

Pillar I—Safe, Healthy, and Caring Environments

Pillar I Summary

Learning and work environments that are safe and healthy are pivotal for student wellness, academic achievement, and overall development. Students who feel safe and well—both physically and psychologically—will feel supported, motivated, and more engaged in learning. Leon County Schools strives to provide safe, healthy, and caring environments that are sensitive to the needs of the individual student, as well as the safety and health of the entire district.

Goal 1. Provide a safe and secure environment for all District students, employees, and visitors.

- 1) Implement enhanced security technology to provide more centralized access and management.
- 2) Continue to coordinate with our School Resource Deputies and School Guardian contractors to comply with the Marjory Stoneman Douglas Act.
- 3) Provide weapons prevention programs and activities related to weapons detection. Continued collaboration with our law enforcement partners, state attorney's office, and principals to suggest and implement prevention programs.
- 4) Complete 100% of all Florida Safe School assessments of all of our facilities as required by the Marjory Stoneman Douglass Act each school year.

Goal 2. Promote the physical, emotional, and mental health of students and employees within and beyond school.

- 1) Increase student and employee participation in District-sponsored wellness initiatives and activities by 10%.
- 2) Expand school-based mental health care by direct employment of school-based mental health services providers (school psychologists, school social workers, school counselors and other licensed mental health professionals) and interagency agreements with local mental health providers to reduce staff-to-student ratios, and to connect children, youth and families who may experience behavioral health issues with appropriate services.
- 3) Train at least 80% of district staff in an evidence-based youth mental health awareness and assistance training curriculum to help school personnel to recognize and respond to the signs of emotional disturbance, mental illness and substance use disorders.
- 4) Annually train 100% of school level threat assessment teams on the Florida Department of Education's behavior threat assessment and suicide risk assessment instrument.

5) Implement a program to decrease student use of drugs, alcohol, and tobacco with measurable outcomes.

Goal 3. Provide the necessary supports to promote student success and engagement.

- 1) Build partnerships among Leon County Schools and the Tallahassee community to implement programs that reduce student disciplinary incidents by 5%.
- 2) All schools and applicable district administration will complete School Environmental Safety Incident Reporting (SESIR) system training each year.
- 3) Report quarterly School Resource Deputy (SRD) activity related to alternatives to arrests and suspensions.
- 4) Continue to utilize FOCUS (student information system) for schools to document and monitor referrals to identify students needing support, or identifying areas needing improvement for the school.
- 5) Decrease the number of truant students with 15 or more unexcused absences per ninety days by 10%.
- 6) Implement consistent Districtwide discipline approach that includes effective alternatives to suspension and expulsion.

LCSB Approved 03/28/23

Pillar II— Effective, Innovative, and Relevant Academics

Pillar II Summary

It is our ultimate goal to provide a world-class education to help students realize their full academic, personal, and career potential. We equip them with the skills necessary for future success—whether it is post-secondary education pursuits or workforce development. Leon County Schools endeavors to deliver innovative, advanced, and relevant academic curriculum, along with real-world opportunities that are responsive to labor market trends, align with students' goals and diverse needs, and prepares them to excel in their chosen profession or vocation.

Goal 1. Preparing Students for College and Career

- 1) Provide guidance / career counseling that informs 100% of students of all graduation pathways.
- 2) Provide opportunities such as honors, Advanced Placement (AP), college and career dual enrollment, and International Baccalaureate (IB) programs and courses. Increase overall enrollment by 2% per school year. Increase minority student enrollment by at least 5% per school year.
- 3) a. Continue to build stronger coalitions with private daycare providers, the Early Learning Coalition of Leon, Children's Services Council, Littles to Leaders Birth to 3 Initiative, Whole Child Leon, South City Foundation, TMH Healthcare, and HCA Healthcare in order to provide children of Leon County a head start on education.
b. Continue to build stronger coalitions with higher education and workforce development leaders locally and throughout Florida to better meet the needs of students for "what is next after high school."
- 4) Reach and maintain 93% graduation rate.
- 5) Continue to provide students with disabilities options for meeting graduation requirements and for post-secondary opportunities.
- 6) Provide a systematic method of ensuring that students who withdraw to attend Adult & Community Education (ACE) follow through with enrollment.
- 7) All high schools will offer a minimum of three career pathways aligned to industry recognized credentials/certifications.
- 8) At least 50% of all students in grades 3-5 will earn one Florida Department of Education (FLDOE) recognized digital tool annually.
- 9) At least 50% of all students in grades 9-12 will earn one FLDOE recognized industry certification prior to graduation.
- 10) All elementary schools will offer college and career awareness opportunities.
- 11) Increase the percentage of graduating seniors earning one career or college dual enrollment credit to at least 80%.
- 12) Create a pathway to explore the reestablishment of middle school career technical education programs.

