

**Dr. Vickie L. Cartwright**

# **Superintendent's Statement of Action Update Report**

**January 2023**

# Superintendent's Top Ten Accomplishments

## 1. Negotiated one of the largest raises for teachers in 10 years

- Investing ~\$60M into our teachers
  - All BCPS teachers receive a \$1,000 one-time bonus at a cost of \$14M
  - Beginning teachers' salaries will be \$48,925. This is one of the most competitive starting salaries in the state
  - Teachers on the Grandfathered salary schedule receive a 4% salary increase
  - Teachers on the Pay for Performance salary schedule who are rated Highly Effective receive a 5% salary increase. Teachers who are rated Effective receive a 3.75% salary increase
  - BCPS absorbed the increased costs of health benefits, totaling approximately \$9M in savings for teachers

## 2. Graduation rates improved significantly versus pre-pandemic

- BCPS increased its graduation rate more than twice the rate of the state average
- Subgroups of White, Black, Hispanic, Students with Disabilities and Free and Reduced Lunch have a higher graduation rate than the state's average
- Increased from five to six schools having a 100% graduation rate.
- If charter and center schools are removed, BCPS' graduation rate is 93.9%

## 3. Reorganized District leadership to improve direct communication and support with schools

- Implementing structural and process changes to ensure schools have the needed supports
- Implementing a targeted ESE Action Plan to address identified areas of concern



# Superintendent's Top Ten Accomplishments

## 4. Passed “Secure the Next Generation” Referendum

- Secured nearly a billion dollars in additional funding, (over the course of four years beginning in June 2023) through a voter-approved referendum
- Referendum increased millage from 0.5 mills to 1.0 mills

## 5. Improved school and District grades overall, missing “A” District Grade by one percentage point

## 6. After years of implementation delays, launched Here Comes the Bus application for parents

## 7. Implemented significant improvements in school safety and security

- *“I think the District has made more progress under Dr. Cartwright in the last six months than I’ve seen in the previous four years.”* Sheriff Bob Gualtieri - Chair, Marjory Stoneman Douglas High School Public Safety Commission
- The District is now using handheld metal detectors during the school day to conduct random screenings, in accordance with School Board Policy 2010 – Use of Handheld Metal Detectors on School District Property
- Converted color code system to plain language for notification during crises
- After years of delays, a solution is being implemented for our Deaf and Hard of Hearing community at our cluster sites will have a visual alert system when an alert occurs
- Multiple other safety initiatives have been implemented



# Superintendent's Top Ten Accomplishments

*"Thank you, Dr. Cartwright - appreciate you being here today, and you have made a lot of progress over the last year. You and I have had a fair amount of communication this year, and **you moved the needle considerably. And you and your staff and the entire District should be recognized for that. I said it publicly a few months ago, I think you made more progress I said in the last six months, I'll say in the last year than what was done in the prior four years because of a commitment to change in culture, change in leadership, putting the right people in the right seats, and making sure that things were followed through.**"*



**Sheriff Bob Gualtieri**

Chair, Marjory Stoneman Douglas High School Public Safety Commission

1:14:50 - 1:15:30

<https://thefloridachannel.org/videos/8-2-22-marjory-stoneman-douglas-high-school-public-safety-commission-part-2/>



# Superintendent's Top Ten Accomplishments

## 8. **Successfully reopened the 2022-23 school year amid a nationwide labor shortage**

- Every bus route had a driver on the first day of school
- Every core academic classroom had a certified teacher on the first day of school
- Utilized an innovative approach for job fairs that attracted multiple applicants to fill instructional and non-instructional vacancies

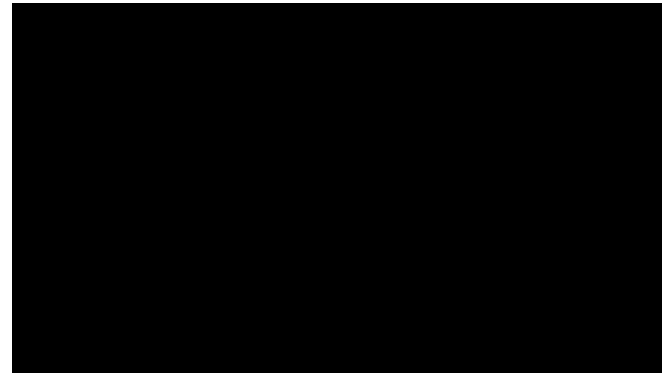
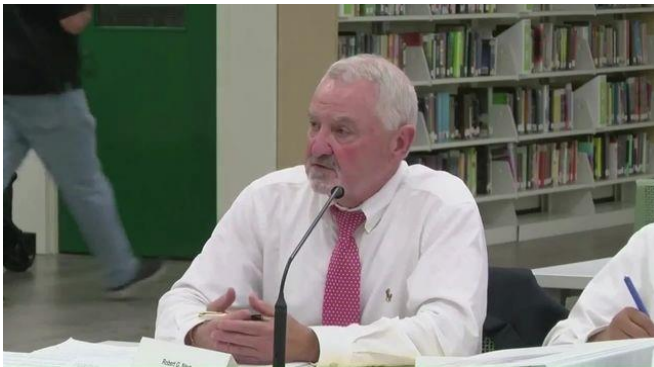
## 9. **The District is re-engaging and significantly strengthening relationships in Broward County to provide mental health services to students**

- Increased referrals with Broward Behavioral Health Coalition to continue to provide mental health counseling through this comprehensive online referral source.
  - Since the October launch, mental health professionals have referred 182 students. (Referrals through BBHC Online target students with severe mental health issues that may require wraparound services, such as case management. Timely processing and intake to initiate services is crucial.)
  - All school social workers and family therapists are now trained and able to make referrals through the system.
- The Family Counseling Program, School Board of Broward County, in partnership with Broward County has provided over 1,011 students with services since August 16, 2022.
  - Supervisors and team leaders have been making weekly visits to schools to provide support to therapists and inform schools of program services.



