greatest impact of the strategy?	2. Does it need additional information to implement?	3. Is there anything not included that would address the strategy?	ADDITIONAL INFORMATION
The admin group having a clear picture of what effective instruction is allows us to align teachers to good teaching.	Allow teachers to observe other teachers...	Provide strategies for the teachers to post around the room as well, for their own memory jogs	Build out the resources to include specifics (which Kagan structures would work here, the help button for Skyward, etc.) so that it becomes the place to go first
Having a visual makes it possible for a teacher without an education background to learn how to be a good teacher.		Define Coaching cycle...	Think about structure of document, is this an easy document to implement or do we want to discuss fewer big items that is a visual graphic to reference?
If followed in all classrooms, students would have access to quality instruction			Consider changing coaching cycles to three from five.
Across the board clear understanding of what our instructional expectations are		Quota need much?	observation time
Equitable classroom observations for instructional rounds gave a larger data pool.	Restructuring instructional rounds and who can participate in them- being able to have teacher leaders and AP go to other schools		
	Providing training on the VofEI not, not just printing that information for teachers		
	Teachers fill out like an		

What comes to mind when you think about Talent Management?



3E. Develop and implement a district-wide initiative to strengthen the customer service experience.

1. What is the Greatest impact of the strategy?

Create environment where people want to work/parents feel welcome to visit.

- People feel supported / heard
- Valuing voice/customer service

2. Does it need additional information to implement?

Training / Follow up / Follow Through / Modeling

- Professionalism training when it is a set
- Systematic observation plan for new people ✓ (this training)

3. Is there anything not included that would address the strategy?

What achievements are being celebrated

- Spotlight form (parents, staff)

3D. Strengthen two-way district communication and engagement with families and the community to ensure they feel welcomed, valued, and informed.

1. What is the Greatest impact of the strategy?

How do we distribute the issues & achievement of open houses?

- Active involvement can have a positive impact on student learning ✓

2. Does it need additional information to implement?

Training / Modeling / Refer to 3E

3. Is there anything not included that would address the strategy?

- Consistency
- Separation of Info and Celebrations

• Being present in community how to reach out into community

• Parent Support (celebration, etc.)

3E. Develop and implement a district-wide initiative to strengthen the customer service experience.

1. What is the Greatest impact of the strategy?

• Redefining safety | improving

- Shared staff will be heard
- Shared staff will have a voice
- District admin presence will be critical for implementation
- Facilitate a support

2. Does it need additional information to implement?

• Follow up to survey / give response data / qualitative data

#4 - if physical is it physical or reced events in area

How do we get the staff included in this?

How do we get the staff who are not in the room to be part of the strategy?

How do we get the staff who are not in the room to be part of the strategy?

3. Is there anything not included that would address the strategy?

- How are we collecting all data?
- How to use data - district wide consistency in how used.

Strategic Plan Meeting Day 2 Cont.

E. Instructional Rounds – Observation Collection Form Calibration (Dylan)

- [Clarification Document](#)

