



May 12, 2020

## 2024 Strategic Plan Quarterly Report

**Mr. Maurice Woods, Chief Strategy & Operations Officer and Executive Sponsor for Operational & Process Improvement Initiative**

**Dr. Deborah Posner, Executive Director, Strategic Initiative Management and Initiative Lead for Operational & Process Improvement Initiative**

**Mr. Jeffrey Moquin, Chief of Staff and Executive Sponsor for Internal Communication Initiative**

**Dr. Leo Nesmith, Director, Administrative Services and Initiative Lead for Internal Communication Initiative**

**...with support from Initiative Leads: Omar Shim (Facilities & Asset Management), Aston Henry (Safety, Security, & Risk Mitigation), John Sullivan (Public Relations, Partnerships, & Legislation), Veda Hudge (Customer Service), and Jose Perez (Marketing)**

# 2024 Strategic Plan: Speaker



**Mr. Maurice Woods,**  
Chief Strategy & Operations  
Officer



# 2024 Strategic Plan: Campaigns & Initiatives

## OUR CAMPAIGNS & INITIATIVES:

### Support Services for All

- Student, Employee, & Supplier Diversity
- Prevention, Intervention, & Assistance
- Social-Emotional Learning



### Student Experience

- Achievement & Equity
- College, Career, & Life Readiness (PreK-Adult)
- Personalized Pathways
- Enrollment Optimization



### Retain, Develop, & Recruit

- Employee Retention & Recruitment
- Professional Learning for All
- Organizational Structure & Aligned Funding



### Let's Connect

- Public Relations, Partnerships, & Legislation
- Internal Communication
- Marketing
- Customer Service



### Our Data, Our Tools

- Data Governance & Use
- Tool Development, Implementation, & Use



### Refresh, Redesign, & Reduce Risk

- Operational & Process Improvement
- Facilities & Asset Management
- Safety, Security, & Risk Mitigation





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# 2024 Strategic Plan: Speaker



**Dr. Deborah Posner,**  
Executive Director,  
Strategic Initiative Management (SIM)



# Agenda

- **Strategic Plan Overview**
  - ❑ Vision, Mission, Values, and Goals
  - ❑ Campaigns and Initiatives
  - ❑ Strategic Plan Execution and Accountability Framework
  - ❑ Maturity Model and Change Management Process
- **Campaign Overview: Refresh, Redesign, & Reduce Risk**
  - ❑ Initiative Deep Dive: Operational & Process Improvement
- **Campaign Overview: Let's Connect**
  - ❑ Initiative Deep Dive: Internal Communication
- **Next Steps**



# 2024 Strategic Plan: Vision, Mission, Values, & Goals



## 2024 Strategic Plan

**OUR VISION:** *Educating today's students to succeed in tomorrow's world.*

**OUR MISSION:** *Educating all students to reach their highest potential.*

### **OUR CORE VALUES:**

- S**tudent Focus
- T**eaching Excellence
- A**ccountability
- R**espect
- S**afety



### **OUR GOALS:**

High-Quality Instruction | Safe & Supportive Environment | Effective Communication



# 2024 Strategic Plan: Campaigns & Initiatives

## OUR CAMPAIGNS & INITIATIVES:

### Support Services for All

- Student, Employee, & Supplier Diversity
- Prevention, Intervention, & Assistance
- Social-Emotional Learning



### Student Experience

- Achievement & Equity
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### Retain, Develop, & Recruit

- Employee Retention & Recruitment
- Professional Learning for All
- Organizational Structure & Aligned Funding



### Let's Connect

- Public Relations, Partnerships, & Legislation
- Internal Communication
- Marketing
- Customer Service



### Our Data, Our Tools

- Data Governance & Use
- Tool Development, Implementation, & Use



### Refresh, Redesign, & Reduce Risk

- Operational & Process Improvement
- Facilities & Asset Management
- Safety, Security, & Risk Mitigation





# 2024 Strategic Plan: Execution Framework & Tools



## SIM Ambassadors

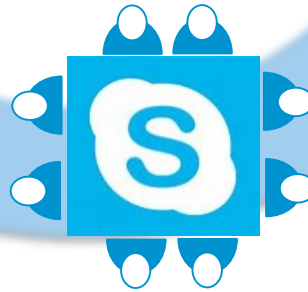
- New model for expanding capacity
- 150+ Trained

## Individual Consultations

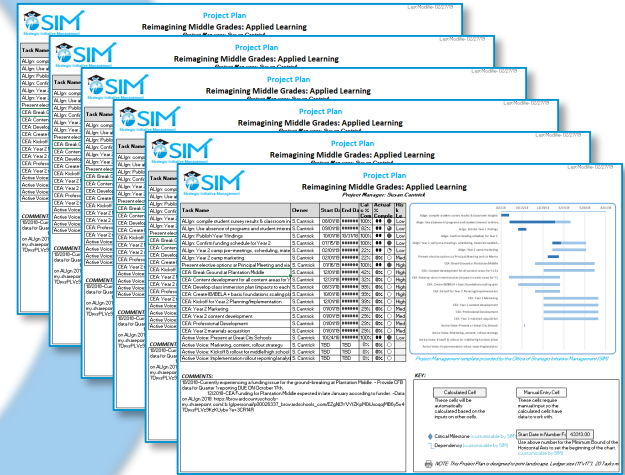
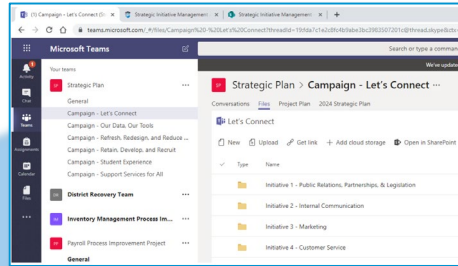
- Thought Partnership
- Quarterly Reporting Guidance
- Data Analysis



**Leveraging Tools, Technology, & Personalized Approaches to Foster Collaboration**



**Microsoft Teams**  
Unified Communications and Information Sharing of all Initiative-related work



**Project Plans**  
Timelines, Resources, Risks

**Monthly Campaign Meetings**  
With Executive Sponsors & Initiative Leads via Skype

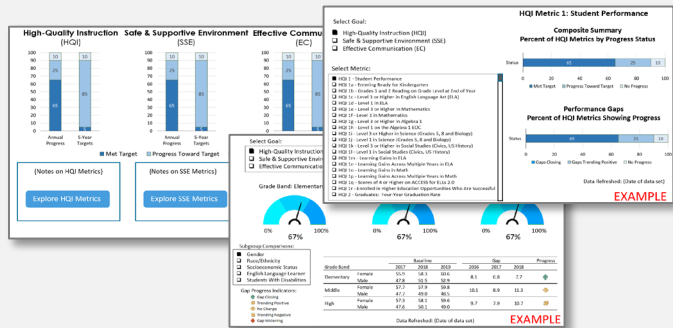


# 2024 Strategic Plan: Cadence of Accountability

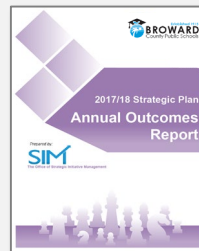
## Quarterly Reporting with Initiative Deep Dives

Quarter	Month	Campaigns	Initiatives
1	October 2019	<ul style="list-style-type: none"> <li>Student Experience</li> <li>Our Data, Our Tools</li> </ul>	<ul style="list-style-type: none"> <li>Achievement &amp; Equity</li> <li>Tool Development, Implementation, &amp; Use</li> </ul>
2	February 2020	<ul style="list-style-type: none"> <li>Retain, Develop, &amp; Recruit</li> <li>Support Services for All</li> </ul>	<ul style="list-style-type: none"> <li>Employee Retention &amp; Recruitment</li> <li>Student, Employee, &amp; Supplier Diversity</li> </ul>
3	May 2020	<ul style="list-style-type: none"> <li>Refresh, Redesign, &amp; Reduce Risk</li> <li>Let's Connect</li> </ul>	<ul style="list-style-type: none"> <li>Operational &amp; Process Improvement</li> <li>Internal Communication</li> </ul>
4	August 2020	All	All

### Dashboards



### Annual Outcomes Report



### Annual Strategic Plan Refresh



# 2024 Strategic Plan: Change Management Process

Strategic Plan Revised and Published

School Board



Superintendent's Cabinet



Office of Strategic Initiative Management



[Strategic Plan Survey](#)



[www.browardschools.com/strategicplan](http://www.browardschools.com/strategicplan)



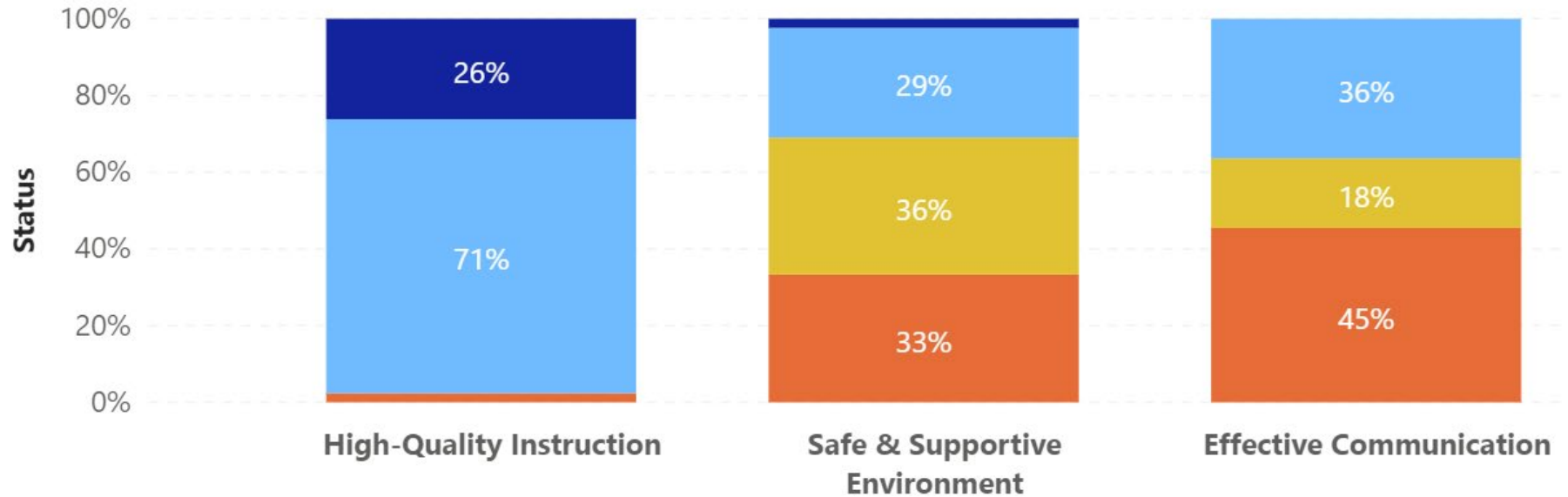
*Your voice matters!*



# 2024 Strategic Plan Dashboard

## 2024 Strategic Plan Dashboard

Status ● Under Development ● In Progress ● Approaching Target ● Met Target



### Combined:

**13% Met Target** – 2020 Target has been Met

**48% Approaching Target** – Metrics and Targets Defined, Data Available, and Work in Progress

**18% In Progress** – Data Available and Work in Progress

**21% Under Development** – Defining Metrics, Establishing Processes, or Data Unavailable

*See Appendix for detailed status updates by Metric*



# 2024 Strategic Plan Dashboard



## 2024 Strategic Plan High-Quality Instruction Metrics Subgroup Trends by Race/Ethnicity

- [Return to Front Page](#)
- [Explore Primary HQI Metrics](#)
- [Explore All HQI Metrics](#)

**Select Level**

Select all

Elementary

Middle

High

**Select Subgroups**

Gender

Race/Ethnicity

Socioeconomic Status

English Language Learner

Students With Disabilities

**Select Race/Ethnicity**

American Indian

Asian

Black

Hispanic

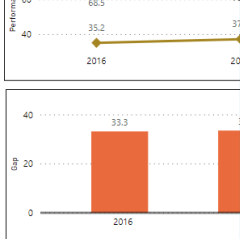
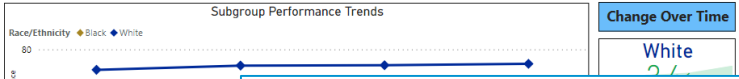
Multi

Pacific Island

Acronyms

- Select Metric**
- HQI 2b - Percent of Students in Grades 1 and 2 Reading on Grade Level at End of Year, Grade 1
  - HQI 2c - Percent of Students at Level 3 or Higher on the FSA in ELA
  - HQI 2d - Percent of Students at Level 3 or Higher on the FSA in Math
  - HQI 2e - Percent of Students at Level 3 or Higher on the Algebra 1 EO Exam
  - HQI 2f - Percent of Students with Scores of 4 or Higher on ACCESS for ELLS 2.0
  - HQI 2g - Percent of Students with Scores of 3 or Higher on the FSAA in ELA for Students with Disabilities
  - HQI 2h - Percent of Students with Scores of 3 or Higher on the FSAA in Math for Students with Disabilities
  - HQI 2i - Percent of Students Enrolled in Higher Education Opportunities Who Are Successful
  - HQI 2j - Percent of Students with Scores of 3 or Higher on the FSA in Science and Biology EO Exam
  - HQI 2k - Percent of Students with Scores of 3 or Higher on the Civics and US History EO Exam

HQI 2c - Percent of Students at Level 3 or Higher on the FSA in ELA



The 2024 Strategic Plan Dashboard is maintained by the Office of Strategic Initiative Management.



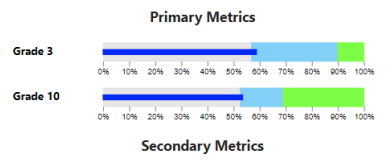
## 2024 Strategic Plan High-Quality Instruction Primary and Secondary Metrics

- [Return to Front Page](#)
- [Explore Primary HQI Metrics](#)
- [Explore HQI Subgroups](#)

HQI 2c - Percent of Students at Level 3 or Higher on the FSA in ELA

Metric Tier	Level	Prior Years Average	2019 Baseline	Target Year 1	Target Year 5
Primary	Grade 3	57%	59%	64%	90%
Primary	Grade 10	53%	53%	56%	69%
Secondary	Grades 4 & 5	55%	60%	59%	77%
Secondary	Middle	54%	55%	56%	65%
Secondary	High	54%	55%	55%	65%

Note: "N/A" indicates data is not available yet.



