

VISION 2020
The School District of Lee County's Strategic Plan for achieving our Vision:
To Be a World Class School System

Board Approved: September 19, 2017

Vision 2020 is the School District of Lee County's updated Strategic Plan for fulfilling our vision To Be a World-Class School System. Building on the recommendations of *Education Revolution: A Theory for Action*, Vision 2020 defines a specific course of action to implement key, research-based recommendations and strategies designed to achieve four overarching District Goals:

- Increase Student Achievement
- Increase Family and Community Engagement
- Increase Retention of Effective and Highly Effective Employees
- Become a Model Continuous Improvement Organization.

This document details the rationale and targets for each goal, driving the work of schools and departments throughout the District. The work is carried out through department and school improvement plans, as well as through Cabinet-sponsored, cross-departmental projects. School and department personnel develop aligned goals, select key measures to monitor progress, and carry out detailed action plans in order to meet their goals. Progress is monitored through the CASTLE Project Tracker and school and department dashboards.

Goal 1: Increase Student Achievement

The mission of our District is to ensure that each student reaches his or her highest potential. The targets under Goal 1 are designed with this in mind, addressing the academic and social-emotional needs of our students in order to inspire them to think and learn.

Target 1:

The number of District identified Pre-Kindergarten (Pre-K) partners will increase a minimum of 10% annually through 2020, as measured by the Pre-K-3 Alignment Committee Criteria.

| Annual Targets | FY16 | FY17 (Baseline) | FY18 | FY19 | FY20 |
|----------------|------|-----------------|------|------|------|
| Target | NA | Baseline | +10% | +10% | +10% |
| Actual | NA | 9 | | | |

Target 2: The number of students served through District Pre-Kindergarten programs will increase a minimum of 3% annually through 2020, as measured by the District Enrollment report.

| Annual Targets | FY16 | FY17 (Baseline) | FY18 | FY19 | FY20 |
|----------------|------|-----------------|-----------------|------|------|
| Target | NA | Baseline | 1071 | 1103 | 1136 |
| Actual | | 1040 | Avail. in Sept. | | |

Target 3: By the year 2020, the School District of Lee County will improve its overall academic ranking in Florida from 35th to 5th, as measured by the annual Florida Department of Education (FDOE) District rankings.

| Annual Targets | FY16 (Baseline) | FY17 | FY18 | FY19 | FY20 |
|----------------|-----------------|------|------|------|------|
| Target | Baseline | 26th | 19th | 10th | 5th |
| Actual | 35th | 30th | | | |

This Target has eleven components that are included in determining the state ranking. These components, along with annual milestones, are listed below.