F. New SIP Preview (Britani)

- Webinar July 25th - will be shared soon
- BSI - August 16th

G. School SIP Areas of Focus (Britani/Principals)

1. Engaging Instruction/ Academic Performance
2. Talent Management
3. Positive Culture
4. ESSA - Federal Index areas

H. Wrap up/ Next Steps

Goal Leads and District Team Refined the Strategies & Activities

GOAL 1: ENGAGING INSTRUCTION	GOAL 2: TALENT MANAGEMENT	GOAL 3: POSITIVE CULTURE	GOAL 4: OPERATIONAL FUNCTIONS
ANDI CANADAY	JOSEPH STANLEY	BRITANI STANLEY	DYLAN TEDDERS
All students will master grade level standards.	The District will recruit and retain quality staff members.	The District will provide a positive learning environment.	The District will enhance the efficiency of systems.
GOAL 1 - OUTCOME METRICS	GOAL 2 - OUTCOME METRICS	GOAL 3 - OUTCOME METRICS	GOAL 4 - OUTCOME METRICS
<p>1 Become an A district – increase points received on the district report card (2022: 52, 62 to earn an A)</p> <p>2 Achieve a graduation rate that is above the state average (2022: 12% gap)</p>	<p>1 Increase retention rate of instructional and classified, staff members. 2022-23: Instructional Retention Rate: 85% Classified Retention Rate: 84%)</p> <p>2 Decrease the percentage of instructional vacancies on the first student day, year-over-year, by developing and implementing a robust recruitment plan. (August 2023: 8%)</p>	<p>1 Average 90% of students, staff and parents agreeing or strongly agreeing that they are "proud of my school" on the final climate survey. (86.97%)</p> <p>2 Average 90% of students and parents agreeing or strongly agreeing that they "feel safe at school" on the final climate survey. (79.72%)</p> <p>3 Average 90% of students and staff agreeing or strongly agreeing that: 1) students treat students with respect, 2) students treat staff with respect, and 3) staff treat students with respect on the final climate survey. (no prior</p>	<p>1 Average 95% of teachers and staff agreeing or strongly agreeing that they are "proud of my school/department" on the final climate survey.</p>
GOAL 1 - STRATEGIES	GOAL 2 - STRATEGIES	GOAL 3 - STRATEGIES	GOAL 4 - STRATEGIES
<p>1A Maximize student achievement by implementing curriculum content as prescribed while infusing supplemental resources to enhance student learning</p> <p>1B Implementation of Vision for Effective Instruction (Instructional strategies/practice)</p> <p>1C Increase the proficiency of ESSA identified subgroups.</p> <p>1D Expand access to high-quality early childhood opportunities to strengthen kindergarten readiness.</p> <p>1E Achieve a graduation rate that is above the state average.</p>	<p>2A Update New Teacher Program to reflect a comprehensive, multi-year onboarding experience.</p> <p>2B Implement innovative professional development strategies to reinforce a focus on retaining a positive and effective workforce.</p> <p>2C Develop a robust leadership pathway to ensure that there is an adequate pool of applicants for succession.</p> <p>2D The District will implement a recruitment plan that incorporates both traditional and novel applicant streams, including talent development programs.</p> <p>2E The district will redevelop its branding, including revised vision and mission statements, in an effort to distinguish itself as an employer of choice within the community and region.</p>	<p>3A Improve district-wide behavior support for all students.</p> <p>3B Strengthen recognition of employee contributions.</p> <p>3C Implement a revised process to collect and monitor input from all stakeholders regarding focus areas such as pride, respect, and safety.</p> <p>3D Strengthen two-way district communication and engagement with families and the community to ensure they feel welcomed, valued, and informed.</p> <p>3E Develop and implement a district-wide initiative to strengthen the customer service experience.</p>	<p>4A Enhance the availability of data.</p> <p>4B Improve the operation and appearance of all physical plants.</p> <p>4C Maximize the fiscal management process for the use of public resources.</p> <p>4D Increase participation in the student meal program</p> <p>4E Boost employee morale and retention rates in the Transportation Department.</p>



Administrators' Meeting

Wednesday, August 16, 2023 @ 12:00 pm

Instructional Rounds: Group 1: Central @ 8am, Group 2: YMS @ 8:30am

Instructional Rounds Data Collection Form

CES Instructional Rounds Reflection Form ● YMS Instructional Rounds Reflection Form

Thought for the day: "When I went to school they asked me what I wanted to be when I grew up. I wrote down 'Happy.' They told me I did not understand the assignment, and I told them they didn't understand life." - John Lennon

12:00 - Instructional Rounds Reflection Discussion

Superintendent: (Ken Kenworthy):

- [Nickname Permission Form](#) - Draft
- [Strategic Plan Review](#)

Draft Strategic Plan

Inbox x



→ **KENNETH KENWORTHY** <kenworthyk@okee.k12.fl.us>

to me, bcc: 9All ▾

Fri, Aug 18, 11:41AM (3 days ago)



Good morning,

We could not have made it through this first full week without your planning, patience and expertise. I can't put my finger on one thing specifically, but this year seems to be off to a better start than even before COVID. We owe that gratitude to all of you!

The School Board is hosting a strategic planning workshop on Wednesday, August 23rd at 4:00pm. We have a [draft](#) available for comments. They will consider the attached, along with any comments, and then propose approval on September 7th.

To send feedback, email the okee.helpdesk@okee.k12.fl.us.

Have a great weekend!

Ken Kenworthy
Okeechobee County Schools



Okeechobee County Schools

19h · 🌐

The School Board is hosting a strategic planning workshop on Wednesday, August 23rd at 4:00pm. We have a draft available for comments. They will consider the attached, along with any comments, and then propose approval on September 7th.