**Select Metric**

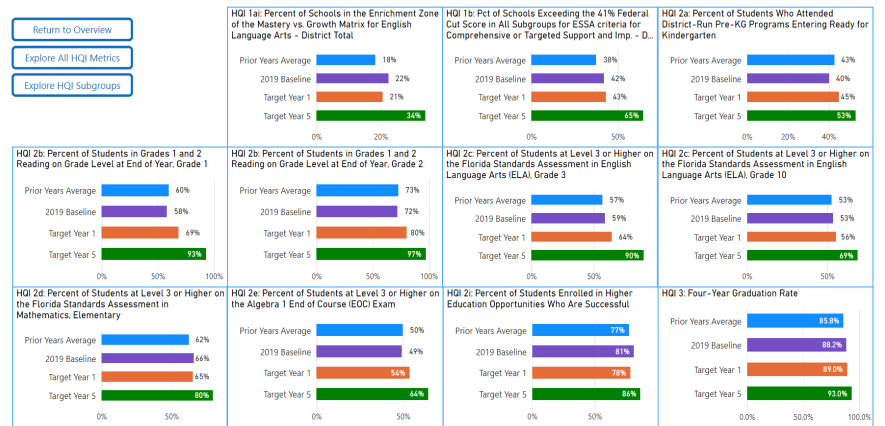
- HQI 1a1 - Percent of Schools in the Enrichment Zone of the Mastery vs. Growth Matrix for English Language Arts - District Total
- HQI 1a1i - Percent of Schools in the Enrichment Zone of the Mastery vs. Growth Matrix for English Language Arts - District Total
- HQI 1b - Percent of Schools Exceeding the 41% Federal Cut Score in All Subgroups for ESSA Comprehensive or Targeted Support and Imp. - District Total
- HQI 2a - Percent of Students Who Attended District-Run Pre-KG Programs Entering Ready for Kindergarten
- HQI 2b - Percent of Students in Grades 1 and 2 Reading on Grade Level at End of Year, Grade 1
- HQI 2c - Percent of Students at Level 3 or Higher on the FSA in ELA
- HQI 2d - Percent of Students at Level 3 or Higher on the FSA in Math
- HQI 2e - Percent of Students at Level 3 or Higher on the Algebra 1 EO Exam
- HQI 2f - Percent of Students with Scores of 4 or Higher on ACCESS for ELLS 2.0
- HQI 2g - Percent of Students with Scores of 3 or Higher on the FSAA in ELA for Students with Disabilities
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- HQI 2i - Percent of Students Enrolled in Higher Education Opportunities Who Are Successful
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- HQI 2k - Percent of Students with Scores of 3 or Higher on the Civics and US History EO Exam

The 2024 Strategic Plan Dashboard is maintained by the Office of Strategic Initiative Management.



## 2024 Strategic Plan High-Quality Instruction Overview of Primary Metrics

- [Return to Overview](#)
- [Explore All HQI Metrics](#)
- [Explore HQI Subgroups](#)



The 2024 Strategic Plan Dashboard is maintained by the Office of Strategic Initiative Management. Updated as of 4/23/2020



# Campaign Highlight

Mission, Vision, Values

Strategic Goals (HQI, SSE, EC)

## Campaign: Refresh, Redesign, & Reduce Risk

As new challenges arise, we need to have the flexibility and responsiveness to review and identify opportunities for continual process improvement. This helps facilitate optimal operational efficiency, the reduction of risk throughout the organization, and the ideal environment to support success for all.

**Operational & Process Improvement**

**Work Streams**

**Facilities & Asset Management**

**Work Streams**

**Safety, Security, & Risk Mitigation**

**Work Streams**



**Focus of Today's Deep Dive**



# Operational & Process Improvement Initiative: Theory of Action



## Lead Measures

- Number of training sessions held
- Number of Process Improvement Projects completed
- Project plan task completion

## Lag Measures

- Number of District staff and students trained in Lean Six Sigma
- Direct cost savings due to process improvements
- Staff time saved due to implementation of individual and organizational process improvements

## Theory

### If we execute this strategy:

Provide relevant training and actions aligned to continuous improvement, map and improve District processes, and ensure alignment of individual, school, and departmental objectives to the Strategic Plan...

### Then we will realize this goal:

Facilitate a culture of continuous improvement by performing periodic reviews and improvements of processes at all District and school levels, for optimizing operational efficiencies, reducing waste, and saving costs.

## Action Plan

1. Facilitate a culture of continuous improvement by performing periodic reviews and improvements of processes at all District and school levels.
2. Facilitate Performance Management Reviews and Process Improvement Projects using Lean Six Sigma Framework, adopting best practices in communication of changes made to support process improvements implemented.
3. Provide training in process improvement, project management, execution & accountability, to facilitate implementation of the Strategic Plan.
4. Establish a recognition program for departments or schools best exemplifying performance excellence & demonstrated savings through process improvements.
5. Facilitate District-wide adoption and training on Lean Six Sigma methodology to facilitate a culture of continuous improvement, including training and deploying high school students.
6. Ensure alignment of individual, departmental, and school-level goals and School Improvement Plans to the Strategic Plan.
7. Map key processes within each department and school, and analyze impact of potential changes to schools.



# Operational & Process Improvement Initiative: Overview



## Operational & Process Improvement

Facilitate a culture of **continuous improvement** by performing periodic reviews and improvements of processes at all District and school levels, for optimizing operational efficiencies, reducing waste, and saving costs.

- Facilitate Performance Management Reviews to analyze progress on operational key performance indicators (KPIs), identify any barriers to improvement, and recommend appropriate action steps.
  - Facilitate Process Improvement Projects using the Lean Six Sigma framework to identify, analyze, and streamline processes.
  - Provide training in process improvement, project management, execution, and accountability, to facilitate implementation of Strategic Plan activities with fidelity.
  - Inventory District-wide capabilities and capacity for implementing process improvements.
  - Update procedures, professional learning, and implementation guides to support updated practices/policies.
  - Determine steps for organizational change management to sustain process improvements, and ensure adequate communication and monitoring of changes put into practice for ongoing quality assurance.
  - Establish a recognition program for departments or schools best exemplifying performance excellence and demonstrated savings through process improvements.
- Δ *Eliminate paper-based and redundant processes as much as possible.*
- Δ *Reduce waste in the form of time, number of process steps, costs, etc.*
- Δ *Redesign District-wide processes such as payroll, inventory management, field trips, travel, etc.*





# Operational & Process Improvement Initiative: Year 1 Project Plan



## Project Plan

### Initiative: Operational & Process Improvement

Initiative Lead: Dr. Deborah Posner

Task Name	Owner	Start Date	End Date	Calc % Comp	Actual % Complete		Risk Level
Facilitate PM Reviews	Dale Schmidt	7/1/2019	6/30/2024	17%	5%	○	Low
Facilitate PIPs using LSS framework	Dr. Deborah Posner	7/1/2019	6/30/2024	17%	10%	○	Low
Provide training in process improvement, project management, and communication	Dr. Deborah Posner	7/1/2019	6/30/2020	85%	90%	●	Low
Establish a recognition program for departments or schools best practices	Dr. Deborah Posner	7/1/2019	6/30/2021	42%	25%	◐	Low
Facilitate District-wide adoption and training on Lean Six Sigma	Dr. Deborah Posner	7/1/2019	6/30/2024	17%	25%	◐	Low
Ensure alignment of individual, departmental, and school-level processes	Dr. Deborah Posner	7/1/2019	6/30/2021	42%	25%	◐	Low
Facilitate update of Strategic Plan Metrics	Dr. Deborah Posner	7/1/2019	6/30/2024	17%	10%	○	Low
Map key processes within each department and school	Dr. Deborah Posner	7/1/2020	6/30/2022	0%	0%	○	Low
Conduct analysis of how existing operational and academic processes align	Dr. Deborah Posner	7/1/2020	6/30/2022	0%	0%	○	Low
Review and update Business Practice Bulletins	Dr. Deborah Posner	7/1/2020	6/30/2023	0%	0%	○	Low
Adopt best practices in communication around changes made to processes	Dr. Deborah Posner	7/1/2020	6/30/2023	0%	5%	○	Low
Scale training on Lean Six Sigma to high school students and staff	Dr. Deborah Posner	7/1/2020	6/30/2024	0%	5%	○	Low
TBD				0%	0%	○	
TBD				0%	0%	○	
TBD				0%	0%	○	
TBD				0%	0%	○	
TBD				0%	0%	○	
TBD				0%	0%	○	
TBD				0%	0%	○	
TBD				0%	0%	○	
TBD				0%	0%	○	
TBD				0%	0%	○	



Project management tool provided by the Office of Strategic Initiative Management (SIM)



# Operational & Process Improvement Initiative: Process Improvement Projects



Payroll



Field Trips



Instructional Software Purchasing



Tangible Personal Property  
Management



Space Planning



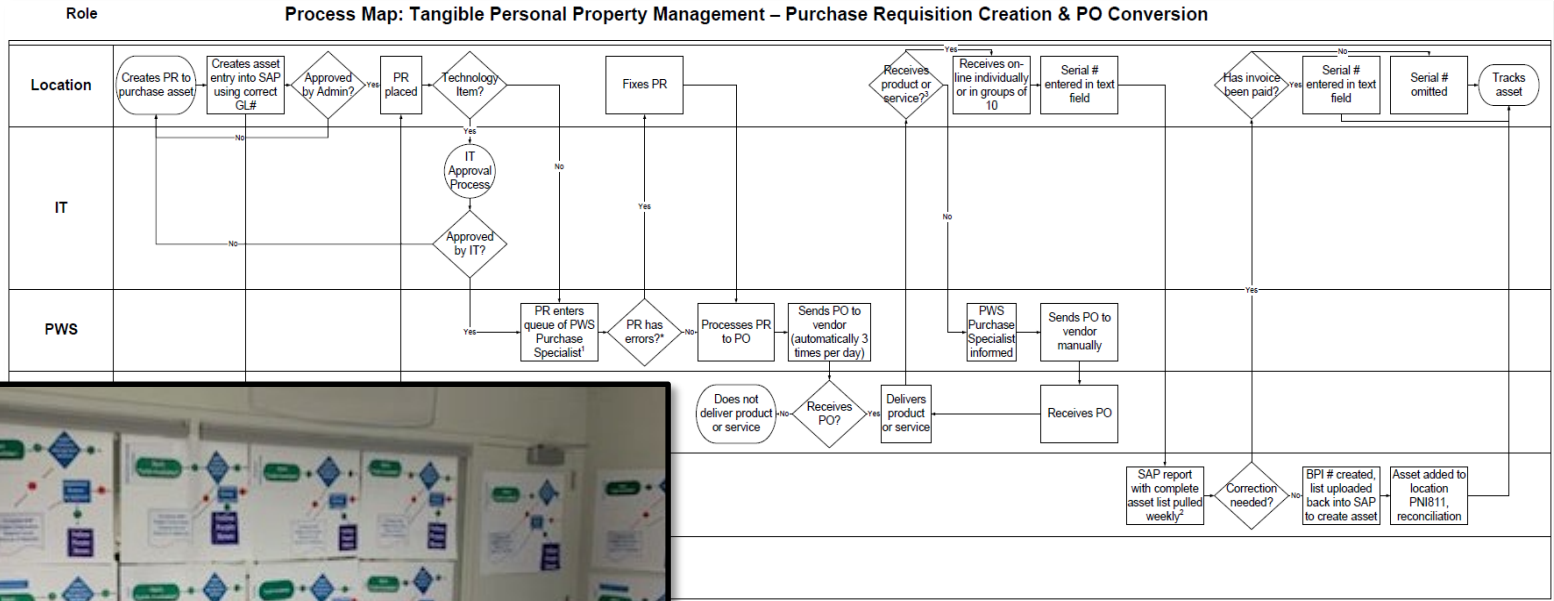
Economic Development  
& Diversity Compliance

Estimated NPV Savings to Date: **\$2M**



# Operational & Process Improvement: Lean Six Sigma Tools in Use

## Process Map



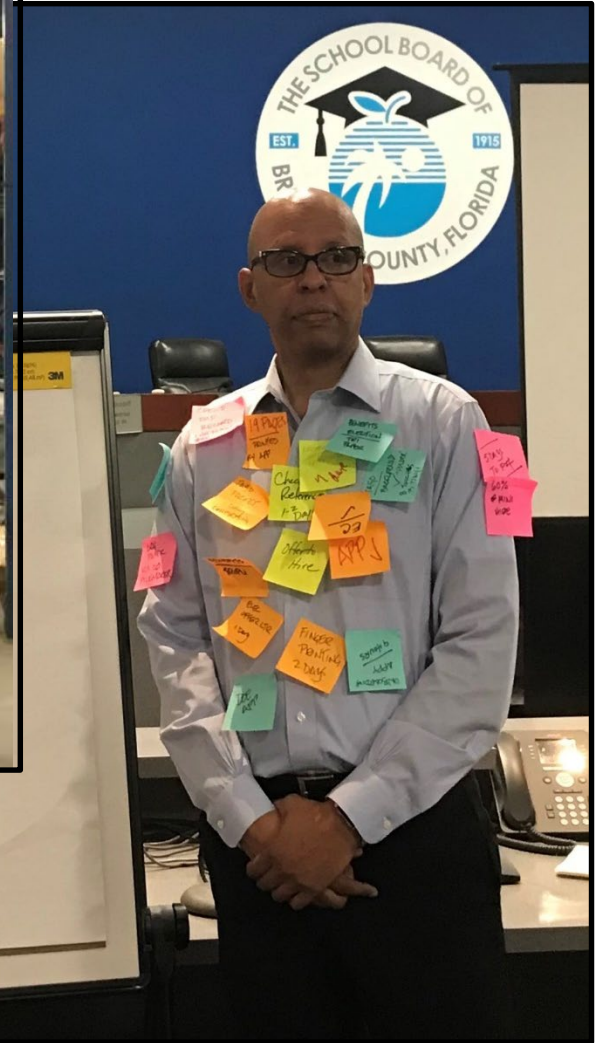
## Decision Matrix



DEPARTMENT	NAME OF DIRECTOR	NAME OF CHIEF/C	N.O. OF S	FREQUENCY BOARD ME	MEETING SCHOOL MEMBER INDIVIDU A	
MULTIPLIER ( FACTOR) POINTS EARNED X FACTOR = SCORE			4	2	5	
1	General Counsel	Barbara Myrick	Barbara Myrick	4	5	4
2	Office of Communications	Jose Perez	Kathy Koch	5	5	4
3	Demographics & Enrollment Planning	Jill Young	Leslie Brown	1	4	4
4	Office Of The Chief Auditor	Joris Jabouin	Joris Jabouin	5	5	4
5	Treasurer's Office	Ivan Perrone	Judith M. Marte	1	4	2
6	EEO/ADA Compliance	Wladimir Alvarez	Alan I. Strauss	1	2	2
7	Innovative Learning	Daryl Diamond	Daniel f. Gohl	5	4	3
8	Capital Budget	Omar Shim	Judith M. Marte	5	4	3
9						



