Year 5

2023-2024

Portrait Of A Successful Graduate
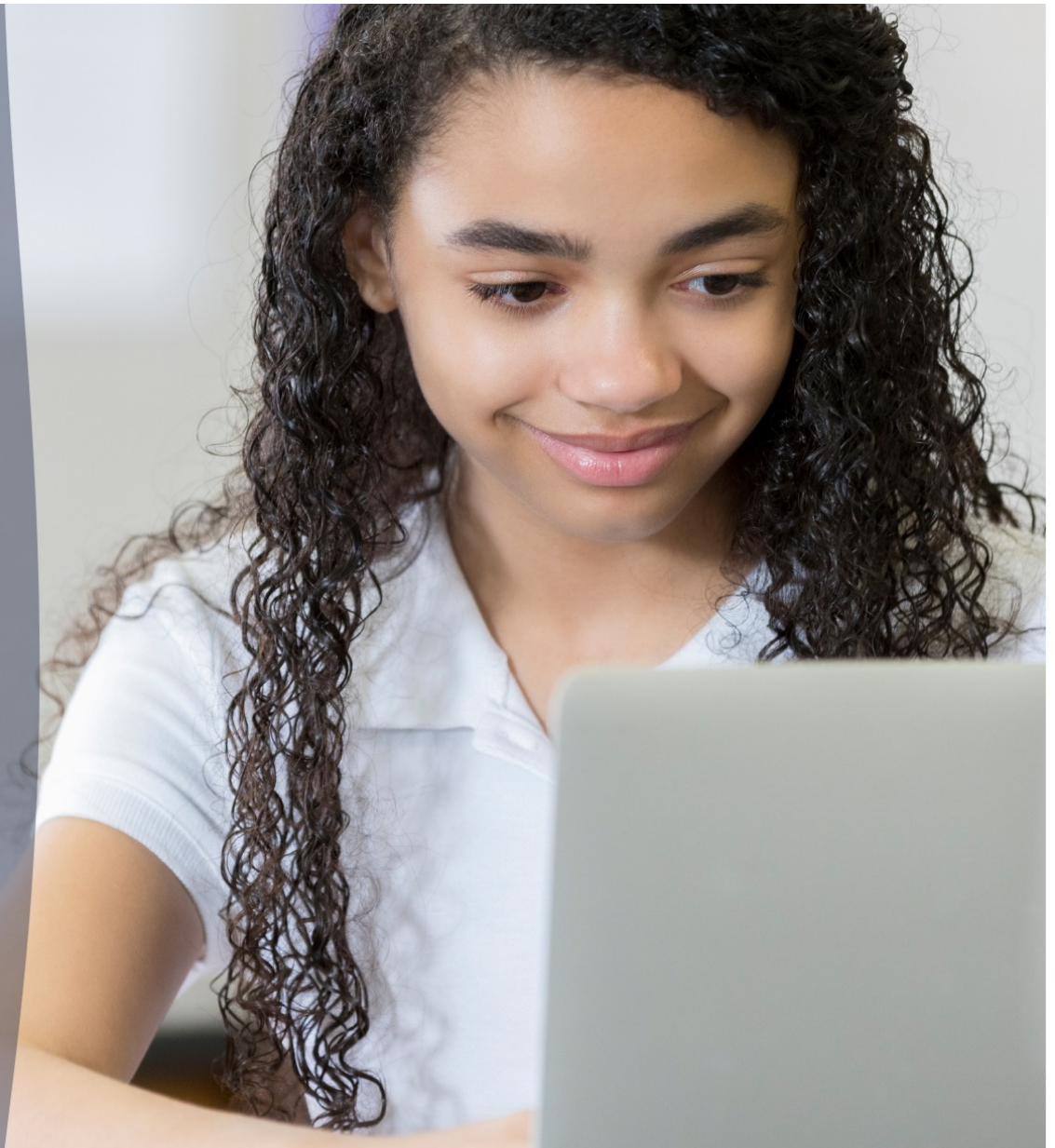
Osceola School District's Strategic Plan

THE SCHOOL DISTRICT OF OSCEOLA COUNTY FL

1887

Osceola County
SCHOOL DISTRICT

Our Mission:

Inspiring all learners to reach their highest potential as responsible, productive citizens.