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GOAL 1: ENGAGING INSTRUCTION	GOAL 2: TALENT MANAGEMENT	GOAL 3: POSITIVE CULTURE	GOAL 4: OPERATIONAL FUNCTIONS
ANDY CANADAY	JOSEPH STANLEY	BRITAIN STANLEY	DYLAN TEDDERS
All students will master grade-level standards.	The District will recruit and retain quality staff members.	The District will provide a positive learning environment.	The District will enhance the efficiency of systems.
GOAL 1 - OUTCOME METRICS	GOAL 2 - OUTCOME METRICS	GOAL 3 - OUTCOME METRICS	GOAL 4 - OUTCOME METRICS
1. Become an A-B school - increase district enrollment on the district report card (2022-23, 43 to 46 or an A)	1. Increase retention rate of instructional and support staff members Instructional Retention Rate: 85% Classified Retention Rate: 85%	1. Average 90% of students, staff and parents strongly or strongly agreeing that they are proud of school on the final climate survey (7/27/24)	1. Average 95% of teachers and staff strongly or strongly agreeing that they are proud of their school/department on the final climate survey.
2. Achieve a graduation rate that is above the state average (2022) (74.9%)	2. Decrease the percentage of instructional vacancies on the first student drop year measure, by developing and implementing a robust recruitment plan. (August 2023 - 8%)	2. Average 90% of students and parents agreeing or strongly agreeing that they "see role of school" on the final climate survey (7/27/24)	
		3. Average 90% of students and staff agreeing or strongly agreeing that "students treat students well, respect, & staff treat students with respect" on the final climate survey (7/27/24)	
GOAL 1 - STRATEGIES	GOAL 2 - STRATEGIES	GOAL 3 - STRATEGIES	GOAL 4 - STRATEGIES
1A. Maximize student achievement by implementing optimum content as prescribed while offering supplemental resources to enhance student learning.	1A. Utilize New Teacher Program to reduce a comprehensive multi-year induction experience and enhance workforce.	1A. Increase district-wide teacher support level: students.	1A. Enhance the usability of tools.
1B. Implementation of Visit for Effective Instruction (Instructional Strategic Practice)	1B. Implement innovative professional development strategies to enhance a focus on creating a positive and effective workforce.	1B. Bring forth recognition of quality as contribution.	1B. Improve the operation and appearance of all physical plants.
1C. Increase the proficiency of ESEB identified employees.	1C. Develop a robust leadership pathway to ensure the district can attract and retain top leadership.	1C. Implement a reward system to recognize and reward high performing staff members (specifically those who are high performing and are not in the top 10% of staff).	1C. Optimize the fiscal management process for the use of public resources.
1D. Expand access to high-quality early childhood opportunities to strengthen kindergarten readiness.	1D. The District will implement a recruitment plan that includes both traditional and non-traditional means, including career development programs.	1D. Bring forth best way direct communication and engagement with stakeholders to ensure they feel welcomed, valued, and informed.	1D. Increase participation in the student lead programs.
1E. Achieve a graduation rate that is above the state average.	1E. The District will continue to develop a robust recruitment plan to ensure a diverse and high-quality workforce.	1E. Develop and implement a district-wide plan to ensure that all stakeholders are informed and engaged.	1E. Ensure all programs meet all education system standards and benchmarks.

DOCS.GOOGLE.COM

DRAFT Okeechobee Strategic Plan 23-24 to 25-26

Okeechobee Strategic Plan GOAL 1: ENGAGING INSTRUCTION,GO...



Like

Comment

Share

Strategic Plan Workshop

Wednesday, August 23, 2023

Okeechobee County School Board
700 S.W. Second Avenue, Boardroom
Okeechobee, FL 34974
4:00 p.m. - 6:00 p.m.

Board of Education



View the
Agenda



Print the
Agenda



Add
Minutes



Launch
MCP

Strategic Plan

2023-2026

Presentation

GOAL 1: ENGAGING INSTRUCTION

All students will master grade level standards.

Goal Lead: ANDI CANADAY

GOAL 1 - OUTCOME METRICS

- 1 Become an A district – increase points received on the district report card (2022: 52, 62 to earn an A)
- 2 Achieve a graduation rate that is above the state average (2022: 12% gap)

GOAL 1 - STRATEGIES

- 1A Maximize student achievement by implementing curriculum content as prescribed while infusing supplemental resources to enhance student learning (ANDI)
- 1B Implementation of Vision for Effective Instruction (Instructional strategies/practice) (ANDI)
- 1C Increase the proficiency of ESSA identified subgroups. (WENDY)
- 1D Expand access to high-quality early childhood opportunities to strengthen kindergarten readiness. (KIM)
- 1E Achieve a graduation rate that is above the state average. (BRITANI)

1A Maximize student achievement by implementing curriculum content as prescribed while infusing supplemental resources to enhance student learning. (ANDI)

ACTIVITIES

- 1 Increase the percentage of students participating in all three areas of the READ 180 curriculum, small group, independent reading, and student application, (1%)
- 2 Capitalize on the Champion's Academy training to implement Renaissance products (Freckle Reading/Math and Lalilo) with fidelity
- 3 Follow the [Lalilo Implementation Guide](#) by scheduling a minimum of online learning 15-20 minutes per day for grades K-2 and no more than 30 minutes per day for grade 3, as well as follow Freckle ELA/Math recommendations for K-5 following the Star assessment beginning levels.
- 4 Provide opportunities for students to increase their math skills in grades 6-8 by using SuccessMaker 15-20 minutes 2 to 3 days per week.
- 5 Implement Core Curriculum as designed to craft engaging lessons aligned to standards requiring students to interact with the content to ensure mastery
- 6 Leverage Secondary Common Assessments to make informed instructional decisions grounded in standards data
- 7 Increase the number of teachers Literacy First trained to use the anatomy of a lesson model to deliver instruction incorporating Literacy First strategies
- 8 Train ESE and primary teachers on the Science of Reading using Orton Gillingham methodology
- 9 Increase the opportunity for K-5 students to increase math skills by following the recommended usage for Waggle 3x5 times per week for 15-20 minutes.