# Operational & Process Improvement: Lean Six Sigma Tools in Use



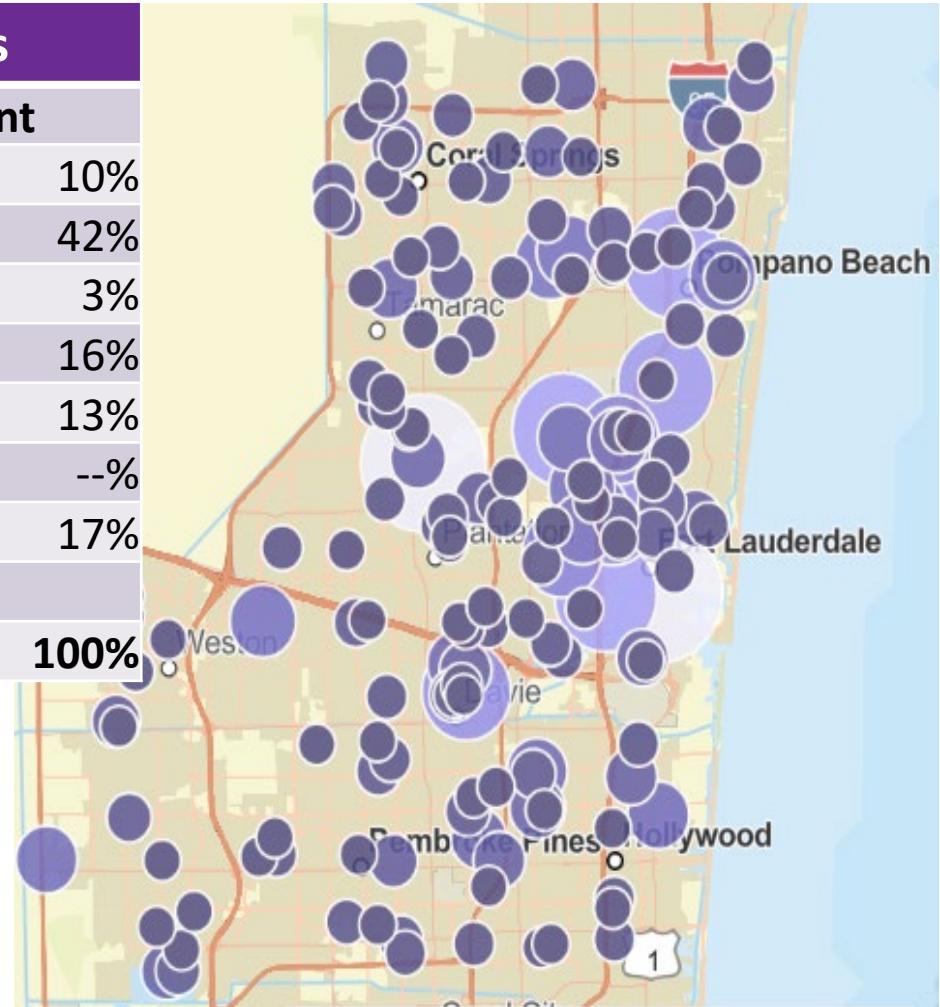
  
**Gemba**  
**Walks** 



# Operational & Process Improvement: LSS Certifications Across District

## White and Yellow Belt Certifications

Role	Count	Percent
District Administration	131	10%
District Staff	548	42%
School Administration	33	3%
School Staff	204	16%
Teacher	174	13%
School Board Member	4	--%
Student	219	17%
<b>Total</b>	<b>1313</b>	<b>100%</b>



*Certifications provided by Dr. Deborah Posner, Executive Director for SIM, and Lean Six Sigma Black Belt*



# Operational & Process Improvement: Reflections Survey Results

# LSS Reflections Survey Respondents:	456 of 1142 (40%)
Reported Time Saved Weekly:	4.5 hours
Total Reported Time Saved Weekly:	2060 hours
Total Reported Time Saved in 6 Months:	53,600 hours
Average Salary Band Midpoint Hourly Rate:	\$34/hour
Calculated Weekly Value Add:	\$67,300
Calculated 6-Month Value Add:	\$1.7M
Extrapolated Fiscal Year Value Add:	<b>\$3.5M</b>

NOTES: These figures represent calculated value-add based upon all Lean Six Sigma Trainings through January 2020. This type of retrospective survey has some inherent limitations, but are early indicators of program success which can be validated and triangulating with other data sources. These numbers are approximate figures. The 'value add' suggests increased efficiency and productivity, while not necessarily hard savings reflected in any particular line item in the District's books for accounting and budgeting purposes. The above calculations also do not account for larger organizational benefits the District expects to realize through the process improvement projects it has underway.



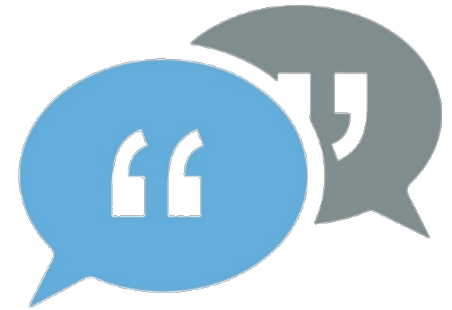
# Operational & Process Improvement: Reflections Survey Results

*I reduced my administrative time spent on processes which equated to 2 hours per week for one Grade 5 science class alone.*

*I am now looking at different ways to reduce waste, whether it's in travel time by using video conferencing instead of traveling to school sites or by going paperless and reducing both the printing of paper and also the storing of those papers.*

*I got rid of unnecessary meetings with my staff. This saved time and allowed them to be more supportive to schools.*

*Procedures were updated from a checklist to a flow chart. This allowed us to identify bottleneck areas and reduce waste.*



*I now go through my emails more efficiently by being able to prioritize. As a result, I have been able to provide an additional 7.5 hours a week to focus on customer service.*



## Operational & Process Improvement: Reflections Survey Results

*I am more organized at home. I have arranged my living area so that it looks more spacious. I am giving away clothing and other items. When I walk into the areas that are no longer cluttered, I take a deep breath and am instantly at peace.*

*Now, I have a system of what I need to do each night before going to bed to avoid me having to do the things in the morning. Even 5 minutes makes a difference in the traffic patterns. So, now I even arrive early to work each day.*

*I'm also using Lean Six Sigma to control my blood sugar (I'm diabetic).*

*In my personal life, I was able to save money and budget my finances with Lean Six Sigma.*

*I even have my 4 year-old evaluating processes to complete his chores in the most efficient way to get more time for fun!*





# Operational & Process Improvement: SIM Ambassador Program

## Benefits to the Participant:

- Access, connection, and mentoring with **Senior Leaders**
- **Professional development** and resume-building
- Chance to **apply new skills** hands-on
- **Networking** opportunities
- Ability to make a **significant impact** on a District-wide scale



## Benefits to the District:

- **Expanding capacity** of the SIM Team
- Quality and timely **2024 Strategic Plan execution**
- Extension of District **Leadership Development** Programs and pipelines
- Ensuring **diverse** skills and backgrounds on cross-functional Initiative teams
- Model for effective **succession planning** for new and emerging leaders



# Operational & Process Improvement: SIM Ambassador Program



# Operational & Process Improvement: Student Engagement

## Lean Six Sigma Workshops for Students:

Seamlessly transitioned from physical to virtual format for facilitating ongoing student engagement, and ensuring college & career readiness



*“The video workshop with Dr. Posner was an amazing experience.”*

*“Lean Six Sigma has made me re-evaluate the way I organize myself, especially since we students are having online classes.”*

*“It was very much needed, in order to open your eyes, especially at a very young age. I am thinking about becoming a yellow belt.”*



# Operational & Process Improvement: International Spotlight



**APQC**<sup>®</sup>  
AMERICAN PRODUCTIVITY  
& QUALITY CENTER



# Operational & Process Improvement: Student Engagement

## High Schools with Students Certified in Lean Six Sigma by SIM in 2019-2020:

1. Blanche Ely High School
2. Coconut Creek High School
3. Cooper City High School
4. Coral Springs High School
5. Cypress Bay High School
6. Deerfield Beach High School
7. Everglades High School
8. Fort Lauderdale High School
9. Hollywood Hills High School
10. Marjory Stoneman Douglas High School
11. McArthur High School
12. Miramar High School
13. Monarch High School
14. Northeast High School
15. Nova High School
16. Piper High School
17. Plantation High School
18. Pompano Beach High School
19. South Plantation High School
20. Stranahan High School
21. Taravella High School
22. West Broward High School
23. Western High School

*Provided through partnerships SIM established with the Career and Technical Education (CTACE) Program and the Junior Reserve Officers Training Corps (JROTC).*



# Campaign Highlight

Mission, Vision, Values

Strategic Goals (HQP, SSE, EC)

## Campaign: Let's Connect

Relationships, built on sound communications, are essential to ensuring the success of the District and the students we serve. To this end, we will build trust through **open, transparent, and effective** communication to engage both our internal and external stakeholders.



*Focus of  
Today's  
Deep Dive*

Public Relations,  
Partnerships, &  
Legislation

Customer Service

Marketing

Internal  
Communication

Work Streams

Work Streams

Work Streams

Work Streams



# Internal Communication Initiative: Theory of Action



## Lead Measures

- Percentage of new teachers oriented to District technology and communication processes
- Project plan task completion

## Lag Measures

- Average number of emails received by BCPS staff
- Number of announcements made through Insite
- Percentage of Board items that directly impact a Strategic Plan Primary Metric

## Theory

### If we execute this strategy:

Streamline use of District email, increase use of available tools and programs for internal communication, and improve processes related to the Board Agenda Request Form and communication of Board-related items...

### Then we will realize this goal:

Develop effective internal communication processes (timely and high quality) to meet the needs of all schools and District offices. Two outcomes include: 1. To increase participation and 2. to save costs.

## Action Plan

1. Increase use of Insite and other tools for informational communication while streamlining use of email across the District to work-related items.
2. Improve communication of Board-related items through the implementation of a new E-Agenda Platform.
3. Increase use of Microsoft Office 365 across school-based and District-based staff.
4. Enhance the Board Agenda Request Form process to ensure alignment of Board items to the 2024 Strategic Plan.



# Internal Communication Initiative: Overview



## Internal Communication

**Develop effective internal communication processes (timely, complete, high quality) to meet the needs of all schools and District offices.**

- Streamline communication processes to reduce turnaround time (i.e., Board meeting document preparation, public records requests, school memos, bulletin boards, information and presentations for school principals, etc.).
  - Create a campaign to educate employees on what collaborative tools are available, their value, and how to use them most effectively to reach target audiences.
  - Inventory, evaluate, and streamline a list of District committees (purpose, meeting cadence, members, deliverables). Maintain list in a centralized, easily-accessible repository.
- Δ Reduce amount of paper-based and redundant communications.*
- Δ Analyze and consider streamlining number of meetings required for attendance, particularly by school-based personnel.*
- Δ Define process to help ensure memos and other mass-delivered messages are not only sent, but also received, read, and understood by the appropriate and intended recipients.*
- Δ Reduce mileage expenses for in-person meetings through increased use of conference calls and video-conferencing tools.*
- Δ Reduce school staff time spent fielding attendance calls and tracking student absences.*
- Δ Support schools through developing communication plans aligned to District-wide best practices and priorities.*

Δ = Continuous Improvement Idea





# Internal Communication Initiative: Phases

What We're Doing

What to Look For

	INITIATE	PLAN	IMPLEMENT	CONTROL
What We're Doing	<ul style="list-style-type: none"> <li>▪ Identification of Committee Members</li> <li>▪ Review of Scope, Goals, Approach, and Roles</li> <li>▪ Setting of Timelines &amp; Cadence of Meetings</li> </ul>	<ul style="list-style-type: none"> <li>▪ Development of Survey Questions</li> <li>▪ Development of Measurement Mechanisms</li> <li>▪ Convening Focus Groups</li> <li>▪ Vetting Technology Solutions</li> </ul>	<ul style="list-style-type: none"> <li>▪ Analyzing Focus Group Results</li> <li>▪ Streamlining Communication Channels</li> <li>▪ Promoting use of Microsoft Office 365</li> <li>▪ Updating Board Processes</li> </ul>	<ul style="list-style-type: none"> <li>▪ Tracking Emails and Announcements through Insite</li> <li>▪ Embedding Microsoft 365 as part of Employee Onboarding</li> <li>▪ Vetting of Board Items</li> </ul>
What to Look For	<ul style="list-style-type: none"> <li>▪ Focus Group Formation</li> <li>▪ Committee Meetings</li> <li>▪ Common Definitions of Stakeholders</li> <li>▪ Theory of Action</li> <li>▪ Project Plans</li> </ul>	<ul style="list-style-type: none"> <li>▪ Focus Group Meetings                             <ul style="list-style-type: none"> <li>▪ Teachers</li> <li>▪ ESP<sup>1</sup></li> <li>▪ TSP<sup>2</sup></li> <li>▪ Asst. Principals</li> <li>▪ Principals</li> <li>▪ District Staff</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>▪ Streamlined Communication Channels</li> <li>▪ Improved Use of Microsoft Office 365</li> <li>▪ Revised Board Agenda Request Form and Board Related Items</li> </ul>	<ul style="list-style-type: none"> <li>▪ Reduced Emails to Staff</li> <li>▪ Savings of Time and Cost from use of Microsoft Office 365</li> <li>▪ Improved Board Item Alignment to 2024 Strategic Plan</li> </ul>