Vision 2020 – Student Achievement Milestones

| | | | | | | | | | | |
|----------------|--|----------------|----------------|----------------|----------------|---------------------------------------|----------------|----------------|----------------|----------------|
| Subject | ELA Achievement % Level 3 - 5 | | | | | ELA Learning Gains | | | | |
| Year | 2015-16 | 2016-17 | 2017-18 | 2018-19 | 2019-20 | 2015-16 | 2016-17 | 2017-18 | 2018-19 | 2019-20 |
| Target | 53% | 56% | 59% | 63% | 68% | 50% | 55% | 59% | 62% | 65% |
| Actual | | 54% | | | | | 52% | | | |
| Subject | Math Achievement % Level 3 - 5 | | | | | ELA Learning Gains Lowest 25% | | | | |
| Year | 2015-16 | 2016-17 | 2017-18 | 2018-19 | 2019-20 | 2015-16 | 2016-17 | 2017-18 | 2018-19 | 2019-20 |
| Target | 52% | 55% | 59% | 63% | 67% | 39% | 49% | 56% | 63% | 68% |
| Actual | | 55% | | | | | 42% | | | |
| Subject | Science Achievement % Level 3 - 5 | | | | | Math Learning Gains | | | | |
| Year | 2015-16 | 2016-17 | 2017-18 | 2018-19 | 2019-20 | 2015-16 | 2016-17 | 2017-18 | 2018-19 | 2019-20 |
| Target | 51% | 53% | 57% | 61% | 65% | 48% | 51% | 54% | 56% | 58% |
| Actual | | 52% | | | | | 53% | | | |
| Subject | Social Studies Achievement % Level 3 - 5 | | | | | Math Learning Gains Lowest 25% | | | | |
| Year | 2015-16 | 2016-17 | 2017-18 | 2018-19 | 2019-20 | 2015-16 | 2016-17 | 2017-18 | 2018-19 | 2019-20 |
| Target | 65% | 67% | 70% | 73% | 77% | 39% | 47% | 53% | 58% | 62% |
| Actual | | 65% | | | | | 43% | | | |
| Subject | Middle School Acceleration | | | | | High School Graduation Rate | | | | |
| Year | 2015-16 | 2016-17 | 2017-18 | 2018-19 | 2019-20 | 2015-16 | 2016-17 | 2017-18 | 2018-19 | 2019-20 |
| Target | 63% | 63% | 70% | 70% | 70% | 78% | 81% | 84% | 87% | 90% |
| Actual | | 70% | | | | 78% | Avail. in Dec. | | | |
| Subject | High School College and Career Acceleration | | | | | | | | | |
| Year | 2015-16 | 2016-17 | 2017-18 | 2018-19 | 2019-20 | | | | | |
| Target | 54% | 55% | 60% | 61% | 62% | | | | | |
| Actual | | 59% | | | | | | | | |

Target 4: The percentage of District schools offering extended day programs will increase by a minimum of 5 percentage points annually through 2020, as measured by the District’s annual Extended Day Survey.

| Annual Targets | FY16 | FY17 (Baseline) | FY18 | FY19 | FY20 |
|----------------|------|-----------------|-------|-------|-------|
| Target | NA | Baseline | 75.6% | 80.6% | 85.6% |
| Actual | | 70.6% | | | |

Target 5: The number of collaborative agreements with community agencies for extended day and extended year programs will increase to a minimum of 10 by the year 2020, as measured by the Collaborative Extended Education Report.

| Annual Targets | FY16 | FY17 (Baseline) | FY18 | FY19 | FY20 |
|----------------|------|-----------------|------|------|------|
| Target | NA | Baseline | 4 | 7 | 10 |
| Actual | | 1 | | | |

Target 6: The percentage of District students participating in extended year programs will increase by 5 percentage points annually through 2020, as measured by the District Extended Year Attendance Report.

| Annual Targets | FY16 (Baseline) | FY17 | FY18 | FY19 | FY20 |
|----------------|-----------------|----------------|------|------|------|
| Target | Baseline | 8% | 13% | 18% | 23% |
| Actual | 3% | Avail. in Aug. | | | |

Target 7: The percentage of students graduating with at least one industry certification will increase a minimum of 2 percentage points annually through 2020, as measured by graduation records.

| Annual Targets | FY16 (Baseline) | FY17 | FY18 | FY19 | FY20 |
|----------------|-----------------|------|------|------|------|
| Target | Baseline | 46% | 48% | 50% | 52% |
| Actual | 44% | 46% | | | |

Target 8: By 2020, the percentage of students with one or more out-of-school suspensions will decrease from 6.2% to 3% as measured by entries in the District Support Application System.

| Annual Targets | FY16 (Baseline) | FY17 | FY18 | FY19 | FY20 |
|----------------|-----------------|------|------|------|------|
| Target | Baseline | 5.5% | 4% | 3.5% | 3% |
| Actual | 6.2% | 4.5% | | | |

Target 9: By 2020, the rate of unduplicated School Environmental Safety Incident Report (SESIR) incidents will decrease a minimum of 3 per 1,000 students annually, as measured by entries into the District Support Application System.

| Annual Targets | FY16 (Baseline) | FY17 | FY18 | FY19 | FY20 |
|-----------------------|------------------------|-------------|-------------|-------------|-------------|
| Target | Baseline | 25 | 22 | 19 | 16 |
| Actual | 28.7 | 27.9 | | | |

We believe all students can be successful and are committed to providing the support needed to achieve the Goal 1 targets. Using the strategies listed below, District personnel will develop and implement specific action plans designed to increase student achievement.