STRATEGY METRICS

- 1 Increase achievement in 6-12 students receiving reading intervention with Read 180 by increasing student performance on mid and end-of-year workshop assessments to 80% (51%), increasing software segments by 70% (3) and increasing software sessions by 50% (39)
- 2 Use performance data from FAST to reveal gaps in fidelity of implementation of core curriculum.
- 3 Increase ELA performance in K-2 from the previous year
- 4 End-of-year student performance data will see annual increases of 3-5%.

1B Implementation of Vision for Effective Instruction (Instructional strategies/practice) (ANDI)

ACTIVITIES	STRATEGY METRICS
1 District and school-based leadership teams will participate in instructional rounds to provide individual schools feedback on instruction.	1 Instructional Rounds data will show an increase in student engagement and differentiation districtwide from the previous year's data. Baseline average student engagement data across three indicators is 19.5%--no engagement and baseline differentiation data is 62.9% no differentiation.
2 Print and disseminate VofEI, all teachers must know what the document is and how to access it.	2 Principals, assistant principals, instructional coaches, and/or mentor teachers will provide a minimum of five (5) coaching cycles each 9 weeks
3 Move from compliance to active engagement by eliciting degree of attention, curiosity, interests, optimism, and passion	3 Instructional coaches will complete coaching logs to document support for instruction. Baseline data from 22-23, 2 coaches were consistent with inputting data in the log.
4 Address the 4 essential questions during PLC meetings	
5 Leverage SRLD and instructional coaches to provide professional learning on the science of teaching reading and writing to core teachers	
6 Use instructional coaches and mentors to provide tiered support for teachers to build capacity for implementing the VforEI	
7 Use instructional coaches, mentors, and department/grade chairs to build capacity with teachers to implement core and supplemental materials as prescribed.	

1C Increase the proficiency of ESSA identified subgroups. (WENDY)

ACTIVITIES	STRATEGY METRICS
1 Host quarterly resource workshops by level (Elementary, Middle, High) to support ELs and families using WIDA materials to increase student proficiency	1 Provide quarterly family engagement opportunities for English Learners (ELs) to increase language proficiency thereby increasing proficiency among ELs
2 Build knowledge of school staff to meet the needs of ELs and SWDs through specialized professional development and technical support	2 Increase the number of staff participating in English Language Development (ELD) professional learning
3 Design tutoring programs to specifically target subgroups	3 Use discretionary projects to train and support instructional coaches and teachers to increase student proficiency
4 Utilize ancillary staff to provide scheduled small group instruction	4 Use progress monitoring data and other assessment data to track proficiency among identified subgroups year over year to identify gaps and opportunities for remediation and/or enrichment.
5 Formalize remediation strategies utilizing tutoring, teacher-directed small group instruction, walk-to intervention, targeted independent stations, schedule, and targeted online lessons	
6 Meet the 60-day timeline for ESE testing.	
7 Create flexible schedules for staff working with students in identified subgroups to include small-group instruction to increase student proficiency.	

1D

Expand access to high-quality early childhood opportunities to strengthen kindergarten readiness. (KIM)

ACTIVITIES

- 1 Connect parents with children in early childhood programs (or at home) with Florida's Healthy Start program to use resources to support child development.
- 2 Use FDLRS Child Find to assist with providing diagnostic screening, placement coordination, training, and support to parents of young children who have or are at risk of developing disabilities.
- 3 Utilize the CLASS observation instrument from the Early Learning Coalition to improve instruction
- 4 Increase the use of Footsteps2Brilliance for students ages 0 to 5
- 5 Partner with The Florida Grade-Level Reading Campaign to leverage local efforts to provide strategic guidance to help promote school readiness and quality instruction, tackle chronic absence, and improve summer learning opportunities, as well as engage parents as their children's first teacher.
- 6 Provide professional development opportunities for VPK staff to identify behaviors or factors that may require intervention strategies.