1. ESP = Education Support Professionals | 2. TSP – Technical Support Professionals





# Internal Communication Initiative: Project Artifacts



## Reimagining the Agenda Request Form



**INSite**  
BCPS INTRANET

SCHOOLS OFFICES STAFF RESOURCES PROFESSIONAL DEVELOPMENT TECHNOLOGY HOW TO

Search ePortal

Announcements

**Welcome to iNsite**

Welcome to iNsite SharePoint Site

My Applications

LAUNCH PAD OUTLOOK

Select Frequently Used Applications

District Calendars My Calendars

**THE SCHOOL BOARD OF BROWARD COUNTY, FLORIDA**  
September 25, 2018 Special School Board Meeting  
9:00 AM Start Time

Agenda Item Number: 1  
Open Item: No  
Special Order: No  
Time for Special Order: N/A

**TITLE:** SAT and PSAT Schools Days with College Board  
**REQUESTED ACTION:** Approve the recommendation to award Agreement 59-038N to College Board for the provision of SAT and PSAT Schools Days

**DEPENDENCIES**  
Outline critical dependencies that are associated with successful implementation of this item/initiative  
 Student attendance on assessment dates  
 State determined concordance scores

**RESOURCES REQUIRED**  
**Budget:**  
Are additional funds required in relation to the approval of this item? YES NO ✓  
If YES, How much additional funding is necessary to implement this item? \$  
If NO, How much existing funding will be spent to implement this item? \$ 1,504,302  
Source of Funds: Student Assessment and Research Tests Budget  
**Spending Authority:**  
Is additional spend authority required for this item? YES ✓ NO  
If YES, How much additional spend authority is necessary to implement this item? \$ 1,510,000  
**Staffing:**  
Is additional staff required in relation to the implementation of this item? YES NO ✓  
If YES, identify the number of additional positions and the estimated costs for the additional staff:  
No. Cost

**BOARD ACTION:** \_\_\_\_\_  
(For Official School Board Records Only)

**SOURCE OF ADDITIONAL INFORMATION**  
Name: \_\_\_\_\_ Phone: \_\_\_\_\_  
Name: \_\_\_\_\_ Phone: \_\_\_\_\_

**THE SCHOOL BOARD OF BROWARD COUNTY, FLORIDA**  
Senior Leader & Title \_\_\_\_\_  
Signature \_\_\_\_\_ Approved in Open Board Meeting On: \_\_\_\_\_  
By: \_\_\_\_\_ School Board Chair

Electronic Signature  
Form #1189 Revised 01/20  
#WV/014

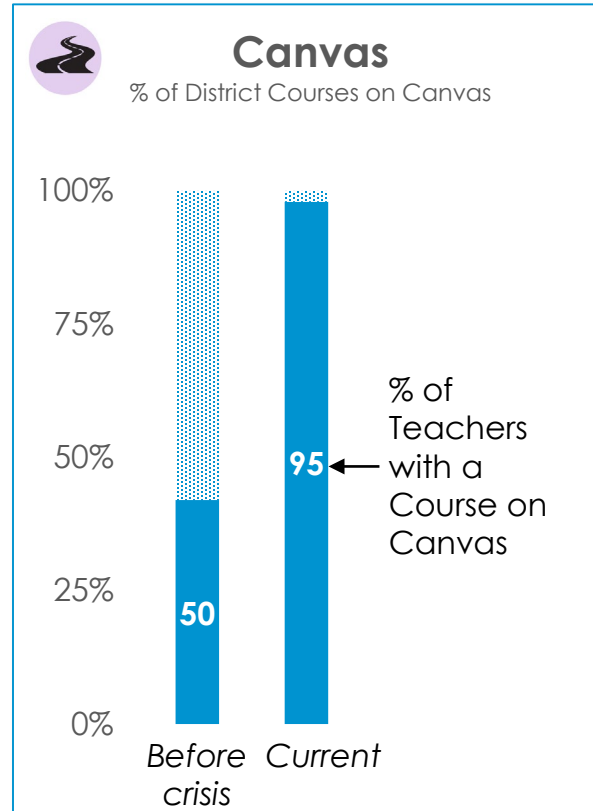
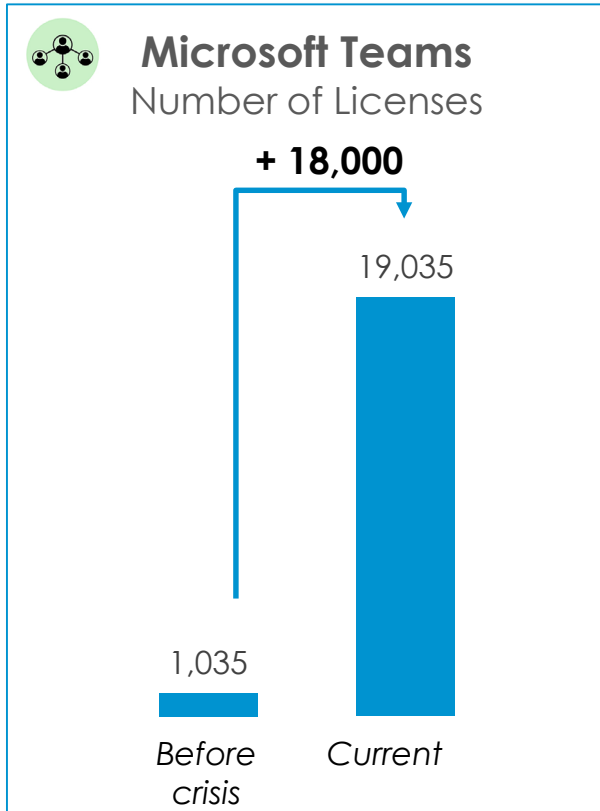
District Stakeholder Participation in Internal Communication Focus Groups

Insite Intranet Portal



# Internal Communication Initiative: Tool Utilization

Data from 03/17/20 – 04/07/20



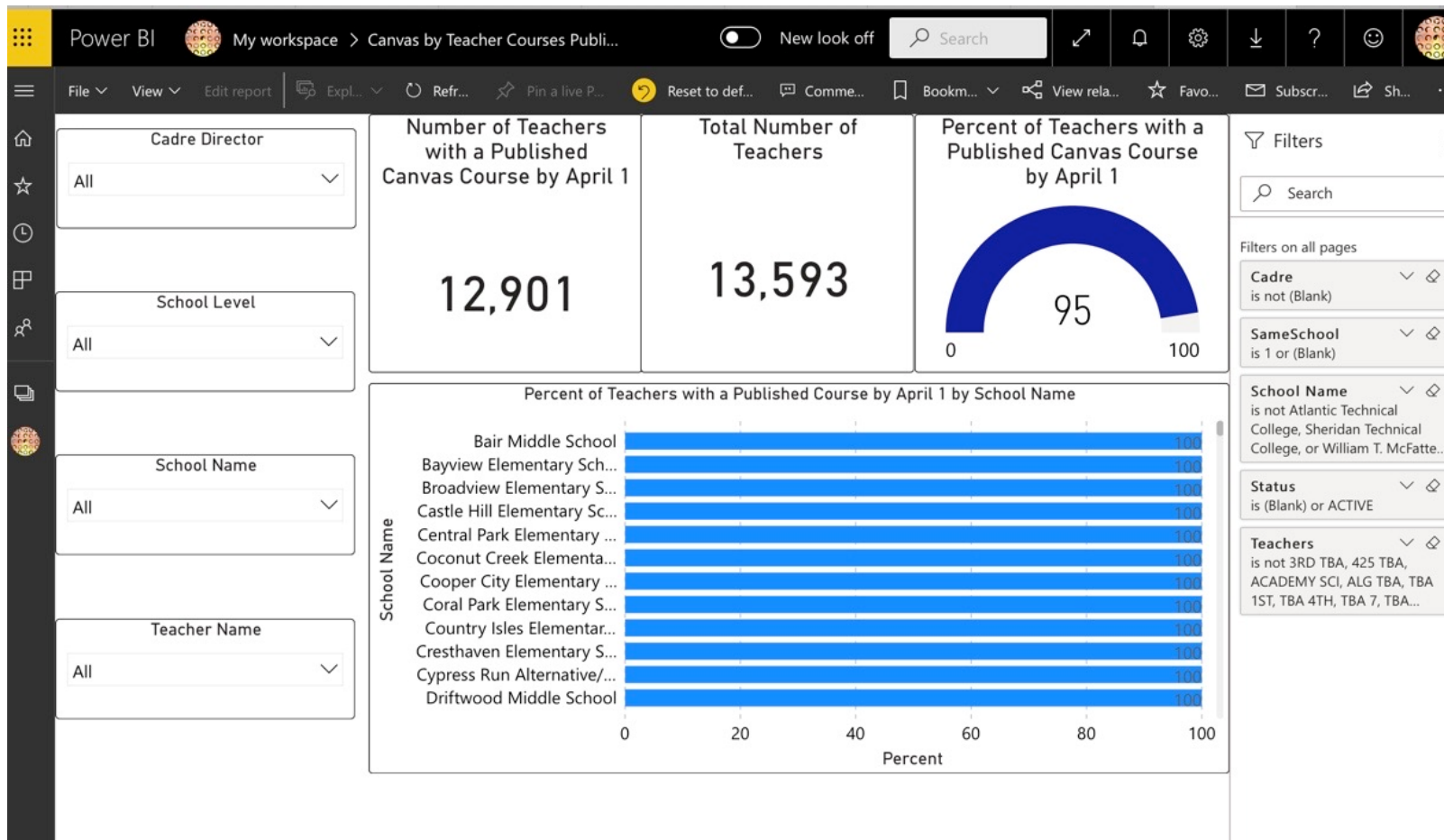
▪ Essential for **Remote Work**

▪ Essential for **Teaching and Learning**

▪ Essential for monitoring **Student Engagement**



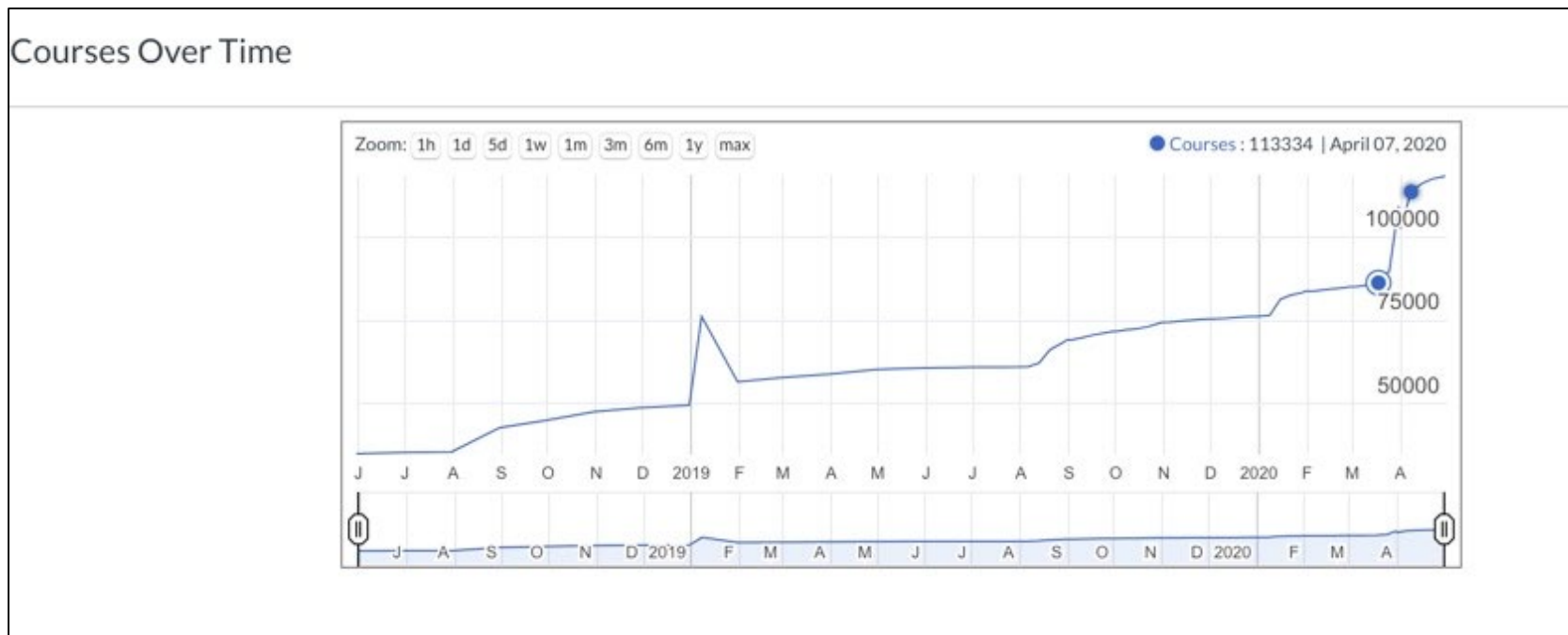
# Internal Communication Initiative: CANVAS Utilization



**From March 17<sup>th</sup> to April 7<sup>th</sup> the utilization of CANVAS jumped from ~ 50% to 95%**



# Internal Communication Initiative: CANVAS Utilization

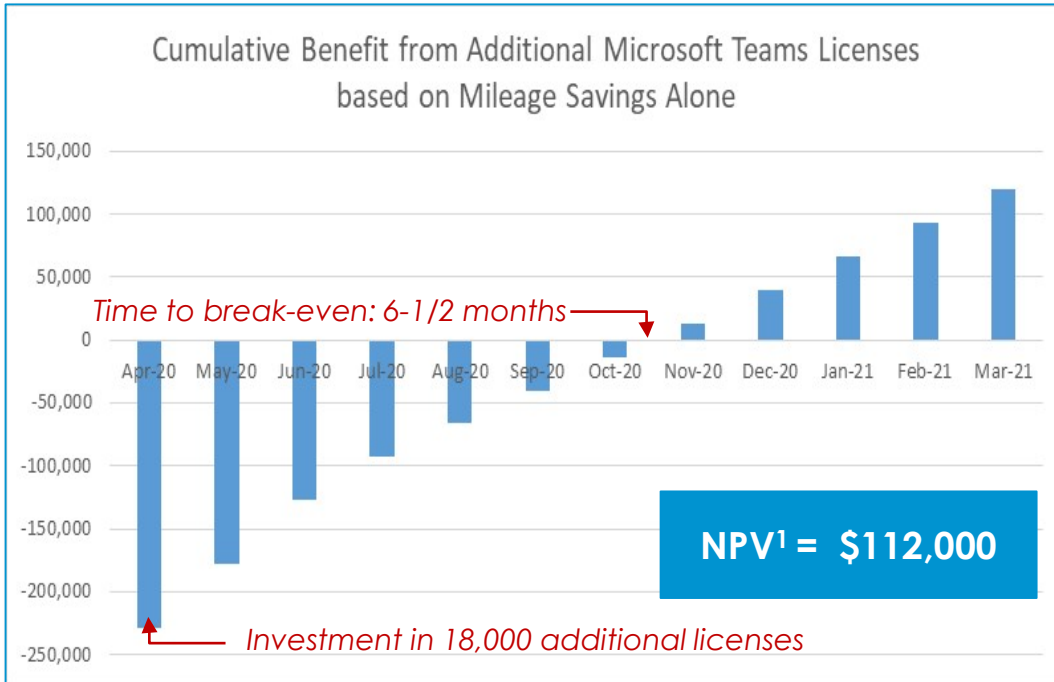


**From March 17<sup>th</sup> to April 7<sup>th</sup> the total number of CANVAS courses jumped from 86,202 to 113,334**



# Internal Communication Initiative: Teams Utilization

## One Year View, 4% Discount Rate



## Example of Mileage Savings through Adoption of Virtual Format

### Elementary Level Principal Meeting

#### Assumptions

160 Attendees

10 Miles - Average distance traveled

\$0.56 - Per mile reimbursement rate

**\$896 spent on mileage reimbursements**

## Returns generated from accrual of mileage savings:

- Assumes 95% reduction in reimbursements, April – July 2020
- Assumes ongoing 50% savings in mileage reimbursements through use of virtual meetings, August 2020 – March 2021

**Upside potential from productivity gains through better use of time no longer consumed by travel**

<sup>1</sup> Return on Investment based on Net Present Value of + benefits – costs. An NPV > \$0 is an attractive investment.