- Promote readiness for kindergarten through increased access to high-quality, inclusive early childhood education and educational resources.
- Establish and maintain active and engaging learning environments in all schools.
- Provide a standards-based curriculum that is differentiated to meet the learning needs of all students.
- Utilize formative and summative assessment data to drive instructional decisions.
- Provide students and other stakeholders with timely, appropriate feedback to facilitate improvement.
- Provide targeted, appropriate, academic and behavioral intervention and enrichment resources to all students.
- Offer additional Career and Technical Education programs.
- Provide all students access to comprehensive services.
- Provide all students health and wellness opportunities.

Goal 2: Increase Family and Community Engagement

The success of our students impacts not only the District, but also their families and ultimately, our society. Partnering with our stakeholders is essential to achieving our vision of being a world class school system. The targets under Goal 2 are focused on building and sustaining strong, mutually beneficial relationships with parents, businesses, and our community.

Target 1: The percentage of parents who engage in District-sponsored education opportunities will increase by 5 percentage points per year, or maintain at or above 90%, by 2020.

| Annual Targets | FY16 | FY17 | FY18 (Baseline) | FY19 | FY20 |
|----------------|------|------|-----------------|--|--|
| Target | NA | NA | Baseline | +5 percentage points or maintain $\geq 90\%$ | +5 percentage points or maintain $\geq 90\%$ |
| Actual | NA | NA | | | |

Target 2: The percentage of parents/guardians who agree or strongly agree with the statement, *I understand the District's brand, and how it aligns with the District's vision and mission*, will increase by at least 5 percentage points annually or maintain at or above 95% by the year 2020, as measured by the District Customer Survey.

| Annual Targets | FY16 (Baseline) | FY17 | FY18 | FY19 | FY20 |
|----------------|-----------------|-------------------------------|----------|--|--|
| Target | NA | Brand developed | Baseline | +5 percentage points or maintain $\geq 95\%$ | +5 percentage points or maintain $\geq 95\%$ |
| Actual | | Brand development in progress | | | |

Target 3: The percentage of business/community members who agree or strongly agree with the statement, *I understand the District's brand, and how it aligns with the District's vision and mission*, will increase by at least 5 percentage points annually or maintain at or above 95% by the year 2020, as measured by the District Customer Survey.

| Annual Targets | FY16 (Baseline) | FY17 | FY18 | FY19 | FY20 |
|----------------|-----------------|-------------------------------|----------|--|--|
| Target | NA | Brand developed | Baseline | +5 percentage points or maintain $\geq 95\%$ | +5 percentage points or maintain $\geq 95\%$ |
| Actual | | Brand development in progress | | | |

Target 4: The number of School District of Lee County business and community partnerships will increase to a minimum of 100 partners by the year 2020, as measured by the annual School District of Lee County Community and Business Partnership Report.

| Annual Targets | FY16 (Baseline) | FY17 | FY18 | FY19 | FY20 |
|----------------|-----------------|----------|------|------|------------|
| Target | NA | Baseline | 88 | 93 | ≥ 100 |
| Actual | NA | 83 | | | |

Target 5: The School District of Lee County will implement revenue generation strategies, including competitive grants and fundraising, for a total of at least \$20 million by 2020, as measured by District annual end of year budget reports.