STRATEGY METRICS

- 1 Increase vocabulary acquisition, comprehension, and critical thinking skills among early learners by using Footsteps2Brilliance and materials from the Grade-Level Campaign
- 2 Increase the percentage of students ready for kindergarten each year based on state readiness data
- 3 Use the CLASS Observation Instrument to increase positive trends in student expectations while decreasing negative trends

1E**Achieve a graduation rate that is above the state average. (BRITANI)****ACTIVITIES**

- 1 Examine grading and promotion practices in an effort to decrease retention at all grade levels.
- 2 The district will complete the Accreditation process to maintain districtwide accreditation.
- 3 Examine the implementation and availability of assessments (e.g., SAT, ACT, etc.) in an effort to ensure students have multiple opportunities to earn concordant scores.
- 4 Develop a plan to monitor and track cohorts using Skyward reporting mechanisms.
- 5 Identify and review graduation barriers due to GPA requirements.
- 6 Develop a career planning program utilizing Xello and the state approved career planning tool to identify careers, set goals, schedule classes and culminate in an acceleration point.
- 7 Establish clear guidance regarding graduation entity for OHS, OAA, and OVS.
- 8 Remove semester exams in an effort to reduce the number of failing grades each semester.

STRATEGY METRICS

- 1 Reduce the percentage of students on the graduation report with a WO1 code.
- 2 Reduce retentions at all grade levels.

GOAL 2: TALENT MANAGEMENT

The District will recruit and retain quality staff members.

Goal Lead: JOSEPH STANLEY

GOAL 2 - OUTCOME METRICS

- 1 Increase retention rate of instructional and classified staff members. (2022-23: Instructional Retention Rate: 85% Classified Retention Rate: 84%)
- 2 Decrease the percentage of instructional vacancies on the first student day, year-over-year, by developing and implementing a robust recruitment plan. (August 2023: 8%)

GOAL 2 - STRATEGIES

- 2A Update New Teacher Program to reflect a comprehensive, multi-year onboarding experience. (ANDI)
- 2B Implement innovative professional development strategies to reinforce a focus on retaining a positive and effective workforce. (ANDI)
- 2C Develop a robust leadership pathway to ensure that there is an adequate pool of applicants for succession. (JOSEPH)
- 2D The District will implement a recruitment plan that incorporates both traditional and novel applicant streams, including talent development programs. (STEFFANIE)
- 2E The district will redevelop its branding, including revised vision and mission statements, in an effort to distinguish itself as an employer of choice within the community and region. (JOSEPH)

2A

Update New Teacher Program to reflect a comprehensive, multi-year onboarding experience. (ANDI)

ACTIVITIES

- 1 Incorporate activities designed to build teachers' knowledge of the District's culture.
- 2 Incorporate opportunities to develop relationships between new teachers in an effort to foster long-term support systems.
- 3 Expand the New Teacher Program to include second year teachers.
- 4 Leverage vendor partners such as FDLRS, core and supplemental materials vendors to train and provide best practices for beginning and novice teachers.
- 5 Establish relationships with local organizations to foster connections within the community.
- 6 Teachers in year three of onboarding will complete the clinical educator program.

STRATEGY METRICS

- 1 25% of the program focus will be on building culture among new teachers.
- 2 Retention percentage for AC1 and AC2 teachers will increase 3-5% year over year.

2B

Implement innovative professional development strategies to reinforce a focus on retaining a positive and effective workforce. (ANDI)

ACTIVITIES

- 1 A menu of professional development offerings will be made available to staff throughout the year, and at least a week prior to any district-wide professional development days (e.g., Early Release Days, Teacher Planning Days, etc.).
- 2 Professional development activities will be linked to observations conducted by school leadership, allowing for tailored professional learning.
- 3 Teacher-driven professional learning opportunities will be implemented.
- 4 Feedback forms will be developed for professional learning activities and the results will be incorporated into future learning opportunities.
- 5 Focus on offering more sessions from teacher leaders in the district.
- 6 Shift from heavy repeat vendor sessions on PD days to instructional practices/strategies from inside and outside the district.
- 7 Trainings will be developed for key non-instructional personnel in an effort to continue their development and proficiency.

STRATEGY METRICS

- 1 At least 50% of district-sponsored professional development offerings will focus on developing pedagogical skills.
- 2 Instructional coaches and mentors will provide job embedded professional learning.

2C

Develop a robust leadership pathway to ensure that there is an adequate pool of applicants for succession. (JOSEPH)

ACTIVITIES

- 1 The District's HRMD plan will be updated to align with the revised Florida Educational Leadership Standards.
- 2 A comprehensive leadership and learning pipeline will be created for instructional staff members that includes job-embedded opportunities for growth, such as shadowing experiences.
- 3 The use of Targeted Selection as the method for the selection of administrative pool participants will be revised or replaced.
- 4 Redevelop the mentoring and coaching roles within the aspiring and newly-appointed leader pathways to ensure support systems are in place for leadership.
- 5 Opportunities for leadership development will be expanded.

STRATEGY METRICS

- 1 The percentage of applicants for leadership positions will increase by 5%, year over year.