# Internal Communication Initiative: Teams Utilization





# Strategic Planning: Next Steps

1. Updated Environmental Scan
2. Ongoing Listening Tour
  - Strategic Plan Committee
  - Strategic Plan Survey
  - Social Media Engagement
  - Multimedia Outreach & Community Conversations
  - District-wide Advisory Councils and Committees
3. Board Workshop in June around short- vs. long-term actions for crisis response and recovery
4. Board Workshop in August for revised plan adoption as we enter Year 2 of implementation



# APPENDIX



# Operational & Process Improvement Initiative: Context

As new challenges arise, we need to have the flexibility and responsiveness to review and identify opportunities for continual process improvement. This helps facilitate optimal operational efficiency, the reduction of risk throughout the organization, and the ideal environment to support success for all.



- It is crucial for Broward to foster a culture of continuous improvement across stakeholder groups.
- Organizational alignment to the Strategic Plan, with an emphasis on reducing waste and savings costs, will enable the District to most effectively progress toward its Strategic Goals and carry out its mission and vision.



# Operational & Process Improvement Initiative: Year 1 Phases

What We're Doing

What to Look For

	INITIATE	PLAN	IMPLEMENT	CONTROL
What We're Doing	<ul style="list-style-type: none"> <li>▪ Build Team</li> <li>▪ Schedule Meetings</li> <li>▪ Communicate through Teams Site</li> <li>▪ Identify training needs and metrics</li> </ul>	<ul style="list-style-type: none"> <li>▪ Analyze Data</li> <li>▪ Meet with Stakeholders</li> <li>▪ Align Individual and Unit Goals to the Strategic Plan</li> </ul>	<ul style="list-style-type: none"> <li>▪ Provide Training                             <ul style="list-style-type: none"> <li>▪ Lean Six Sigma</li> <li>▪ Project Management</li> <li>▪ Execution &amp; Accountability</li> </ul> </li> <li>▪ Support Payroll Process Improvement Project Implementation</li> </ul>	<ul style="list-style-type: none"> <li>▪ Facilitate Culture of Continuous Improvement</li> <li>▪ Tracking Data                             <ul style="list-style-type: none"> <li>▪ Strategic Plan Implementation</li> <li>▪ Process Improvement Project ROI</li> <li>▪ Metrics</li> </ul> </li> </ul>
What to Look For	<ul style="list-style-type: none"> <li>▪ Vision</li> <li>▪ Theory of Action</li> <li>▪ Project Kick-Off</li> <li>▪ Dashboards</li> </ul>	<ul style="list-style-type: none"> <li>▪ Process Improvement Project Discovery</li> <li>▪ Project Plans                             <ul style="list-style-type: none"> <li>▪ Strategic Plan Initiatives</li> <li>▪ Process Improvement Projects</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>▪ Increase in Staff and Students Trained</li> <li>▪ Savings of Time and Costs</li> <li>▪ Completion of Project Plan Deliverables                             <ul style="list-style-type: none"> <li>▪ Strategic Plan Initiatives</li> <li>▪ Process Improvement Projects</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>▪ Project Plan Progress                             <ul style="list-style-type: none"> <li>▪ Strategic Plan Initiatives</li> <li>▪ Process Improvement Projects</li> </ul> </li> <li>▪ Dashboards &amp; Analytics                             <ul style="list-style-type: none"> <li>▪ Metrics</li> <li>▪ ROI</li> </ul> </li> </ul>



# Internal Communication Initiative: Representatives

PRINCIPALS

OSPA  
Directors and  
Instructional  
Facilitators

Talent  
Acquisition and  
Operations

Accounting and  
Financial  
Reporting

Student  
Support and  
Recovery

Innovative  
Learning

Legislative  
Affairs

Office of  
Communications

TEACHERS

Food and  
Nutrition  
Services

Office of  
Service Quality

Information  
Technology



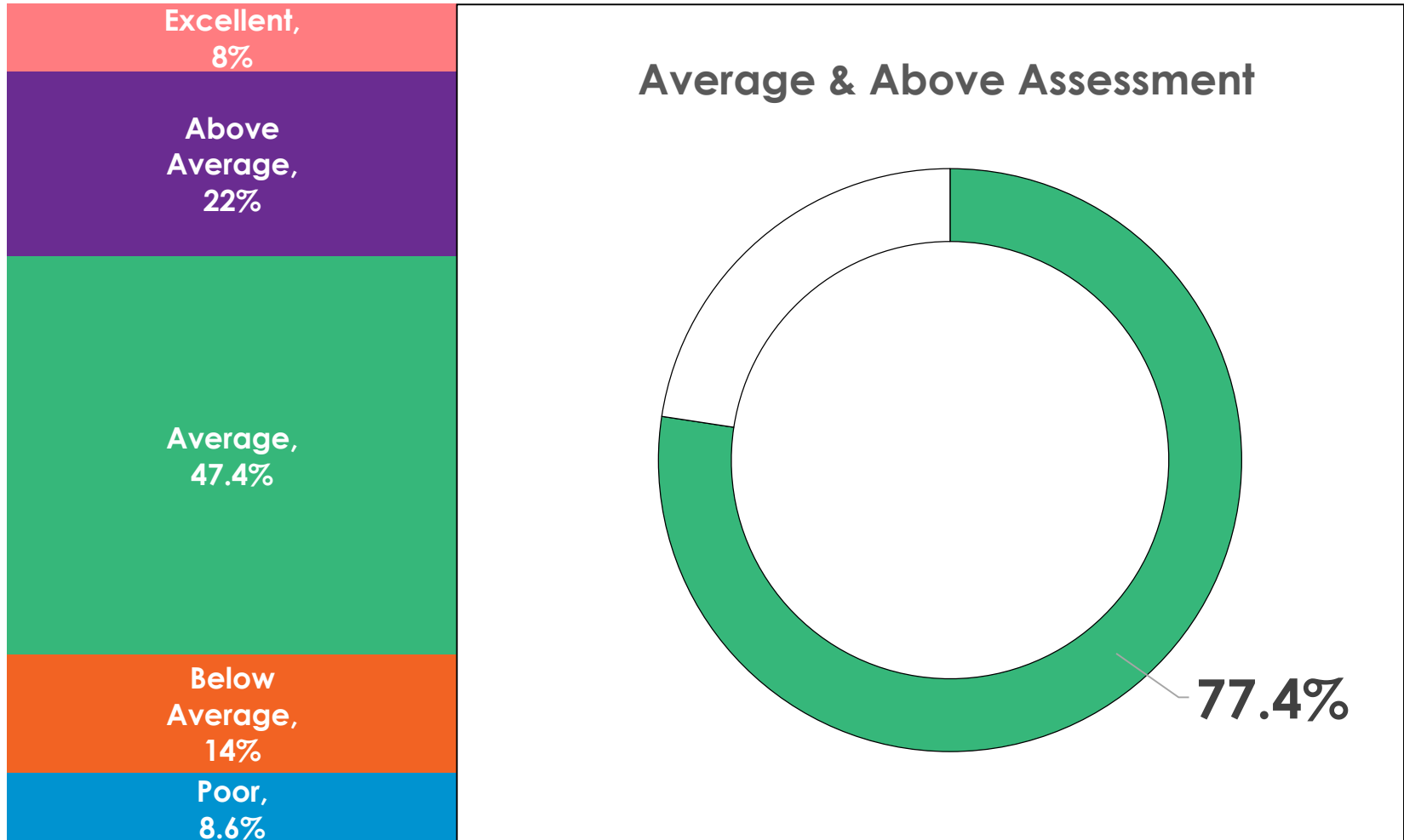
# Internal Communication Initiative: Context

**Relationships, built on sound communications, are essential to ensuring the success of the District and the students we serve. To this end, we build trust through open, transparent, and effective communication to engage both our internal and external stakeholders.**

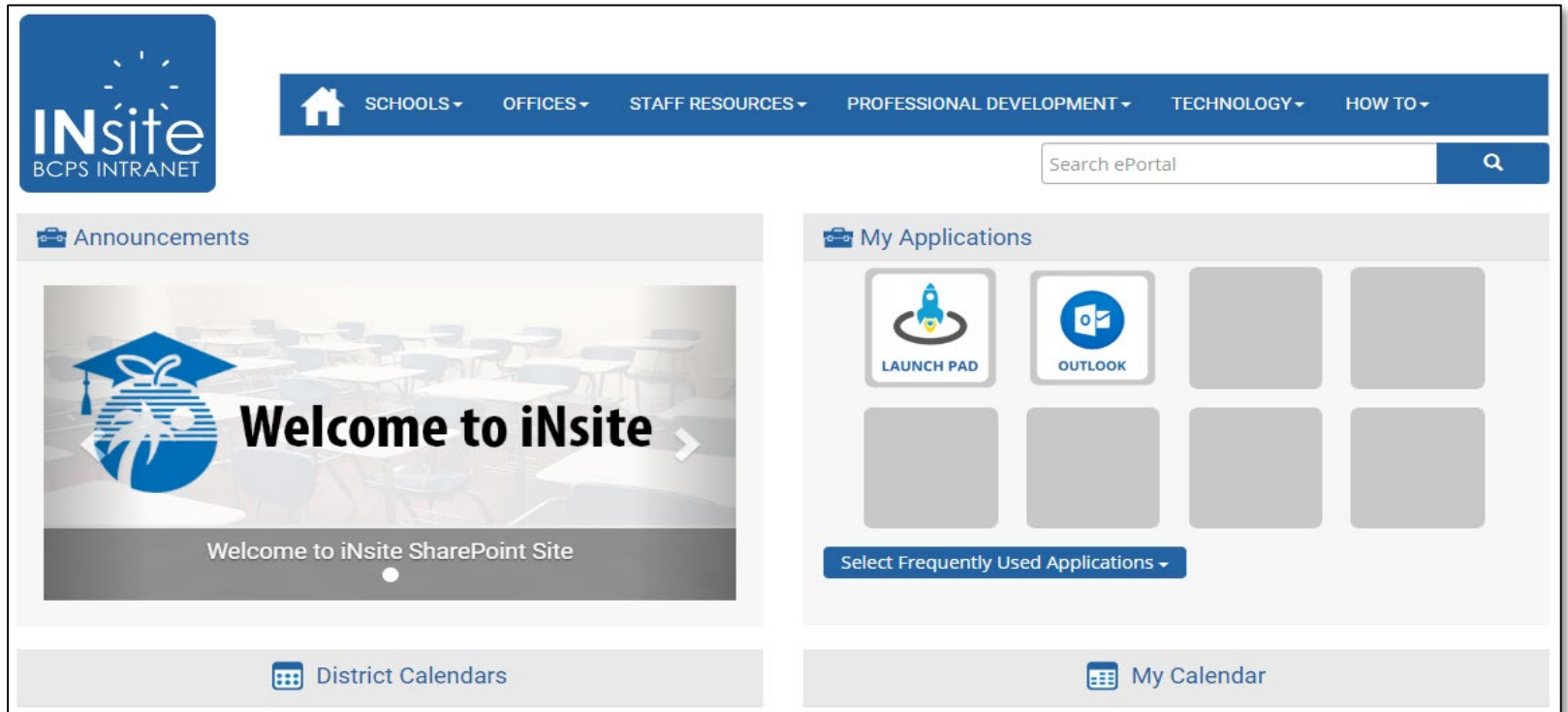
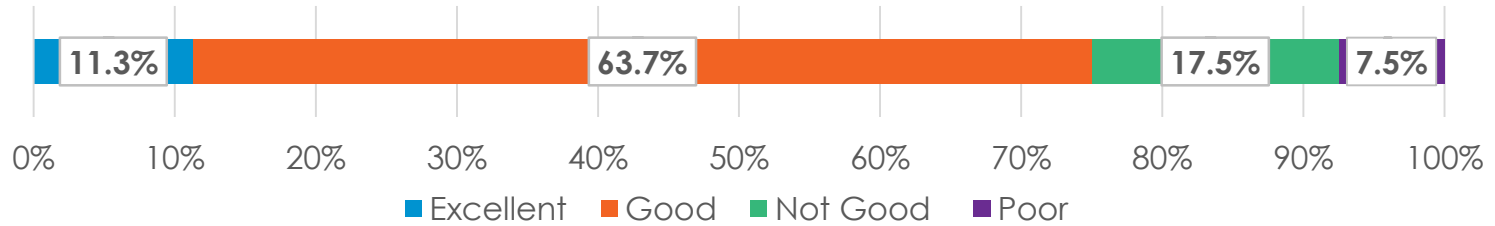
- **It is crucial for Broward to streamline internal communication channels to ensure important information is received and acted upon in a timely manner.**
- **Streamlined internal communication processes utilizing relevant technology solutions will enable the District to save staff time and cost while improving institutional effectiveness.**