| Annual Targets | FY16 (Baseline) | FY17 | FY18 (Cumulative Total) | FY19 (Cumulative Total) | FY20 (Cumulative Total) |
|-----------------------------------|-----------------|--------------|-------------------------|-------------------------|-------------------------|
| Target | Baseline | \$1 million | \$15 million | \$18 million | \$20 million |
| Actual: Competitive Grants | \$7,687,287 | \$11,347,507 | | | |
| Actual: Fundraising | NA | \$ 558,194 | | | |
| Actual: Total | \$7,687,287 | \$11,905,701 | | | |

Achievement of the Goal 2 targets requires a strengthening of the bonds between the District, parents, businesses, and the community. District personnel will use the strategies below to facilitate these relationships.

- Identify and implement meaningful engagement opportunities for families and community members.
- Develop an aligned network of community, business, faith-based, and philanthropic partners to work with the District to support students and families.
- Provide parents with additional opportunities for engagement in their child's education at the home, school, and District level.
- Leverage opportunities to generate additional revenue and services.

Goal 3: Increase Retention of Effective and Highly Effective Employees

The ability of the District to achieve its vision and mission is dependent upon the work of its employees. The targets under Goal 3 are focused on attracting, hiring, developing, and retaining the best employees in order to provide a solid foundation for student success.

Target 1: The percentage of turnover for instructional personnel will decrease from 29.1% to 16% by the year 2020, as measured by the School District of Lee County Annual Retention Report.

| Annual Targets | FY16 (Baseline) | FY17 | FY18 | FY19 | FY20 |
|----------------|-----------------|-----------------|-------|-------|-------|
| Target | Baseline | 26.1% | 23.1% | 19.1% | 16.0% |
| Actual | 29.1% | Avail. in Sept. | | | |

Target 2: The retention rate of instructional personnel average years 1- 5 will increase from TBD to TBD by the year 2020, as measured by the School District of Lee County Annual Retention Report. (NOTE: This will be updated in September, dependent upon baseline data)

| Annual Targets | FY16 | FY17 | FY18 | FY19 | FY20 |
|----------------|------|-----------------|------|------|------|
| Target | NA | Baseline | TBD | TBD | TBD |
| Actual | NA | Avail. in Sept. | | | |

Target 3: Through the year 2020, the percentage of unfilled positions on the first day of school will decrease by a minimum of .1 percentage point annually, as measured by the Annual Hiring report.

| Annual Targets | FY16 (Baseline) | FY17 | FY18 | FY19 | FY20 |
|----------------|-----------------|------|------|------|------|
| Target | Baseline | .4% | .18% | .1% | .1% |
| Actual | .5% | .28% | | | |

Target 4: The percentage of connects to offers for instructional personnel will increase by a minimum of 5 percentage points annually through the year 2020, as measured by the District Recruitment Report.

| Annual Targets | FY16 (Baseline) | FY17 | FY18 | FY19 | FY20 |
|----------------|-----------------|------|------|------|------|
| Target | Baseline | 9% | 28% | 33% | 38% |
| Actual | 4% | 23% | | | |

Target 5: The percentage of District employees attending Health Screenings will increase by a minimum of 5 percentage points annually through the year 2020, as measured by the annual Screenings Report.

| Annual Targets | FY16 (Baseline) | FY17 | FY18 | FY19 | FY20 |
|-----------------------|------------------------|-------------|-------------|-------------|-------------|
| Target | Baseline | 50% | 55% | 60% | 65% |
| Actual | 42% | 49.2% | | | |

Research has shown that the classroom teacher is the most important factor in student learning. Providing our students with the very best teachers, as well as the best personnel to support all other areas of our students’ education, is the purpose of the Goal 3 targets. The strategies below will be used to develop detailed action plans to realize these targets.

- Design and implement innovative methods to attract, hire, develop, and retain highly qualified teachers, administrators, and support staff.
- Provide health and wellness opportunities to all staff members.