2D

The District will implement a recruitment plan that incorporates both traditional and novel applicant streams, including talent development programs. (STEFFANIE)

ACTIVITIES

STRATEGY METRICS

- 1 Continue development of the "Grow Your Own" program in collaboration with IRSC. (Current year - 16 students across 3 courses)
- 2 Explore the implementation of a "Grow Your Own" program with Bloomboard for existing employees.
- 3 Explore the removal of barriers for current non-instructional staff members to become teachers, such as paid student teaching opportunities.
- 4 Expand recruiting into non-traditional markets.
- 5 Continue the development of a robust social media presence through additional "forward" marketing, such as the introduction of a "Why Okeechobee" campaign, providing potential candidates with the unique benefits and opportunities available.
- 6 Explore the incorporation of additional technology-related recruiting solutions, such as expanded mobile technology.

- 1 The percentage of applicants for all positions will increase by 5%, year over year.
- 2 Participation in the "Grow Our Own" program will increase, year over year.

2E

The district will redevelop its branding, including revised vision and mission statements, in an effort to distinguish itself as an employer of choice within the community and region. (JOSEPH)

ACTIVITIES

- 1 Objectives will be defined, and key stakeholders identified, for the process of redeveloping the District's brand, including an analysis of the District's positioning within the local area.
- 2 A competitive analysis will be conducted in order to determine ways in which to set the District apart from competitors.
- 3 The District's visual branding, including its social media presence, will be revised to encourage a unified, cohesive appearance.
- 4 A launch plan for the revised branding will be developed.
- 5 A monitoring plan for the use of newly-developed brand guidelines will be developed.

STRATEGY METRICS

- 1 90% of respondents on the District's climate survey will indicate that they have an understanding of the district's mission and vision.
- 2 90% of new hires will indicate that the District's branding was a factor in their decision to accept an offer of employment.

GOAL 3: POSITIVE CULTURE

The District will recruit and retain quality staff members.

Goal Lead: BRITANI STANLEY

GOAL 3 - OUTCOME METRICS

- 1 Average 90% of students, staff and parents agreeing or strongly agreeing that they are “proud of my school” on the final climate survey. (86.97%)
- 2 Average 90% of students and parents agreeing or strongly agreeing that they “feel safe at school” on the final climate survey. (79.72%)
- 3 Average 90% of students and staff agreeing or strongly agreeing that: 1) students treat staff with respect and 2) staff treat students with respect on the final climate survey. (no prior %)

GOAL 3 - STRATEGIES

- 3A Improve district-wide behavior support for all students. (KATHY)
- 3B Strengthen recognition of employee contributions. (BRITANI)
- 3C Implement a revised process to collect and monitor input from all stakeholders regarding focus areas such as pride, respect, and safety. (DYLAN)
- 3D Strengthen two-way district communication and engagement with families and the community to ensure they feel welcomed, valued, and informed. (HEATHER)
- 3E Develop and implement a district-wide initiative to strengthen the customer service experience. (DYLAN)

3A Improve district-wide behavior support for all students. (KATHY)

ACTIVITIES	STRATEGY METRICS
1 Develop a training schedule to ensure that all instructional personnel receive training in de-escalation techniques.	1 There will be an overall reduction in school discipline referrals.
2 Create and implement a schedule for student instruction in state provided resiliency curriculum through the monthly wellness videos.	2 Suspension data will decline, year-over-year.
3 Clearly communicated behavior expectations will be developed for all areas of the school and disseminated through social media and other opportunities.	3 The district will reduce alternatively placed students due to behavior by 10% by requiring that the MHBS behavior team receives a referral for supports for stagnating Tier 2 behaviors.
4 The Mental Health and Behavioral Supports team will provide professional development to teachers on how to progress monitor BIPs.	4 The number of schools recognized as model PBIS schools.
5 Required bully education will be delivered during the first semester.	
6 Mental health and wellness videos of required topics including the FLDOE focus of Resiliency will be shown monthly.	
7 The Alternatives to Suspension Manual will be considered for non-SESIR referrals	

3B Strengthen recognition of employee contributions. (BRITANI)

ACTIVITIES	STRATEGY METRICS
1 Establish and implement a new GEMS staff recognition program.	1 Increase the number of GEMS recognitions, year-over-year.
2 Establish a system to recognize employee longevity (5 years, 10 years, 15 years, etc).	
3 Create opportunities for Board recognitions for staff members.	2 On annual climate surveys, 90% of respondents indicate they feel proud of being members of their staff.
4 Promote positive communications across the district including students, staff, and administrators.	
5 Increase the frequency of positive outgoing communication as we "Share Our Story" via social media posts, TalkingPoints, Dojo, media outlets, newsletters, and announcements.	3 Increase the number of students, staff, and community members recognized by, year-over-year. (C:47, Stu:205, St:125, Board: 2)

3C

Implement a revised process to collect and monitor input from all stakeholders regarding focus areas such as pride, respect, and safety. (DYLAN)

ACTIVITIES

- 1 District Office Administrators will increase visibility at school sites, check in with key staff members to provide additional support.
- 2 Select a new platform to collect climate survey data and require a respondent to provide a specific reason should they not select a positive response.
- 3 Explore opportunities and methods to share results with stakeholders.
- 4 Share results with schools to help develop school improvement plans.