Osceola County
SCHOOL DISTRICT

Our Vision:

The Osceola School District will work in partnership with families and the community to ensure all learners develop the essential knowledge and skills of successful, future-ready graduates.

Goal Statement: Ensure all students are successful, future-ready graduates through high-quality, standards-based instruction in every classroom, every content area, every day.

Key Metrics:

- **Meet or exceed the state average on ELA and Math FAST results- *State PM2 window is still open**
  - Grades 3-10 ELA FAST — PM1: 27% proficient, PM2: 34% proficient (+7%) with 95% tested
  - Grades 3-8 Math FAST—PM1: 8% proficient, PM2: 19% proficient (+11%) with 95% tested
- **90% graduation rate or higher to meet or exceed the state average**
  - SY22-23: 84.8%, state average is 88%
  - Seniors on track to meet graduation requirements: 68% districtwide including charter schools compared to 63% last year
- **85% of high school seniors or higher will complete a post-secondary plan**
  - Seniors post-secondary plan completion: 44% compared to 36% last year at this time

Grades 3-10 Overall	ELA			Math		
	PM1 23-24	PM2 23-24	Change from PM1 to PM2	PM1 23-24	PM2 23-24	Change from PM1 to PM2
District Overall	27	34	7	8	19	11
State Overall*	*	*	*	*	*	*
	PM1 23-24	PM2 23-24	Change from PM1 to PM2	PM1 23-24	PM2 23-24	Change from PM1 to PM2
3	21	34	13	6	22	16
4	22	33	11	6	15	9
5	24	35	11	8	20	12
6	34	37	3	7	19	12
7	28	35	7	17	24	7
8	29	36	7	8	21	13
9	30	36	6	NA	NA	NA
10	29	34	5	NA	NA	NA

4

Goal Statement: Ensure all students are successful, future-ready graduates through high-quality, standards-based instruction in every classroom, every content area, every day.

Key Metrics:

- **60% or higher on high school acceleration rate**
  - Predictive date for SY22-23 is expected to be released in March/April (SY21-22 was predicted 59%)
  - Survey 5 AP, ASVAB, Industry Certification data show an increase from SY21-22 indicating a likelihood of growth
- **Increase the percent of students scoring a Level 3+ Science in Grades 5, 8, and the Biology EOC from 51% to 61%**
  - NWEA Grade 5: Fall 36% proficient, Winter 35% proficient, mid-year mock assessment scheduled for February
  - NWEA Grade 8: Fall 24% proficient, Winter 26%, mid-year mock assessment scheduled February
  - Biology: 65% for SY22-23, the mid-year assessment is currently open
- **69% or higher Civics EOC scores and 69% or higher US History EOC scores**
  - Civics Quarter 2 assessments: 41% proficient, mid-year assessment will be end of January
  - U.S. History Semester 1 progress monitoring: 48% proficient
- **75% of students in Grades 5, 8, and 12 will complete two or more Xello life skills activities**
  - Grade 5: 73% completed at least one Xello lesson compared to 66% at this time last year
  - Grade 8: 80% completed their Xello lesson compared to 54% at this time last year
  - Grade 12: 99% participated in a beginning of the year Senior survey compared to 98% at this time last year

Goal Statement: Ensure all students are successful, future-ready graduates through high-quality, standards-based instruction in every classroom, every content area, every day.

Key Activities:

Semester 2: POWER UP Plan
Student by Student, Skill by Skill

A targeted second semester plan to adjust core curriculum scope and sequence, instructional strategies, and assessments for monitoring learning has been developed to ensure all students' needs are met for increasing proficiency and learning gains. These adjustments are based on the midyear progress points, and specific to content areas, school by school, and student by student.