# Internal Communication Initiative: What Is Your Current Assessment of BCPS's Lines of Communication?



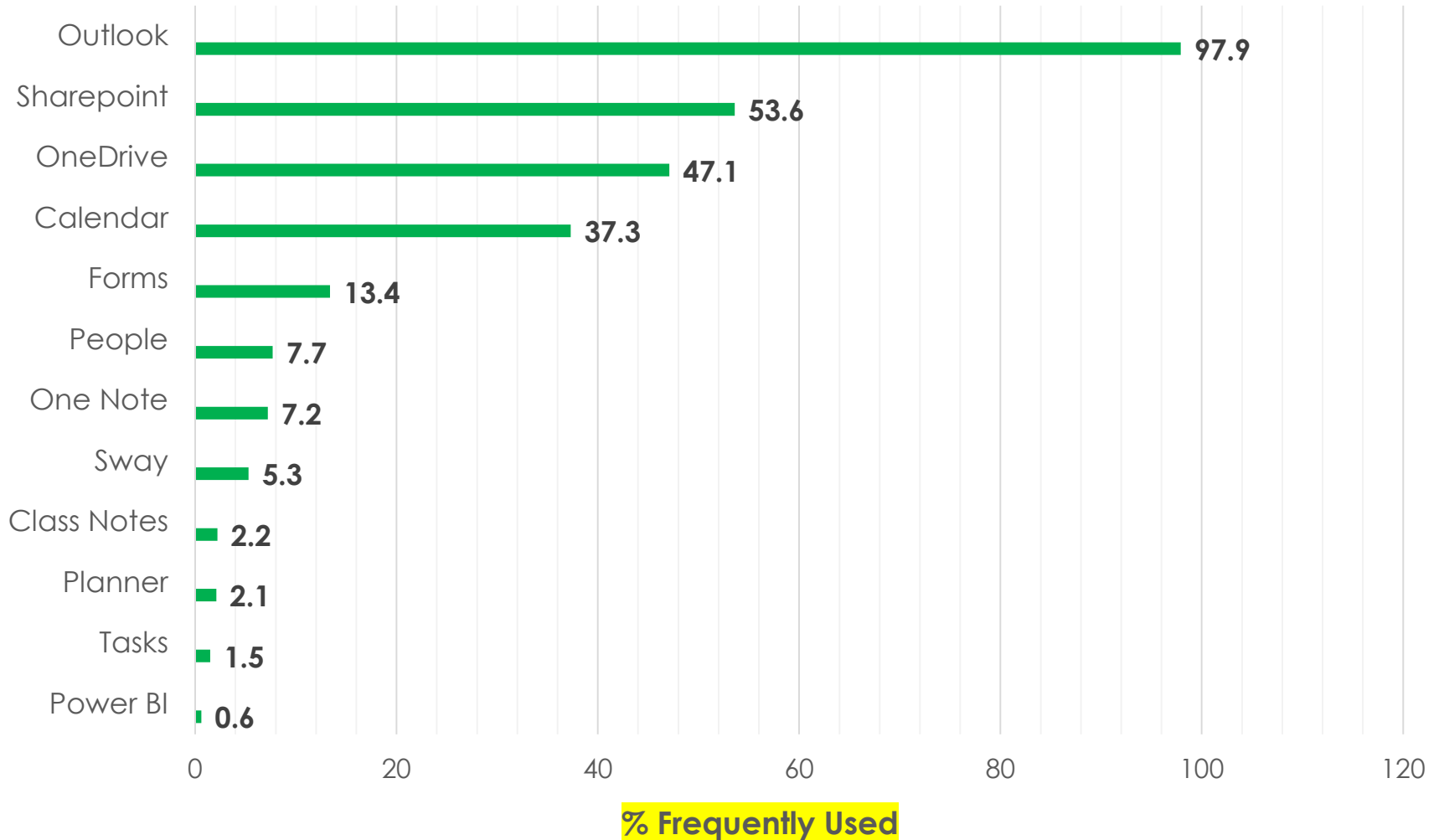
# Internal Communication Initiative: What Is Your Perceived Value of the District's Insite Intranet?







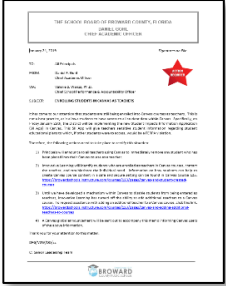


# Internal Communication Initiative: Which Microsoft Office 365 Applications Do You Frequently Use?

Microsoft Office 365 Applications



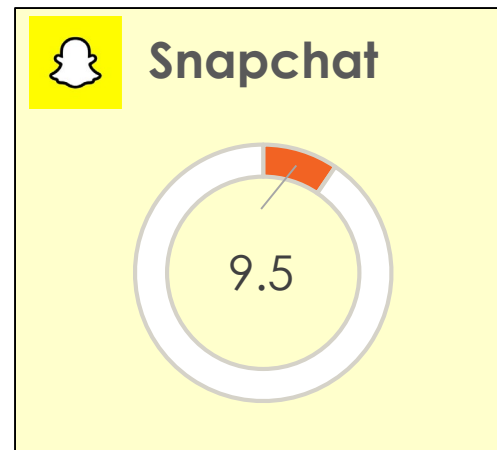
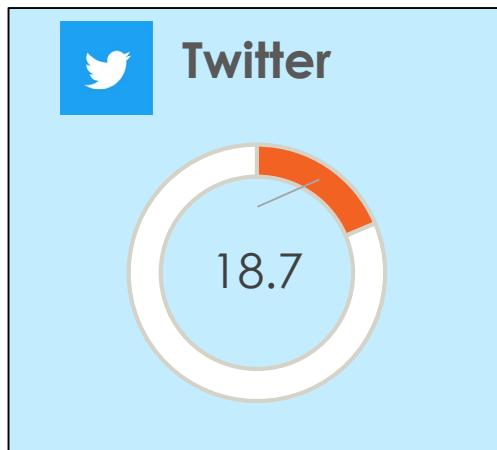
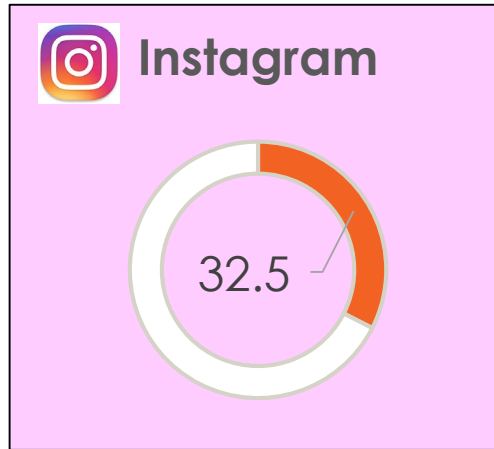
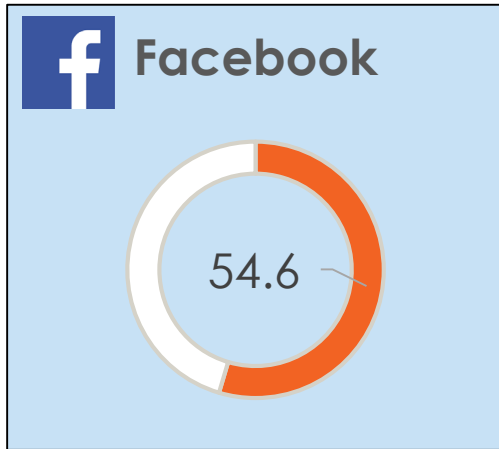
# Internal Communication Initiative: What Is Your Preferred Method for Receiving Important Work-Related Updates, Notices, etc.?

				
<p>800 <b>85.3%</b></p>	<p>75 <b>8%</b></p>	<p>35 <b>3.7%</b></p>	<p>18 <b>1.9%</b></p>	<p>10 <b>1.1%</b></p>



# Internal Communication Initiative: Are You A Frequent User of Social Media?

YES **567** (60.4%) **371** (39.6%) NO



# Internal Communication Initiative: Do You...

Follow BCPS's Social Media Feeds?

28%

of respondents answered YES to this question.

23%

of respondents answered YES to this question.

Utilize the District's BCPS Smartphone App?



# Internal Communication Initiative: Staying Connected...

**Are you regularly engaged in knowing specific official actions of the School Board?**

**51.4%**

of respondents answered YES to this question.

**Do you stay knowledgeable of current District events via external media?**

**65.5%**

of respondents answered YES to this question.



# Internal Communication Initiative: CANVAS Utilization



**From March 17<sup>th</sup> to April 7<sup>th</sup> the total number of users jumped from 138,161 to 228,869**



# Internal Communication Initiative: Search for New Board Agenda Management Solution



High-Level Preliminary Schedule (list of preliminary milestones prior to project planning phase)	
Project Milestone	Target Completion Date
Project Initiation	July 2019
Project Planning	August 2019
Plan Scope Plan Requirements Plan Schedule Plan Cost/Procurement Plan Communications Plan Stakeholder Engagement Plan Configuration Plan Change Management	
Project Execution	October 2019
Project Migration	February 2020
Project Testing/Implementation	June 2020
Project Monitor	August 2020
Project Close	September 2020







# Internal Communication Initiative: Tactical Benefits of New Board Agenda Management Solution

## Current Solution:

- ✓ No longer supported as of October 2020
- ✓ Outdated and requires use of three (3) systems: Agenda Maker, OptiWorkFlow, & OptiView
- ✓ Agenda preparation is extremely time-consuming and labor intensive
- ✓ Lacks basic functionality

## Proposed New Solution:

- ✓ Single integrated platform to automate agenda creation & approvals
- ✓ Significant improvement of overall functionality from current system
- ✓ Improved workflow configuration with embedded approval checkpoints assigned
- ✓ Vastly improved automation of renumbering system of agenda items
- ✓ Automatic, manual, or scheduled publishing of agenda to Board Members, staff, and public
- ✓ Real-time capturing of motions and votes and recording/finalizing of meeting minutes



# Internal Communication Initiative: Reimagining the Agenda Request Form



**THE SCHOOL BOARD OF BROWARD COUNTY, FLORIDA**  
September 25, 2018 Special School Board Meeting  
9:00 AM Start Time

Agenda Item Number: 1  
Consent or Open Item: Open  
Special Order: No  
Time for Special Order: N/A

**TITLE:** SAT and PSAT Schools Days with College Board  
**REQUESTED ACTION:** Approve the recommendation to award Agreement 59-038N to College Board for the provision of SAT and PSAT Schools Days

**STRATEGIC ALIGNMENT**  
Which strategic initiative(s) best aligns to this item? **College, Career, & Life Readiness (PreK-Adult)**  
Is approval of this agenda item required to implement a tactic included within an initiative of the strategic plan? **NO**  
Will the implementation of this item have a direct impact on one of the **2024 Strategic Plan Primary Metrics**? **YES**

If YES, identify the primary metric and include the corresponding figures in the table below.

Primary Metric: **Four-Year Graduation Rate**

Level	Baseline	2024 Target	Most Current
High School	88	93	88

Also identify any secondary metrics utilized to evaluate the success of this item/initiative.

Metric	Baseline	Target
SAT Concordance	28%	32%

If NO, outline below how staff intends to evaluate the success/impact of this item/initiative.

**BACKGROUND, SUMMARY EXPLANATION, AND HISTORY OF ITEM**

Was this item previously presented to the School Board? **YES**

The SAT and PSAT School Day program provides equal opportunity and access for all students to participate in a college entrance examination. This program encourages more students to take a college entrance test and apply to college, increases the number of students who meet college readiness standards and decreases the number of students who have not met the ELA and Math graduation requirements.

This Agreement has been reviewed and approved as to form and legal content by the Office of the General Counsel.

**RELATED ITEMS**  
FF-2 09/06/18

**EXHIBITS**  
ⓐ Contract with College Board  
ⓑ Scores from 2018/19

**JOB DESCRIPTIONS**  
Is this job description new? **NO**  
Is this a revision to an existing job description? **YES**  
Is the position vacant? **YES**  
If yes, what is the estimated salary lapse associated with the vacant position?  
\$ **78,650**



**THE SCHOOL BOARD OF BROWARD COUNTY, FLORIDA**  
September 25, 2018 Special School Board Meeting  
9:00 AM Start Time

Agenda Item Number: 1  
Consent or Open Item: Open  
Special Order: No  
Time for Special Order: N/A

**TITLE:** SAT and PSAT Schools Days with College Board  
**REQUESTED ACTION:** Approve the recommendation to award Agreement 59-038N to College Board for the provision of SAT and PSAT Schools Days

**DEPENDENCIES**  
Outline critical dependencies that are associated with successful implementation of this item/initiative  
ⓐ Student attendance on assessment dates  
ⓑ State determined concordance scores

**RESOURCES REQUIRED**  
**Budget**  
Are additional funds required in relation to the approval of this item? **YES** **NO** ✓  
If YES, How much additional funding is necessary to implement this item? \$ -  
If NO, How much existing funding will be spent to implement this item? \$ **1,504,302**  
Source of Funds: **Student Assessment and Research Tests Budget**

**Spend Authority**  
Is additional spend authority required for this item? **YES** ✓ **NO**  
If YES, How much additional spend authority is necessary to implement this item? \$ **1,510,000**

**Staffing**  
Is additional staff required in relation to the implementation of this item? **YES** **NO** ✓  
If YES, Identify the number of additional positions and the estimated costs for the additional staff.

No.	Cost

**BOARD ACTION:** \_\_\_\_\_ **SOURCE OF ADDITIONAL INFORMATION**  
Name: \_\_\_\_\_ Phone: \_\_\_\_\_  
Name: \_\_\_\_\_ Phone: \_\_\_\_\_  
(For Official School Board Records Only)

THE SCHOOL BOARD OF BROWARD COUNTY, FLORIDA  
Senior Leader & Title \_\_\_\_\_ Approved in Open Board Meeting On: \_\_\_\_\_  
Signature \_\_\_\_\_ By: \_\_\_\_\_  
School Board Chair

Electronic Signature  
Form #4189 Revised 01/20  
RWR/JSM



# Facilities & Asset Management Initiative: Theory of Action



## Lead Measures

- Percentage of CGCS<sup>1</sup> recommendations incorporated
- Percentage of budgetary practices that comply with GFOA<sup>2</sup> Smarter School standards
- Project plan task completion

## Lag Measures

- Percentage of district locations using business plans to inform long term strategies for Capital Assets

## Theory

### If we execute this strategy:

Develop a capital funding planning document, develop long term business plans for key areas, and leverage existing resources that can be used to execute the business plans...