STRATEGY METRICS

- 1 Increase the response rate on each type of climate survey. (Parents - 773; Staff - 182; Teachers - 329; Students - 3020)
- 2 Identified needs from climate survey results will be incorporated in following year's School Improvement Plans.

3D

Strengthen two-way district communication and engagement with families and the community to ensure they feel welcomed, valued, and informed. (HEATHER)

ACTIVITIES

- 1 Build the capacity of district and school staff to communicate and work with parents as equal partners.
- 2 Provide parent and family programs that build ties between families and the school and teach families how to help their children at home.
- 3 Redesign and update the Parent Resources page on the district website.
- 4 Ensure that all school district communication is in family-friendly language, in both English and Spanish.
- 5 Explore options/opportunities to creatively improve contact with parents.
- 6 Increase and build opportunities to connect our students and schools with community partners.
- 7 Marketing communication with parents to increase accurate contact information in Skyward

STRATEGY METRICS

- 1 Increased percentage of parents who positively respond to the survey question "Communication between parents and teachers is good (78%)".
- 2 Increased daily student attendance rate (2023: 90.47%)
- 3 Increase number of functioning parent email addresses in Skyward by 50%.

3E

Develop and implement a district-wide initiative to strengthen the customer service experience. (DYLAN)

ACTIVITIES

- 1 Develop a protocol for returning calls/emails within 24 business hours.
- 2 Provide ongoing training to employees on customer service strategies.
- 3 Develop a communication protocol for District staff members to use when routing communication.
- 4 Provide guidance to schools on directing parents and other stakeholders to the appropriate party when dealing with specified issues.

STRATEGY METRICS

- 1 Increased percentage of stakeholders responding positively to the question "I have noticed a positive difference in customer service this year", year-over-year.

GOAL 4: OPERATIONAL FUNCTIONS

The District will enhance the efficiency of systems.

Goal Lead: DYLAN TEDDERS

GOAL 4 - OUTCOME METRICS

- 1 Average 95% of teachers and staff agreeing or strongly agreeing that they are "proud of my school/department" on the final climate survey.

GOAL 4 - STRATEGIES

- 4A Enhance the availability of data. (SHAWNA)
- 4B Improve the operation and appearance of all physical plants. (JEFF)
- 4C Maximize the fiscal management process for the use of public resources. (JANET)
- 4D Increase participation in the student meal program. (LISA)
- 4E Boost employee morale and retention rates in the Transportation Department. (BRENT)

4A

Enhance the availability of data. (SHAWNA)

ACTIVITIES

- 1 Develop timeline for the implementation of Qmlativ
- 2 Develop list of trainings by position that are necessary for Qmlativ transition.
- 3 Create reports that will enable Skyward data to be readily available on an on-demand basis.
- 4 Create necessary reports for specific departments/schools.
- 5 Launch refreshed District and School websites that allow for easier location of information.

STRATEGY METRICS

- 1 All staff will be trained prior to the release of Qmlativ.
- 2 Develop and meet benchmarks for transitioning from Skyward to Qmlativ.
- 3 Percentage of district and school websites updated.

4B**Improve the operation and appearance of all physical plants. (JEFF)****ACTIVITIES**

- 1 Develop and monitor a timeline for OHS construction.
- 2 Develop plan for continual review of SchoolDude reporting.
- 3 Review priority and efficiency process for capital projects.
- 4 Review the Guaranteed Maximum Price (GMP) for Phase 2 of OHS construction and determine strategies for covering any shortfall in funding.
- 5 Create a schedule for walkthroughs with Asst. Supt., Dir. of Operations, Maintenance Foreman, and school administrators sites to review maintenance needs at school site.

STRATEGY METRICS

- 1 Progress updates on the OHS project.
- 2 Reduce the "Days Aged" metric in SchoolDude year-over-year.
- 4 Capital budget progress and updates.

4C**Maximize the fiscal management process for the use of public resources. (JANET)****ACTIVITIES**

- 1 Updating on-demand reports for school sites (e.g., unpaid leave).
- 2 Engage in strategic budget planning with school sites to efficiently use both federal and local funds to maximize services for students.
- 3 Implement an online payment platform.
- 4 Develop a succession plan for key positions.
- 5 Conduct regular salary studies in an effort to raise base pay rates across all employment classifications to be in line with surrounding and like-size districts.
- 6 Develop training plan for school bookkeepers on key aspects of their job responsibilities.

STRATEGY METRICS

- 1 Tracking expenditure rate of funds.
- 2 Eliminate all types of audit findings.