- **Leadership Systems- VPK-12**
  - Power Up data dig and action planning sessions with each level in collaboration with REA and TLL Departments
  - Learning Walks focused on Professional Learning Team planning practices, core instruction, and student learning including English Language Learner and Exceptional Student Education best practices
  - District Professional Learning Team with a focus on principal feedback loop
  - Principal PLT/AP Professional Learning Teams focused on problems of practice
  - Teaching, Leading, and Learning professional learning centered on building capacity so we can serve teachers
  - Re-establish the District PLC Guiding Coalition
  - Partner with Solution Tree to recalibrate district expectations and common-language messaging for district and school leaders as well as instructional coaches

6

Goal Statement: Ensure all students are successful, future-ready graduates through high-quality, standards-based instruction in every classroom, every content area, every day.

Key Activities:

- **Curriculum - ELA, Math, Science, Social Studies**
  - Tier 1 core curriculum changes by content based on data including:
    - Revised curriculum unit plans
    - Day-to-day plans in K-2 ELA/Math with a focus on foundational literacy skills and math fluency
  - Spiral Review of low scoring standards (new/updated)
  - PM2 achievement data-informed Tier 2 and 3 interventions
  - Course progressions for 2024-2025 have been adjusted

- **Instruction - ELA, Math, Science, Social Studies**
  - "Charging Up" teacher leader content previews in ELA, Math, and Science in every grade and school for 3rd and 4th quarter
  - Instructional math videos provided to classroom teachers to aid both the teachers and students in understanding content and delivery
  - Individualized student skill-by-skill monitoring tools
  - Personalized Tutoring during the school day:
    - AMIRA merges Artificial Intelligence and the Science of Reading
    - High dosage 1:1 tutoring in the lowest 33% at three middle and three high schools for math
  - Targeted tutoring in all schools

Goal Statement: Ensure all students are successful, future-ready graduates through high-quality, standards-based instruction in every classroom, every content area, every day.

Key Activities:

- **Assessment - ELA, Math, Science, Social Studies**
  - Formative assessments specific to Tier 1 instruction by content and grade
  - Unit assessments for monitoring cumulative learning
  - Remediation monitoring
  - Mock assessments in Social Studies and Science paired with data dig and school-specific action plans

Talent Management

Goal Statement: Champion a culture that attracts, develops, and retains quality employees committed to serving successful future-ready graduates.

Key Activities:

Attract:
- More than 740 instructional staff hired in first semester of SY24
- "Why Osceola" recruitment campaign grew in scope
  - Social media presence increased through partnership with Positively Osceola Facebook™ and Indeed™
  - "Now Hiring" campaign presence increased with QR code for ease to information
  - "Steps to Become a Teacher" offered in Spanish and English monthly
  - Superintendent video messaging created
- "Welcome to the Family" reception for interns serving SDOC schools
- Offered long-term substitute positions to candidates in the final semester of certification
- Partnered with University of Central Florida to offer HB1 paid internship positions

Develop:
- Increased leadership pipeline participation
  - Aspiring Assistant Principal Academy by 158%
  - Operational Leadership Academy by 52%
  - Assistant Principal Induction by 33%
  - Preparing New Principal Academy by 133%

Goal Statement: Champion a culture that attracts, develops, and retains quality employees committed to serving successful future-ready graduates.

Key Activities:

- Increased opportunities for school secretary training and mentorship
- Increased opportunities for current school leaders to enhance the School Leadership Pipeline
- Lead facilitator of State PLC working with 24 districts to collaborate on best practices and alignment to state requirements and district needs
- Hosted the Learning Forward Leadership Team Institute Convening with districts across the state to help strengthen and build capacity from within
- 82% of schools implemented SAMS TimeTrack™ for administrators and school secretaries
- Monthly Executive Professional Learning Council meetings held for collaboration on effective professional learning for various employee groups

Retain:
- Implemented New Teacher Experience for ongoing communication and support
- Held summer training for more than 300 new teachers
- Decreased employee turnover
  - 36% Qtr 1 SY23 to 14% Qtr 1 SY24

Goal Statement: Champion a culture that attracts, develops, and retains quality employees committed to serving successful future-ready graduates.