Goal 2. Eliminate the achievement gap while accelerating all students to their full academic potential.

- 1) Work with elementary schools to identify under-represented student groups as gifted and talented. Provide mentoring and instructional strategies to school personnel to assist in this process. Fully utilize the AP Potential reports and information provided by the College Board to encourage and inform students and parents about their ability to take honors and AP courses.
- 2) Support and expand initiatives of identified subgroups in the District that need extra support, mentoring and academic assistance. Provide targeted instructional support in the Science of Reading for instructional staff that serve students below the federal index. The 2022-2023 school year will establish the baseline to increase the overall percentage score on the Knowledge of Science of Reading Survey by 5% each year.
- 3) Provide high-quality training and support in Reading to teachers and administrators to identify and close the achievement gap among subgroups of students. One hundred percent of Reading Achievement Initiative for Scholastic Excellent (RAISE) schools will have the opportunity to participate in Science of Reading Professional Learning Communities (PLCS's).
- 4) Increase parent participation at Title I Parent Involvement events by 3% annually.
- 5) School Multi-Tiered Systems of Support (MTSS) teams (to include district staff) will provide guidance and support to teachers in identifying areas of student academic and behavioral concern, and will provide guidance in aligning student specific interventions and monitoring student progress.
- 6) Increase the percentage of students achieving on or above grade-level performance on state assessments in English-Language Arts, Mathematics, Algebra I, Geometry, Science, and Social Studies by at least 2% each year until district receives an overall grade of "A".
- 7) Narrow the achievement gap by increasing the percentage of underperforming subgroups achieving on or above grade level assessments in English-Language Arts and Mathematics at or above the federal index.
- 8) Reduce the percentage of long-term (3 years or longer) English Language Learners (ELL) in the LCS English for Speakers of Other Languages (ESOL) program by 5%.
- 9) Increase the percentage of Voluntary Prekindergarten Program (VPK) students that score ready for kindergarten by 10 percentage points.
- 10) Increase the percentage of students with disabilities in regular class placements from 77.1% to the state target of 77.7%.

Goal 3. Provide equitable access to quality and innovative instructional programs.

- 1) Continue to provide a variety of choice programs at under-utilized schools at every level.
- 2) Conduct annual evaluations of each program considering the quality of instruction offered as well as the number of students enrolled, school capacity and District-wide needs.
- 3) Continue to provide school choice to meet the special needs of families with economic or medical hardships.
- 4) Partner with community agencies to increase opportunities to meet the unique academic and behavioral needs for students in special circumstances and/or who are enrolled in alternative educational programs.
- 5) Provide workforce training, experiences, and continued employment supports, as well as community and life skills training to ensure a seamless transition from school to independent adult life for students with disabilities, including those who have deferred their diploma and are enrolled in district transition programs.
- 6) Provide a continuum of services for students with disabilities within all schools, and include the option of a special day school, Gretchen Everhart, based upon Individualized Education Plan (IEP) team determination.
- 7) Improve school performance to ensure 100% of District schools earn or maintain a grade of C or better as determined by Florida's School Accountability Program.
- 8) Continue to advertise and promote magnet programs to reach capacity enrollment.
- 9) Increase the number of students that participate in District pre-school programs by 10%.
- 10) Increase enrollment of underrepresented subgroups in advanced academic course offerings, including gifted, by 5%.
- 11) Increase participation in underrepresented subgroups in the arts, athletics and district student activities by 5%.

Pillar III—Quality Resources

Pillar III Summary

We believe that highly qualified teachers, administrators, and employees are the key to a well-rounded academic experience, along with state-of-the-art educational technology, materials, and facilities. By recruiting, retaining, and developing our LCS teachers, leaders, and employees, our district ensures that students receive highly-effective and responsive employees that are dedicated to all students' personal well-being and academic achievement. Our district also endeavors to provide and utilize technology to enhance student learning, along with continually updating and modernizing our learning environments.