Goal 4: Become a Model Continuous Improvement Organization

The most successful organizations, regardless of sector, have several things in common:

- Well-defined, shared vision, mission, and value statements
- Aggressive, collaboratively developed goals
- Clear, agreed upon expectations
- Consistent, systematic processes

Perhaps most importantly, the most successful organizations relentlessly pursue excellence through ongoing continuous improvement efforts. The School District of Lee County is committed to this ideal. The targets under Goal 4 articulate the District’s commitment to being better every day.

Target 1: The percentage of school and department personnel reaching Quality Expertise Level I will increase by 10 percentage points annually through FY20.

| Annual Targets | FY16 | FY17 (Baseline) | FY18 | FY19 | FY20 |
|-----------------------------|------|-------------------------------|------------|------------|------------|
| Target | NA | Baseline (Avail. in Sept.) | + 10% pts. | + 10% pts. | + 10% pts. |
| Administrator Actual | NA | | | | |
| Instructional Actual | NA | | | | |
| Support Actual | NA | | | | |
| Total Actual | NA | | | | |

Target 2: The percentage of schools and departments reaching Quality Expertise Level I will increase by 3 percentage points annually through FY20.

| Annual Targets | FY16 | FY17 (Baseline) | FY18 | FY19 | FY20 |
|---------------------------|------|-------------------------------|-----------|-----------|-----------|
| Target | NA | Baseline (Avail. in Sept.) | + 3% pts. | + 3% pts. | + 3% pts. |
| Schools Actual | NA | | | | |
| Departments Actual | NA | | | | |
| Total Actual | NA | | | | |

Target 3: The percentage of schools and departments participating in the Continuous Systemic Improvement Lee (CSI: LEE) site visit process will increase a minimum of 5 percentage points annually through 2020, as measured by CSI: LEE Feedback Reports.

| Annual Targets | FY16 (Baseline) | FY17 | FY18 | FY19 | FY20 |
|----------------|-----------------|-------|------|------|------|
| Target | Baseline | 12% | 17% | 22% | 27% |
| Actual | 7% | 12.4% | | | |

Target 4: The percentage of internal customers, segmented by group (i.e., principals, teachers, support staff), who agree or strongly agree with the statement, *I have received excellent customer service*, will increase a minimum of 3 percentage points annually or will maintain at or above 90% by 2020, as measured by the District Customer Service Survey.

| Annual Targets | FY16 (Baseline) | FY17 | FY18 | FY19 | FY20 |
|----------------|-----------------|------|------|------|------|
| Target | Baseline | 89% | ≥90% | ≥90% | ≥90% |
| Actual | 86% | 88% | | | |

Target 5: The percentage of parents who agree or strongly agree with the statement, *I have received excellent customer service*, will increase a minimum of 3 percentage points annually or will maintain at or above 90% by 2020, as measured by the District Customer Service Survey.

| Annual Targets | FY16 (Baseline) | FY17 | FY18 | FY19 | FY20 |
|----------------|-----------------|----------|------|------|------|
| Target | NA | Baseline | ≥90% | ≥90% | ≥90% |
| Actual | NA | 89.6% | | | |

Target 6: The percentage of users who agree or strongly agree that they have the data systems and supports to allow them to use data effectively to inform their work will increase a minimum of 5 percentage points annually, or will maintain at or above 95%, as measured by the District Data Survey.

| Annual Targets | FY16 (Baseline) | FY17 | FY18 | FY19 | FY20 |
|----------------|-----------------|-------|------|------|------|
| Target | Baseline | 93.5% | ≥95% | ≥95% | ≥95% |
| Actual | 88.5% | 88.9% | | | |

Target 7: By 2020, the rate of State Requirements for Educational Facilities (SREF) deficiencies will be reduced by 74% from an average of 30.4 per site to 8 per site, as measured by the Annual Comprehensive Fire Safety, Casualty Safety, and Sanitation Report.