### Then we will realize this goal:

Ensure that BCPS's portfolio is aligned with its mission and with demand for services. Where demand exceeds District resources, institute unbiased, data-driven approaches for setting priorities and evaluating alternatives.

## Action Plan

1. Develop a capital funding planning document that has decision support tools, prioritization assumptions and standard templates intended for business planning of the core areas that utilize capital funding.
2. Develop long term business plans for key areas that address strategic initiatives and business objectives as well as a process for updating these plans.
3. Leverage existing resources (funding, organizational, parallel efforts, systems and processes) that can be used to execute the business plans as well as identify gaps in resources to progress those plans.

1. CGCS = Council of Great City Schools | 2. CFOA – Government Finance Officers Association





# Safety, Security, & Risk Mitigation Initiative: Theory of Action



## Lead Measures

- Percentage of key risks monitored
- Project plan task completion

## Theory

### If we execute this strategy:

Build a functioning Safety, Security, and Emergency Preparedness Division, establish an Enterprise Risk Management Framework, and infuse best practices in safety, security, data analytics, technology, communication, and accountability...

## Action Plan

1. Build a functioning Safety, Security, and Emergency Preparedness Division.
2. Establish an Enterprise Risk Management Framework.
3. Adopt best practices in data analytics, technology usage, and communication.
4. Develop processes, standard operating procedures, and training for District-wide incident management.
5. Implement internal and external recommendations related to safety, security, and accountability.

## Lag Measures

- District's Progress on Top-Ranked Safety and Security External-Source Recommendations
- Progress on Planning, Developing, and Executing a Safety and Security Training Program for all staff
- Safety Communications via Multiple Platforms

### Then we will realize this goal:

Establish a resilient and responsive organization prepared to address all risks, threats, and potential vulnerabilities.



# Safety, Security, & Risk Mitigation Initiative: Project Plan

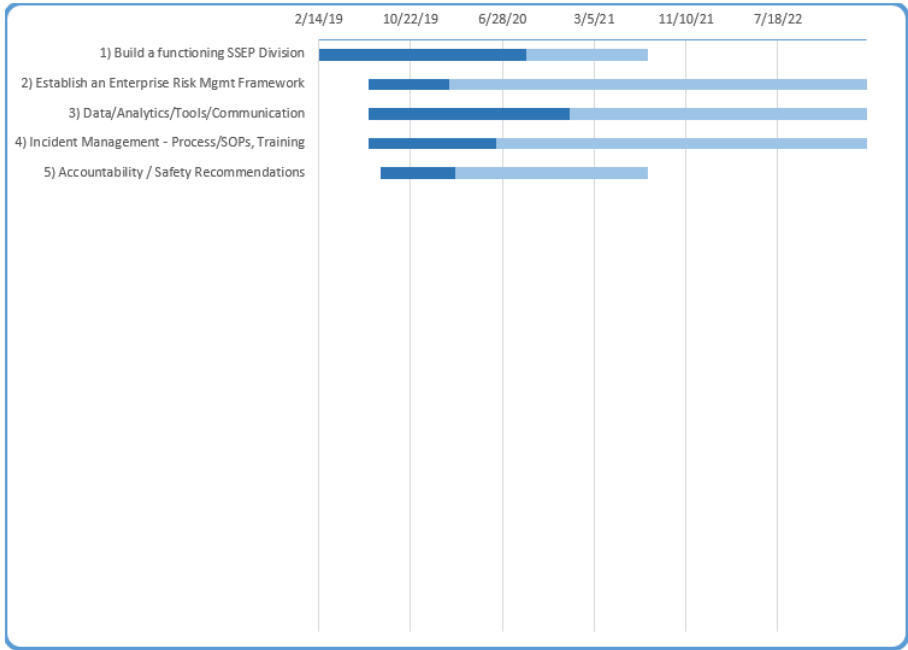


## Project Plan

### Initiative: Safety, Security, & Risk Mitigation

Initiative Lead: Aston Henry

Task Name	Owner	Start Date	End Date	Calc % Comp	Actual % Complete	Risk Level
1) Build a functioning SSEP Division	Chief Katz	2/14/2019	7/31/2021	49%	63%	Low
2) Establish an Enterprise Risk Mgmt Framework	A Henry/S	7/1/2019	6/30/2024	16%	12%	Low
3) Data/Analytics/Tools/Communication	Tracy Neal	7/1/2019	6/30/2024	16%	30%	Low
4) Incident Management - Process/SOPs, Training	A Henry/ T Neal	7/1/2019	6/30/2024	16%	19%	Low
5) Accountability / Safety Recommendations	Chief Katz	8/1/2019	7/31/2021	37%	28%	Low
				0%	0%	
				0%	0%	
				0%	0%	
				0%	0%	
				0%	0%	
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				0%	0%	
				0%	0%	
				0%	0%	



Project management tool provided by the Office of Strategic Initiative Management (SIM)



# Public Relations, Partnerships, & Legislation Initiative: Theory of Action



## Lead Measures

- Percentage of District Staff and leaders trained in external communication best practices
- Project plan task completion

## Lag Measures

- Number of Partnerships with Businesses, Community Orgs., and Law Enforcement
- Percentage of external communications meeting established standards

## Theory

### If we execute this strategy:

Establish and implement consistent procedures for partnerships, branding, communication, and engagement with stakeholders across multiple levels and channels  
...

### Then we will realize this goal:

Develop effective external communication processes (timely, complete, high quality) to meet the needs of families and community members, including business, higher education, legislative, non-profit organizations, and other community partners.

## Action Plan

1. Establish consistent procedures for partnerships at the district level and the school level.
2. Create a process to ensure consistent image, branding, and voice of the District.
3. Partner with media and community groups.
4. Develop a procedure to ensure consistent senior leadership participation in the District's advisory councils and committees.
5. Conduct surveys and/or focus groups to determine which communication formats, channels, content type, and frequencies are most preferred by various stakeholder groups
6. Establish and enforce consistent procedures and standards around social media usage across the District.
7. Engage with teachers and students to create social media content, such as videos, etc.
8. Ensure consistent communications with all elected officials on the local, state, and national level.
9. Provide training, preparation, and regular drills to School Board Members, senior leadership team, and school-based administrators on crisis communication.



# Public Relations, Partnerships, & Legislation Initiative: Project Plan

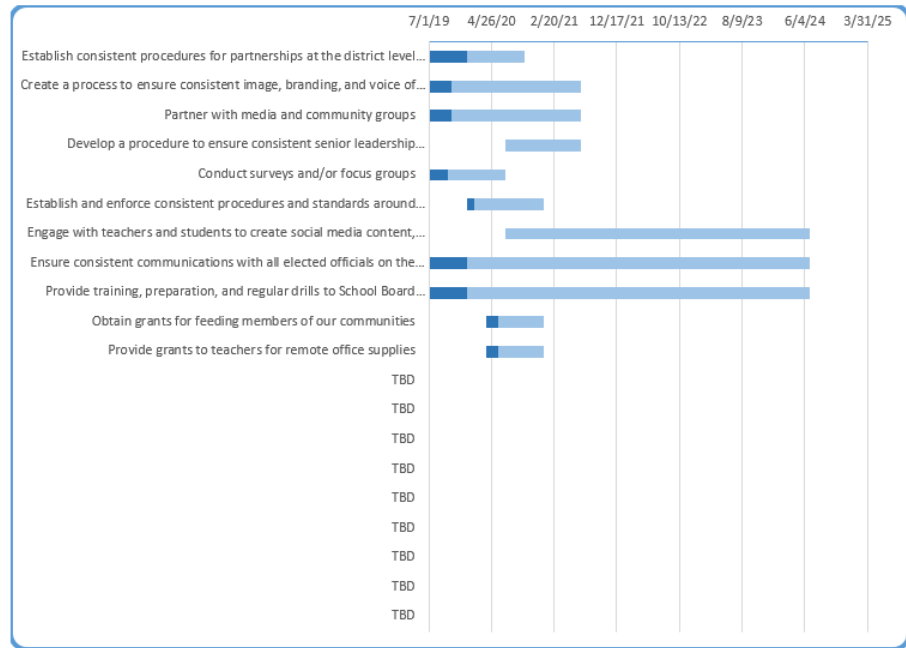


## Project Plan

### Initiative: Public Relations, Partnerships, & Legislation

Initiative Lead: John Sullivan

Task Name	Owner	Start Date	End Date	Calc % Comp	Actual % Complete		Risk Level
Establish consistent procedures for partnerships at the district level...	J Sullivan	7/1/2019	9/30/2020	66%	40%	🕒	Med
Create a process to ensure consistent image, branding, and voice of...	A Gomez	7/1/2019	6/30/2021	41%	15%	🕒	Med
Partner with media and community groups	J Sullivan	7/1/2019	6/30/2021	41%	15%	🕒	Med
Develop a procedure to ensure consistent senior leadership...	A Gomez	7/1/2020	6/30/2021	0%	0%	🕒	Low
Conduct surveys and/or focus groups	A Gomez	7/1/2019	6/30/2020	82%	25%	🕒	High
Establish and enforce consistent procedures and standards around...	J Sullivan	1/1/2020	12/31/2020	32%	10%	🕒	Med
Engage with teachers and students to create social media content,...	A Gomez	7/1/2020	6/30/2024	0%	0%	🕒	Low
Ensure consistent communications with all elected officials on the...	J Sullivan	7/1/2019	6/30/2024	16%	10%	🕒	Low
Provide training, preparation, and regular drills to School Board...	J Sullivan	7/1/2019	6/30/2024	16%	10%	🕒	Low
Obtain grants for feeding members of our communities	S Williams	4/1/2020	12/31/2020	9%	20%	🕒	Low
Provide grants to teachers for remote office supplies	S Ciriago	4/1/2020	12/31/2020	9%	20%	🕒	Low
TBD				0%	0%	🕒	
TBD				0%	0%	🕒	
TBD				0%	0%	🕒	
TBD				0%	0%	🕒	
TBD				0%	0%	🕒	
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TBD				0%	0%	🕒	
TBD				0%	0%	🕒	
TBD				0%	0%	🕒	
TBD				0%	0%	🕒	



Project management tool provided by the Office of Strategic Initiative Management (SIM)





# Customer Service Initiative: Theory of Action



## Lead Measures

- Percentage of District locations adopting common customer service standards
- Project plan task completion

## Theory

### If we execute this strategy:

Establish common definitions, standards, training, and measurement tools for customer service throughout the District...

## Action Plan

1. Establish common definitions for stakeholder, customer, and engagement.
2. Develop and adopt a clear set of customer service standards.
3. Provide District-wide training based on common customer service standards.
4. Educate internal and external customers about our customer service standards to ensure clear and consistent expectations.
5. Establish a common criterion-based tool for measuring customer service quality and gathering feedback, both from internal and external customers.
6. Explore the development of a customer service incentive and recognition program.

## Lag Measures

- Percentage of District locations receiving positive overall customer service survey responses
- Percentages of positive overall customer service survey responses from internal and external customers

### Then we will realize this goal:

Provide a positive, engaging, and caring experience to all stakeholders by maintaining and enhancing communications and interactions through quality service delivered in a professional manner.





# Marketing Initiative: Theory of Action



## Lead Measures

- Number of Communications Ambassadors
- Project plan task completion

## Theory

### If we execute this strategy:

Develop a marketing strategy that promotes the importance of Broward County Public Schools (BCPS) and value to the community.

## Action Plan

1. Reinforce brand (both visual graphic and brand statement):
  - Help drive enrollment and retention, including promotion of special programs.
  - Ensure consistent brand image alignment and standards across the District.
  - Connect with municipalities to amplify District messages.
2. Increase use of social media for stakeholder engagement:
  - Establish team of social media content managers and Communications Ambassadors.
  - Include certification process with required competencies.
  - Engage teachers and students as brand ambassadors.
3. Drive traffic to the District website and social media channels:
  - Create marketing and communications online resources.
  - Streamline website navigation and ensure ease of access.
  - Increase use of BCPS mobile app and QR codes for ease of access while reducing printed materials.

## Lag Measures

- Percentage of BCPS web pages aligned to Office of Communications standards
- Positive Media Coverage
- Social Media Usage

### Then we will realize this goal:

Reinforce the District brand, increase use of social media for stakeholder engagement, and drive traffic to the District website and social media channels.



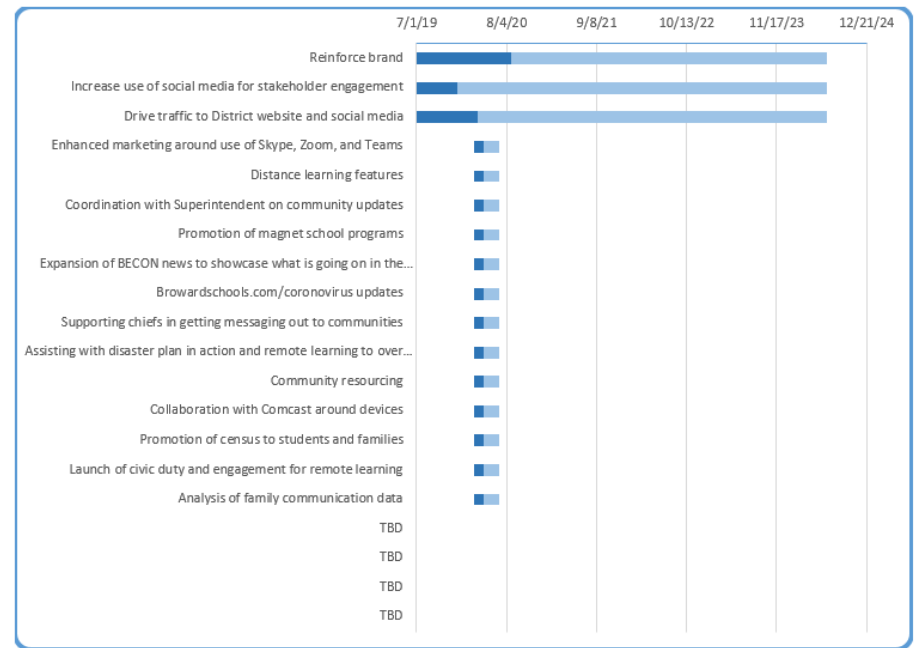
# Marketing Initiative: Project Plan



## Project Plan Initiative: Marketing

Initiative Lead: Jose Perez

Task Name	Owner	Start Date	End Date	Calc % Comp	Actual % Complete		Risk Level
Reinforce brand	Jose Perez	7/1/2019	6/30/2024	17%	23%		Low
Increase use of social media for stakeholder engagement	Jose Perez	7/1/2019	6/30/2024	17%	10%		Low
Drive traffic to District website and social media	Jose Perez	7/1/2019	6/30/2024	17%	15%		Low
Enhanced marketing around use of Skype, Zoom, and Teams	Jose Perez	3/15/2020	6/30/2020	44%	40%		Low
Distance learning features	Jose Perez	3/15/2020	6/30/2020	44%	40%		Low
Coordination with Superintendent on community updates	Jose Perez	3/15/2020	6/30/2020	44%	40%		Low
Promotion of magnet school programs	Jose Perez	3/15/2020	6/30/2020	44%	40%		Low
Expansion of BECON news to showcase what is going on in the...	Jose Perez	3/15/2020	6/30/2020	44%	40%		Low
Browardschools.com/coronavirus updates	Jose Perez	3/15/2020	6/30/2020	44%	40%		Low
Supporting chiefs in getting messaging out to communities	Jose Perez	3/15/2020	6/30/2020	44%	40%		Low
Assisting with disaster plan in action and remote learning	Jose Perez	3/15/2020	6/30/2020	44%	40%		Low
Community resourcing	Jose Perez	3/15/2020	6/30/2020	44%	40%		Low
Collaboration with Comcast around devices	Jose Perez	3/15/2020	6/30/2020	44%	40%		Low
Promotion of census to students and families	Jose Perez	3/15/2020	6/30/2020	44%	40%		Low
Launch of civic duty and engagement for remote learning	Jose Perez	3/15/2020	6/30/2020	44%	40%		Low
Analysis of family communication data	Jose Perez	3/15/2020	6/30/2020	44%	40%		Low
TBD				0%	0%		
TBD				0%	0%		
TBD				0%	0%		
TBD				0%	0%		