Goal 1. Provide highly qualified teachers, administrators and staff

- 1) Continue to provide high quality and sustained professional development for instructional staff based on the master in-service professional learning plan, which will be updated annually to meet the changing needs of teachers and students. Install a systematic method to gauge the impact of professional development. When following up from professional development, 75% of participants will reach the implementation stage.
- 2) All teachers and administrators will develop deliberate practice plans based on instructional practice, leadership and school data from the previous year, and includes professional development activities and instructional strategies focused on student achievement. One hundred percent of teachers and school administrators will develop and complete a Deliberate Practice Plan (DPP) annually, unless hired in the last quarter of the school year.
- 3) Professional development and training for instructional and non-instructional employees will be based on school improvement plans, deliberate practice plans, student performance data, and/or district and state initiatives as indicators of areas for improvement. All professional development opportunities will be based from one of the indicators above.
- 4) Evaluate the success of the Career Development Initiative (CDI) program for non-instructional employees and determine the most productive way to move forward, along with increasing the number of non-instructional professional learning opportunities by 10% over 5 years.
- 5) Increase participation in comprehensive training for school bus operators in the areas of bus safety, driving and for all programs such as Exceptional Student Education (ESE), Families in Transition (FIT), foster care, Community Based Instruction (CBI), field trips and alternative schools by 10%.
- 6) Create leadership pathways and learning opportunities to develop teacher leaders and school administrators into highly-effective school leaders that are knowledgeable of the Florida Educational Accomplished Practices (FEAPs), Florida Educational Leadership Standards (FELSs) and the Leon County School Policies, Procedures and way of work in order to provide a high-quality education for all students.

- 7) Increase the number of employees participating in opportunities that support employee development, skill growth, and retention by 5% over a 5-year period.
- 8) Develop and implement district-wide recruitment and retention initiatives focused on appropriately staffing established positions, and increasing the levels of diversity within the workforce to meet the levels of representation within the local community, while reducing voluntary turnover.
- 9) Increase and retain highly effective teachers at Title One Schools by 5% each year.

Goal 2. Provide state-of-the-art educational technology, materials and facilities

- 1) Provide all teachers and staff a unified communications platform—Voice over Internet Protocol (VoIP)—to increase the efficiency and effectiveness of all employees by the 2026-2027 school year.
- 2) Increase the utilization of technology in the classroom by improving technical support response times for teachers by 10%.
- 3) Develop a system to prioritize technological support requests that negatively impact learning.
- 4) Identify or develop a comprehensive professional development/training course on innovative strategies to integrate technology more effectively into their lessons.
- 5) Develop and implement a district-wide online forms and document repository for critical business functions by 2024-2025 school year.
- 6) Provide a district-wide data analytics platform that can be used by staff, school-based administrators, and teachers that can be used to support academic growth of students and operational efficiency in the District by the 2024-2025 school year.
- 7) By the 2027-2028 school year, upgrade district network to provide all sites 10 Gb connectivity.
- 8) Collaborate with stakeholders, update and implement the District Educational Facilities Five-Year Work Plan, revising and modifying it to address growth.

Pillar IV—Informed, Engaged, and Empowered Community

Pillar IV Summary

Partnering and collaborating with community stakeholders is essential to the success of our school district, along with enhancing and diversifying communication strategies to strengthen connections. We continuously seek ways to improve communications both internally and externally, boost involvement and engagement at our schools, improve understanding of our vision and mission, and empower partners to be active participants and advocates for our school district and public education.

Goal 1. Increase and retain student enrollment in Leon County Schools by improving communication and collaboration with all stakeholders in the community.

- 1) Enhance and expand the brand of Leon County Schools through effective and strategic marketing, storytelling, and advertising using marketing data / research and climate surveys.
- 2) Utilize student, parent, and employee input from annual Climate Surveys and other systematic, ongoing survey methods to receive input and increase collaborative decision making.
- 3) Expand remote broadcast services to enable Real Time Messaging Protocol (RTMP) and continue to develop, organize, and promote utilization of on demand services.
- 4) Explore alternative methods of streaming delivery to boost viewership and accessibility to programmed and stored content. Reach additional viewers and wider demographics by platform experimentation on Roku and Fire TV with customized app-based Video on Demand (VOD).
- 5) Test, deploy, and experiment with alternative embedded content structured to enhance users' connectivity. Develop instant alert templates that broadcast emergency messages that are deemed critical information to our district and community.
- 6) Maintain the current practice of holding regular meetings with principals, the District Advisory Council (DAC), the Student District Advisory Council (SDAC), and other stakeholder groups to promote transparency and community input and engagement. Increase attendance at DAC and SDAC meetings by 10%.
- 7) Conduct communication training sessions for principals, assistant principals, and front office school staff. Increase professional development opportunities on best practices in communication strategies for school-level personnel to engage with parents, visitors, and community members by 10%.
- 8) Increase communications with an emphasis on underrepresented communities by 10%.
- 9) Increase District social media reach and impressions by 10%.
- 10) Increase internal communications to ensure all employees receive important District news and information. Activate the Peachjar District employee distribution component.
- 11) Conduct annual Climate Surveys and continue to add the data to the Climate Survey dashboard for analysis and response.

- 12) Enhance District and school websites with a focus on sharing information on student curriculum, magnet, workforce, technology and Science, Technology, Engineering Arts and Math (STEAM) programs and offerings, along with athletic, arts and extra-curricular programs and clubs.
- 13) Establish a Public Notice website in order to better communicate a clear and concise way to communicate statutory requirement with our stakeholders.