Key Activities:

- Provided fall professional learning for certification needs including ESOL, gifted, reading and ASD endorsement courses; students with disabilities coursework; Osceola Professional Competency Program (OPEC); and Professional Learning Certification Program (PLCP) for alternative certification teachers
- Regularly provide to principals strategies for recognizing, honoring, celebrating, and elevating teachers and staff
- LEARN Instructional Mentors currently supporting 770 teachers districtwide with 0-2 years experience

Goal Statement: Utilize all district resources efficiently to enhance the learning environment for successful, future-ready graduates and ensure financial sustainability.

Key Activities:

Long-Term Financial Sustainability:

- **ESSER/ARP funds were used to mitigate learning loss by providing the following:**
  - Robust Summer School Program; Tutoring; Extra Hour PLC
  - K and 3rd Grade Readiness; High School credit recovery courses
  - One-to-One Student Devices
  - Curriculum Programs (DreamBox, Achieve 3000, Edgenuity, Lexia)
  - Next Steps: Program Evaluations of A-ROI; Analysis of grant-funded positions
- **FY 2023-24 Salaries were settled with all unions prior to 10/1:**
  - Initial salary compression addressed through COLA and recurring supplements this year
  - Next Step: Additional opportunity to address compression for teachers and support staff
- **Health Plan Design continues to be enhanced:**
  - Added a second $0 premium plan - Health Center focused
  - Board Contribution per employee increased from $6,826 to $7,498
- **Expansion and promotion of our Small Business and Veteran Programs:**
  - Town Hall and Vendor Opportunity Fair held with over 200 people attending
  - Participation goals have been incorporated into procurement solicitations
  - School Board Policies have been updated to better facilitate these programs

Goal Statement: Utilize all district resources efficiently to enhance the learning environment for successful, future-ready graduates and ensure financial sustainability.

Key Activities:

Digital Transformation Initiatives:

- **KRONOS Phase 2 – Electronic Timekeeping Solution for Bus Drivers / Aides**
  - Go live as of August 2023 for Transportation (start of school calendar) has transitioned 425 employees to electronic timekeeping, eliminating 2,975 sheets of paper per week, saving six reams of paper
  - Next Steps: Phase 3 – School-based non-exempt and adding clocks for schools to ensure that 100% of non-exempt employee timekeeping is transitioned to electronic timekeeping
- **Multi-Factor Authentication**
  - Implemented for VPN and Office 365
  - Next Steps: Complete MFA implementation for 100% employee participation
- **Complete district-wide business process mapping – current and future state**
  - Plante Moran hired as GAP analysis consultant
  - Next Steps: Map 100% of ERP business processes for the current state – 54% completed
  - Next Steps: Complete hiring of divisional business process specialists and project manager
- **Software Approval Committee to review approvals over five years old**
  - Ensure communication with end-user departments in time to resubmit for review
  - Committee denying approval of non-essential software
  - Next Steps: Establish a software inventory with ROI analysis of programs

Goal Statement: Build advocacy, engagement, empowerment, and capacity of all stakeholders in support of successful, future-ready graduates.

Key Activities:

Expand and enhance two-way outreach to stakeholders:

- Ten Superintendent Meet and Treats held in the fall 2023 with employees and all stakeholders to identify things that were going well within the district, what areas could be improved, and how the district could best enhance communication efforts
- Monthly community roundtables kicked off with the Puerto Rican Chamber of Commerce and faith-based leaders to discuss involvement and partnership activities with schools
- Let's Talk dialogues from first semester last school year to this school year show an increase in the district's customer service score and a decrease in negative experiences
- Dr. Shanoff visited every school in the district to have one-on-one conversations with school leadership teams, faculty, and staff
- Dr. Shanoff formed a Student Advisory Group comprised of two representatives from each high school who are working together on student-led initiatives to improve school culture and promote inclusiveness
- A district Parent Advisory Committee (PAC) meets four times each year to obtain information, enhance parent and family engagement, and collaborate on activities that support academic achievement in all Title I schools
- A district ELL Parent Leadership Council (PLC) addresses parent/guardian questions and concerns about ESOL programs at every school
- A district ESE Advisory Committee and a Safety and Security Task Force met to provide district leaders and the School Board with information, feedback, and suggestions