| Annual Targets | FY16 (Baseline) | FY17 | FY18 | FY19 | FY20 |
|-----------------------|------------------------|-------------|-------------|-------------|-------------|
| Target | Baseline | 28 | 18 | 13 | 8 |
| Actual | 30.4 | 23.4 | | | |

Target 8: The School District of Lee County will provide enough student seats to meet growth, enhance safety, and prevent overcrowding, by ensuring that the average utilization rate in each level and assignment zone is no more than 95% of capacity by 2020, as measured by District Enrollment and FISH Facility Inventory reports.

| Level | Zone | FY17 | FY18 | FY19 | FY20 |
|---------------|---------------------|-------------|-----------------|--------------|-------------|
| Elem. | East Target | 96% | ≤100% | ≤98% | ≤95% |
| | Actual | 95% | | | |
| Elem. | South Target | 94% | ≤95% | ≤95% | ≤95% |
| | Actual | 93% | | | |
| Elem. | West Target | 76% | ≤95% | ≤95% | ≤95% |
| | Actual | 74% | | | |
| Middle | East Target | 98% | ≤98% | ≤97% | ≤95% |
| | Actual | 95% | | | |
| Middle | South Target | 94% | ≤95% | ≤95% | ≤95% |
| | Actual | 90% | | | |
| Middle | West Target | 85% | ≤95% | ≤95% | ≤95% |
| | Actual | 90% | | | |
| High | East Target | 108% | <107% | ≤105% | ≤95% |
| | Actual | 97% | | | |
| High | South Target | 108% | <105% | ≤100% | ≤95% |
| | Actual | 107% | | | |
| High | West Target | 96% | <95% | ≤95% | ≤95% |
| | Actual | 94% | | | |

| | | | | | |
|--------------|---------------------|------------|-------------|-------------|-------------|
| K-8 | East Target | 84% | ≤95% | ≤95% | ≤95% |
| | Actual | 84% | | | |
| K-8 | South Target | 88% | ≤95% | ≤95% | ≤95% |
| | Actual | 88% | | | |
| Total | Total Target | 93% | ≤98% | ≤97% | ≤95% |
| | Actual | 92% | | | |

Target 9: The School District of Lee County will create transportation operational efficiencies resulting in the reduction of transportation operational costs from 6.8% of the General Fund Budget to 5.5% by 2020, as measured by the annual District budget.

| Annual Targets | FY16 (Baseline) | FY17 | FY18 | FY19 | FY20 |
|---|----------------------------|-----------------|-------------|-------------|-------------|
| Target: Total Transportation Budget | Baseline | 6.4% | 6.1% | 5.8% | 5.5% |
| Actual: Total Transportation Budget | 6.8% | Avail. in Sept. | | | |
| Target: Transportation, Operations Only | | Baseline | | | |
| Actual: Transportation, Operations Only | NA | Avail. in Sept. | | | |
| Actual: Transportation, School Enrichment Only | NA | Avail. in Sept. | | | |

Better results come through improved processes. The Goal 4 targets are focused on providing our school and department personnel with the knowledge and tools to build better processes, and on the efficiencies that will be the outcome of these improvements. The strategies below will be utilized to help the District become a model continuous improvement organization.

- Implement a systemic and systematic improvement model throughout the District.
- Provide all employees with the tools and skills to deliver excellent customer service.
- Encourage a culture of innovation at all levels of the system.
- Develop clear, reasonable, and contextual measures of success for all personnel.
- Leverage technology to provide and support user-friendly, timely data systems.
- Build capacity of all stakeholders to effectively use data in decision-making.
- Leverage technology to support performance management across the District.

- Provide a safe and secure environment.
- Administer a transparent and effective resource allocation system that aligns resources with District priorities.
- Maximize utilization of facilities and manage capacity for future growth throughout the District.
- Establish and implement quality standards and equitable maintenance schedules for facilities.
- Establish and implement quality standards and equitable levels of technology across the District.