Goal 2. Increase community involvement throughout Leon County Schools in order to provide a community-wide network of support for students and families

- 1) Ensure 100% of schools have a plethora of school volunteers, mentors, and community partners to support students and families.
- 2) Ensure students develop positive relationships with adults who support their educational experiences by increasing volunteers and mentors by 10%.
- 3) Expand existing partnerships and establish new ones with public and nonprofit social service agencies, and faith-based organizations to communicate more effectively with these organizations and our families.
- 4) Continue creating collaborations with the City of Tallahassee, Leon County, the Greater Tallahassee Chamber of Commerce, Capital City Chamber of Commerce, Big Bend Minority Chamber of Commerce, and local law enforcement that provide mutual support and increased awareness of Leon County Schools.
- 5) Promote and support the Foundation for Leon County Schools as the primary support mechanism for our teachers and classrooms and increase revenue by 10%.

LCSB Approved 03/20/23

Pillar V—Fiscal Stewardship and Transparency

Pillar V Summary

Ensuring sound and efficient fiscal stewardship, transparency, and effective business practices is why we continue to remain in a strong financial position, year-after-year. Our goal is to promote the value and benefits of taxpayer investment in Leon County Schools, along with implementing a culture of continuous improvement, reducing debt and energy waste, encouraging sustainability practices, and optimizing efficiency and effectiveness.

Goal 1. Promote the value and benefits of taxpayer investment in LCS through transparency.
(Florida Statutes 215.985, 1011.03 and 1011.035)

- 1) Publish budgeted capital projects online (Leon County Schools website) separately by site each fiscal year and include semi-annual updates.
- 2) Publish capital project completions online separately by site each fiscal year.
- 3) Continue to publish entire budget online.
- 4) Publish budget amendments online during the year immediately subsequent to Board approval.
- 5) Continue to publish audited financial reports online.
- 6) Continue to annually update the financial transparency dashboard.

Goal 2. Implement a culture of continuous improvement, including the application of best business practices.

- 1) Maintain excellent financial audit comments and findings, prioritizing corrective actions to reduce or eliminate future related findings, as evidenced by the number and severity of comments compared on a year-to-year basis. (Order of severity of finding: 1. Material Weakness; 2. Significant Deficiency; 3. Compliance and Other Matters.)
- 2) Maintain excellent Internal Account audit comments, prioritizing corrective actions to reduce or eliminate future related findings, as evidenced by the number and severity of comments compared on a year-to-year basis.
- 3) Convene the Leon County Schools Audit Committee at least two times per school year. Ensure the Audit Committee is comprised of credentialed members with sufficient financial, operational and audit expertise. Develop an instrument the Audit Committee can use to provide feedback on District operations for the Superintendent and Board.

Goal 3. Quarterly engage our local business community and expand access to diversify the District's business partners.

- 1) Implement a bid posting notification system that will send automated notices to interested vendors.
- 2) Revise the District's purchasing policies and procedures to make them clear and easily understandable.
- 3) Provide resources for vendors on the LCS website to make it easier to do business with the District.
- 4) Offer training opportunities for our vendor community.

- 5) Actively engage with the local chambers of commerce to encourage participation from local small businesses.

Goal 4. Encourage community involvement from our contracted vendors.

- 1) Include provisions in all Request For Proposals (RFP), Intent To Negotiate (ITN), and Request For Quote (RFQ), where vendors provide a plan of their involvement in the community including plans to mentor local vocational students, volunteer, and provide other meaningful engagement with our local community. This section will be scored as part of the award process.
- 2) Work with our prime contractors to stress the importance of using local small businesses as subcontractors.
- 3) Identify opportunities for agreements with community partners to provide necessary services to students and their families.

Goal 5. Expand competition and drive cost efficiencies by developing vendor management and strategic sourcing practices.

- 1) Expand the utilization of the ITN method of procurement.
- 2) Implement the use of commodity codes to allow for a thorough analysis of District spending to identify strategic sourcing opportunities.
- 3) Update the District's solicitation templates to make them easier for vendors to read and respond.

Goal 6. Enhance vendor accountability by establishing a contract administration and management program.

- 1) Identify a Contract Administrator for the District and implement contract administration policies and procedures.
- 2) Develop training for contract managers responsible for contracts over \$50,000.
- 3) Implement a contract tracking system.
- 4) Implement a formal contract review process.
- 5) Implement a contract numbering system.

Goal 7. Incorporate sustainability practices throughout Leon County Schools

- 1) Incentivize responsible stewardship and cost saving measures of energy, water, and other resources.
- 2) Support healthy learning environments and sustainability as an economic, environmental, and social priority to be taught and practiced throughout the district.
- 3) Collect individual school and district environmental performance data in an annual report to monitor progress and inform decision making.