Project management tool provided by the Office of Strategic Initiative Management (SIM)



# 2024 Strategic Plan: HQI Metrics Development Status

HQI Metric	Status	HQI Metric	Status
School Academic Performance: Mastery vs. Growth: ELA	Met Target	Student Academic Performance: ELA, Middle	Approaching Target
School Academic Performance: Mastery vs. Growth: ELA	Approaching Target	Student Academic Performance: ELA, High	Met Target
School Academic Performance: Mastery vs. Growth: ELA High	Approaching Target	<b>Student Academic Performance: Math, Elementary</b>	Met Target
School Academic Performance: Mastery vs. Growth: ELA	Approaching Target	Student Academic Performance: Math, Middle	Approaching Target
<b>School Academic Performance: Mastery vs. Growth: ELA</b>	Met Target	Student Academic Performance: Algebra 1, Middle	Approaching Target
School Academic Performance: Mastery vs. Growth: Math	Met Target	Student Academic Performance: Algebra 1, High	Approaching Target
School Academic Performance: Mastery vs. Growth: Math	Approaching Target	<b>Student Academic Performance: Algebra 1,</b>	Approaching Target
School Academic Performance: Mastery vs. Growth: Math	Approaching Target	Student Academic Performance: ELLs, Elementary	Approaching Target
School Academic Performance: Mastery vs. Growth: Math	Approaching Target	Student Academic Performance: ELLs, Middle	Approaching Target
School Academic Performance: Mastery vs. Growth: Math	Met Target	Student Academic Performance: ELLs, High	Approaching Target
School Academic Performance: ESSA Elementary	Met Target	Student Academic Performance: Disabilities-ELA,	Met Target
School Academic Performance: ESSA Middle	Approaching Target	Student Academic Performance: Disabilities-ELA,	Approaching Target
School Academic Performance: ESSA High	Approaching Target	Student Academic Performance: Disabilities-ELA,	Approaching Target
School Academic Performance: ESSA Combo	Approaching Target	Student Academic Performance: Disabilities-Math,	Met Target
School Academic Performance: ESSA District Total	Approaching Target	Student Academic Performance: Disabilities-Math,	Approaching Target
<b>Student Academic Performance: KG Readiness</b>	Approaching Target	<b>Student Academic Performance: Higher Education</b>	Met Target
<b>Student Academic Performance: Primary Reading, Grade 1</b>	Approaching Target	<b>Graduation Rate</b>	Approaching Target
<b>Student Academic Performance: Primary Reading, Grade 2</b>	Approaching Target	Connection to School, Middle	Approaching Target
<b>Student Academic Performance: ELA, Grade 3</b>	Approaching Target	Connection to School, High	Approaching Target
<b>Student Academic Performance: ELA, Grade 10</b>	Approaching Target	College and Career Exploration, Middle/High	Approaching Target
Student Academic Performance: ELA, Grades 4 & 5	Met Target	Personalized Educational Pathways	Under Development

**Bold indicates Primary Metrics**

**26% Met Target** – 2020 Target has been Met

**71% Approaching Target** – Metrics and Targets Defined, Data Available, and Work in Progress

**3% In Development** – Defining Metrics, Establishing Processes, or Data Unavailable



# 2024 Strategic Plan: SSE Metrics Development Status

SSE Metric	Status	SSE Metric	Status
<b>Safety Preparedness: External-Sourced Recommendations</b>	In Progress	Teacher Retention: Mobility, Middle	Under Development
Safety Preparedness: Priority 1 and 2 Work Orders	In Progress	Teacher Retention: Mobility, High	Under Development
Safety Preparedness: Priority 1 and 2 Completion Time	Met Target	<b>Professional Learning</b>	Under Development
Safety Preparedness: Training Program	In Progress	<b>Student Behavior Supports, Elementary</b>	Under Development
Safety Preparedness: Communications - Alerts Sent	Under Development	<b>Student Behavior Supports, Middle</b>	Under Development
Safety Preparedness: Communications - Tips Received	Under Development	<b>Student Behavior Supports, High</b>	Under Development
<b>Perceptions of Safety and Supports, Elementary Students</b>	Approaching Target	Operational Efficiency: Finance	In Progress
<b>Perceptions of Safety and Supports, Secondary Students</b>	Approaching Target	<b>Operational Efficiency: Finance</b>	In Progress
<b>Perceptions of Safety and Supports, Parents</b>	Approaching Target	Operational Efficiency: Food Services	In Progress
<b>Perceptions of Safety and Supports, School Staff</b>	Approaching Target	<b>Operational Efficiency: Food Services</b>	In Progress
<b>Perceptions of Safety and Supports, District Staff</b>	Under Development	Operational Efficiency: Information & Technology	In Progress
<b>Perceptions of Safety and Supports, Community</b>	Under Development	Operational Efficiency: Information & Technology	In Progress
<b>Student Attendance, Elementary</b>	Approaching Target	Operational Efficiency: Maintenance	In Progress
<b>Student Attendance, Middle</b>	Approaching Target	<b>Operational Efficiency: Maintenance</b>	In Progress
<b>Student Attendance, High</b>	Approaching Target	<b>Operational Efficiency: Procurement</b>	In Progress
<b>Teacher Retention: New Hire Retention, 5 Years</b>	Approaching Target	Operational Efficiency: Procurement	In Progress
Teacher Retention: New Hire Retention, 4 Years	Approaching Target	Operational Efficiency: Transportation	In Progress
Teacher Retention: New Hire Retention, 3 Years	Approaching Target	<b>Operational Efficiency: Transportation</b>	In Progress
Teacher Retention: New Hire Retention, 2 Years	Approaching Target	<b>Social-Emotional Learning, Elementary</b>	Under Development
Teacher Retention: New Hire Retention, 1 Year	Approaching Target	<b>Social-Emotional Learning, Middle</b>	Under Development
Teacher Retention: Mobility, Elementary	Under Development	<b>Social-Emotional Learning, High</b>	Under Development

Bold indicates Primary Metrics

**2% Met Target** – 2020 Target has been Met

**29% Approaching Target** – Metrics and Targets Defined, Data Available, and Work in Progress

**36% In Progress** – Data Available and Work in Progress

**33% Under Development** – Defining Metrics, Establishing Processes, or Data Unavailable



# 2024 Strategic Plan: EC Metrics Development Status

EC Metric	Status
<b>Perceptions of Communication, Elementary Students</b>	Approaching Target
<b>Perceptions of Communication, Secondary Students</b>	Approaching Target
<b>Perceptions of Communication, Parents</b>	Approaching Target
<b>Perceptions of Communication, School Staff</b>	Approaching Target
<b>Perceptions of Communication, District Staff</b>	Under Development
<b>Perceptions of Communication, Community</b>	Under Development
<b>Community Partnerships</b>	Under Development
<b>Communications Ambassadors</b>	In Progress
<b>Family Connection</b>	Under Development
<b>Positive Media Coverage</b>	In Progress
<b>Social Media Usage</b>	Under Development

**Bold indicates Primary Metrics**

**36% Approaching Target** – Metrics and Targets Defined, Data Available, and Work in Progress

**18% In Progress** – Data Available and Work in Progress

**45% Under Development** – Defining Metrics, Establishing Processes, or Data Unavailable

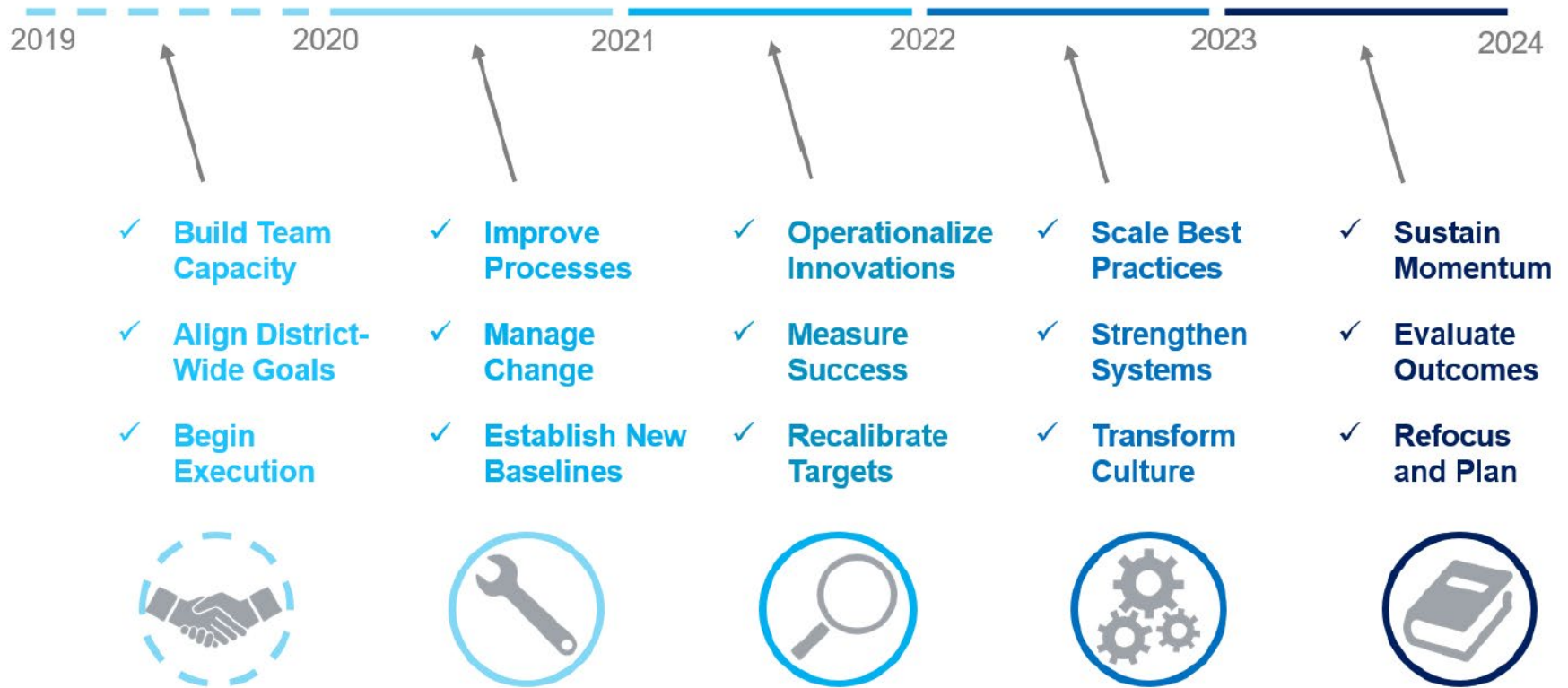


# 2024 Strategic Plan: District-Wide Alignment





# 2024 Strategic Plan: Maturity Model



# 2024 Strategic Plan: Communications Framework

- SIM Website & SharePoint site
- Monthly Newsletters
- Poster & QR Code
- Monthly Newsletters
- Annual Outcomes Reports
- Planning Retreats
- Social Media
- Other Marketing Materials



**BCPS Mission:** Educating all students to reach their highest potential.

- High-Quality Instruction
- Safe & Supportive Environment
- Effective Communication

Office of Strategic Initiative Management (SIM)  
Broward County Public Schools

## 2024 Strategic Plan

**OUR VISION:** Educating today's students to succeed in tomorrow's world.

**OUR MISSION:** Educating all students to reach their highest potential.

**OUR CORE VALUES:**

- Student Focus
- Teaching Excellence
- Accountability
- Respect
- Safety

**OUR GOALS:**  
High-Quality Instruction | Safe & Supportive Environment | Effective Communication

**OUR CAMPAIGNS & INITIATIVES:**

- Support Services for All**
  - Student, Employee, & Supplier Diversity
  - Prevention, Intervention, & Assistance
  - Social-Emotional Learning
- Student Experience**
  - Achievement & Equity
  - College, Career, & Life Readiness (PreK-Adult)
  - Personalized Pathways
  - Enrollment Optimization
- Retain, Develop, & Recruit**
  - Employee Retention & Recruitment
  - Professional Learning for All
  - Organizational Structure & Aligned Funding
- Let's Connect**
  - Public Relations, Partnerships, & Legislation
  - Internal Communication
  - Marketing
  - Customer Service
- Our Data, Our Tools**
  - Data Governance & Use
  - Tool Development, Implementation, & Use
- Refresh, Redesign, & Reduce Risk**
  - Operational & Process Improvement
  - Facilities & Asset Management
  - Safety, Security, & Risk Mitigation

**Published by the Office of Strategic Initiative Management (SIM).**  
Access the full 2024 Strategic Plan at [www.browardschools.com/strategicplan](http://www.browardschools.com/strategicplan).



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