Goal Statement: Build advocacy, engagement, empowerment, and capacity of all stakeholders in support of successful, future-ready graduates.

Key Activities:

Build awareness and capacity of parents and students of expectations:

- The Osceola B.E.S.T. campaign has been expanded this school year
- Community Relations: "Marking Excellence" weekly videos to the community, "Marking Excellence" monthly podcasts, "Monday 5" weekly employee newsletters, District "Roundup" bi-monthly blogs, and "Shanoff Shadows" monthly employee job shadowing
- Multicultural Department: ESOL Parents Welcome Back event, Empowered Family, Bilingual (English/Spanish) Community Liaison and Parent Hotline
- Special Programs: CFHLA 2023 Hospitality Shoe Gala, CFHLA Cares Events, STEAM Nights, R.I.S.E. Up (Read, Interact, Socialize, Engage) Program on the READ Bus at the libraries, R.I.S.E. Up (Program inside the library for 0-2 year olds), SMART Bus, and Families In Transition (F.I.T.) supply distribution

Implement additional unique and specialized attractor programs by bridging elementary and middle school into high school academy pathways leading to high-wage, high-demand careers:

- Increase in possible new FTE from 1,251 in October 2022 to 1,671 in October 2023
- Increase in number of attendees at annual District Choice Fair from 3,700 in 2022 to 5,098 in 2023
- 14 elementary schools and 9 middle schools are finalizing purchases to ensure full implementation of their specialized programs for the 2023-2024 school year
- Four courier vehicles were wrapped to increase Choice options awareness to the community

Goal Statement: Improve school climate through positive behavior, enhanced mental health support, and life skills development needed for future-ready graduates.

Key Activities:

Attendance Support:
- District average daily attendance rate is 92% (Aug-Dec 2023), and is unchanged from this same period last school year
- Using EveryDay Labs to provide text/mail nudges, information, and support to families to improve attendance at school
- Utilizing school, parent, and community outreach initiatives and programs to increase attendance

Mental Health Support:
- The percentage of required staff trained in Youth Mental Health First Aid is currently 75% (State requirement is 80%)
- 616 mental health referrals submitted, and 558 (90.6%) students received mental health and counseling services. Increase of 19% due to district mental health therapists

Threat Management:
- 100% of district and school-based threat management team members have been trained on the new Florida Model

Crisis Intervention:
- 100% of Student Services Crisis Team staff members have been trained in acute crisis response, and have responded to six requests for district crisis support

Goal Statement: Improve school climate through positive behavior, enhanced mental health support, and life skills development needed for future-ready graduates.

Key Activities:

Discipline Support:

- Drug referrals are down by 4%. The percentage of students choosing to attend AWARE is up from 38% to 97%. Completion rate of AWARE program is at 82%
- The percentage of students with 2nd DRU incident down from 15% to 0%
- SESIR referrals down 14% overall
- Number of students with 5 or more referrals down 58%
- Number of students recommended for expulsion down 30%
- Historically, disruptions on campus, drug sale/distribution, and sexual harassment incidents often stemmed from the use of cell phones on campus. Even though there has been an increase in cell phone use violations, as a result of increased staff enforcement, there is reason to believe that these specific SESIR incidents have decreased as a result of the newly-implemented District cell phone use policy that began at the start of the 2023-2024 school year

Every Day is "Day One!"!

THE SCHOOL DISTRICT OF OSCEOLA COUNTY, FL · 1887