4D**Increase participation in the student meal program. (LISA)****ACTIVITIES**

- 1 Gather student feedback regarding current menu offerings.
- 2 Explore varying options for sourcing ingredients to maximize variety.
- 3 Update kitchen equipment to ensure it will allow for multi-step preparation of food.
- 4 Develop and implement marketing plan for the school food program.

STRATEGY METRICS

- 1 Increase % of students responding "I enjoy school lunch" on survey
- 2 Increase capacity for meals involving multi-step preparations.

4E

Boost employee morale and retention rates in the Transportation Department. (BRENT)

ACTIVITIES

- 1 Develop plan for addressing employee turnover.
- 2 Develop and deliver training for safety designed to address ongoing safety issues.
- 3 Improve climate among employees.
- 4 Develop succession plan for key positions.

STRATEGY METRICS

- 1 Increase and/or maintain fill rate for Transportation Staff
- 2 90% of Transportation Staff indicating they are Proud on surveys

GOAL 1: ENGAGING INSTRUCTION	GOAL 2: TALENT MANAGEMENT	GOAL 3: POSITIVE CULTURE	GOAL 4: OPERATIONAL FUNCTIONS
ANDI CANADAY	JOSEPH STANLEY	BRITANI STANLEY	DYLAN TEDDERS
All students will master grade level standards.	The District will recruit and retain quality staff members.	The District will provide a positive learning environment.	The District will enhance the efficiency of systems.
GOAL 1 - OUTCOME METRICS	GOAL 2 - OUTCOME METRICS	GOAL 3 - OUTCOME METRICS	GOAL 4 - OUTCOME METRICS
<p>1 Become an A district – increase points received on the district report card (2022: 52, 62 to earn an A)</p> <p>2 Achieve a graduation rate that is above the state average (2022: 12% gap)</p>	<p>1 Increase retention rate of instructional and classified, staff members. 2022-23: Instructional Retention Rate: 85% Classified Retention Rate: 84%)</p> <p>2 Decrease the percentage of instructional vacancies on the first student day, year-over-year, by developing and implementing a robust recruitment plan. (August 2023: 8%)</p>	<p>1 Average 90% of students, staff and parents agreeing or strongly agreeing that they are “proud of my school” on the final climate survey. (86.97%)</p> <p>2 Average 90% of students and parents agreeing or strongly agreeing that they “feel safe at school” on the final climate survey. (79.72%)</p> <p>3 Average 90% of students and staff agreeing or strongly agreeing that: 1) students treat students with respect, 2) students treat staff with respect, and 3) staff treat students with respect on the final climate survey. (no prior</p>	<p>1 Average 95% of teachers and staff agreeing or strongly agreeing that they are “proud of my school/department” on the final climate survey.</p>
GOAL 1 - STRATEGIES	GOAL 2 - STRATEGIES	GOAL 3 - STRATEGIES	GOAL 4 - STRATEGIES
<p>1A Maximize student achievement by implementing curriculum content as prescribed while infusing supplemental resources to enhance student learning</p> <p>1B Implementation of Vision for Effective Instruction (Instructional strategies/practice)</p> <p>1C Increase the proficiency of ESSA identified subgroups.</p> <p>1D Expand access to high-quality early childhood opportunities to strengthen kindergarten readiness.</p> <p>1E Achieve a graduation rate that is above the state average.</p>	<p>2A Update New Teacher Program to reflect a comprehensive, multi-year onboarding experience.</p> <p>2B Implement innovative professional development strategies to reinforce a focus on retaining a positive and effective workforce.</p> <p>2C Develop a robust leadership pathway to ensure that there is an adequate pool of applicants for succession.</p> <p>2D The District will implement a recruitment plan that incorporates both traditional and novel applicant streams, including talent development programs.</p> <p>2E The district will redevelop its branding, including revised vision and mission statements, in an effort to distinguish itself as an employer of choice within the community and region.</p>	<p>3A Improve district-wide behavior support for all students.</p> <p>3B Strengthen recognition of employee contributions.</p> <p>3C Implement a revised process to collect and monitor input from all stakeholders regarding focus areas such as pride, respect, and safety.</p> <p>3D Strengthen two-way district communication and engagement with families and the community to ensure they feel welcomed, valued, and informed.</p> <p>3E Develop and implement a district-wide initiative to strengthen the customer service experience.</p>	<p>4A Enhance the availability of data.</p> <p>4B Improve the operation and appearance of all physical plants.</p> <p>4C Maximize the fiscal management process for the use of public resources.</p> <p>4D Increase participation in the student meal program</p> <p>4E Boost employee morale and retention rates in the Transportation Department.</p>

District Strategic Plan

(Final Version Pending)

Final document will include:

- Cover Page
 - Table of Contents
 - A Message from the Superintendent
 - Messages from the Board
 - Vision and Mission
 - Demographic Information
 - Community Celebrations
 - Local Students/Teachers
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