# Superintendent's Top Ten Accomplishments

10. **At the December 19, 2022 Bond Oversight Committee (BOC) meeting, TaxWatch Senior Vice President of Research Bob Nave praised the Program's ability to make significant progress since the schedule reset in 2020**
- The SMART program has experienced implementation delays since the onset of the program (2014).
  - After the reset, there were approximately 40 projects behind schedule each quarter. **However, in the last quarter there are 46 projects ahead of schedule.**
  - The Superintendent and District have taken measures to get the program back on track.
  - Since those measures were implemented, the program has since made notable strides toward a completion date by the end of the year 2025 (new reset date)



**Bob Nave**

TaxWatch Senior Vice President of Research



# Statement of Action Focus Areas

## Seven focus areas are:

1. Board Relations
2. Community Engagement
3. Grand Jury Report
4. Human Resources
5. Operations
6. Safety
7. Student Achievement



# Board Relations

## Action Item

Ensure the Board is always informed with the most accurate information available on critical items and issues so they may provide support where needed and improve on the response and reporting time on pertinent issues.

Address unanswered Board questions and responses and improve on communications and notification efforts (stop getting late responses or belated information).

## Superintendent Response

As Superintendent, I have implemented a consistent process for leadership communication with the Board.

As Superintendent, I have implemented a formal tracking process and now all Board responses are answered in a timely manner.





# Community Engagement

## Action Item

Institute processes that will minimize misconstrued information among our community groups.

Meet, engage and act on issues with the ESE Advisory Committee, Facilities Task Force, and District Advisory Committee as well as all other committees.

## Superintendent Response

As Superintendent, I utilize multiple communication channels to provide accurate information to our communities.

As Superintendent, I have personally attended or assigned a cabinet level representative to all advisory/committee meetings to engage and act upon issues and concerns.



# Community Engagement

## Action Item

Clarify the data request process for committee groups and address any pending motion requests.

Meet and follow-up with the Deerfield and Pompano Beach community on aforementioned matters.

## Superintendent Response

As Superintendent, I directed staff to update communication with the motion process which resulted in 100% of motions submitted in fourth quarter 2022 being completed on time.

As Superintendent, I held a District 7 Townhall Meeting for the Deerfield and Pompano Beach communities.



# Grand Jury Report Follow-Up

## Action Item

Request to hire an outside firm/consultant to review the findings of the Grand Jury Report

## Superintendent Response

As Superintendent, I have selected an audit firm. A budget amendment will be presented to the Board for approval at the February 15, 2023, Regular School Board meeting.



# Human Resources

## Action Item

Develop an “open-door” culture to encourage value, openness, and acceptance of reporting concerns

Improve the process for the vetting and screening of applicants during the recruitment phase

## Superintendent Response

As Superintendent, I will continue to encourage open communication by creating an environment where our staff feels comfortable expressing their opinions, ideas, and concerns.

I am also creating a pathway for our staff to share their feedback anonymously through the selection and implementation of a community, staff, and stakeholder feedback software platform.

Feedback, especially on our District's culture, is taken seriously and being responded to promptly and appropriately.

As Superintendent, I have implemented the improved screening and selection process by recommending policy revisions adopted by the Board.



# Operations

## Action Item

Add the financial closeout to the quarterly SMART Bond Update provided to the Bond Oversight Committee (BOC).

Improve the public records request process and address the vast number of pending requests.

Provide a timeline that addresses the plan for under-enrollment in schools and right-sizing the district.

## Superintendent Response

As Superintendent, I have added the financial closeout to the Quarterly SMART Bond update.

As Superintendent, in the last ninety (90) days, I set expectations and directed staff to revise our process and system. As of October 19, 2022, the District had a backlog of 369 open public record requests that have been addressed.

As Superintendent, I have led an aggressive reengagement campaign that has resulted in 1,704 students returning to BCPS Schools, provided leadership to start the re-boundary conversations, and lead the conversations for right-sizing the District.



# Operations

## Action Item

Provide direction on the Wind Rider requirements and the various levels of risk and coverage.

Provide the steps we are implementing on saving the district time and money in the areas of vendor payments.

Optimize facilities and bring current industry standard to operations.

## Superintendent Response

As Superintendent, I have verified that the current Wind Rider requirements are correct and are being followed.

As Superintendent, I have initiated a vendor payment improvement process.

As Superintendent, I have made more efficient use of funding and staff by directing substantive changes in the District's Facilities Division to optimize the SMART Bond Initiative and maintenance resources.



# Operations

## Action Item

Ensure school administrators are clear on who to contact at the district level for complex or problematic concerns.

Hold individuals accountable for their actions when needed.

Determine if low bidders add change orders that bring up the initial bid cost to a higher amount.

Improve all the needed steps following construction closeout.

## Superintendent Response

As Superintendent, I reestablished the regional and associate offices to move resources closer to schools.

As Superintendent, I have established clear expectations for cabinet members to reinforce accountability measures within their areas of responsibility and take the appropriate actions as needed.

As Superintendent, I have investigated this concern and confirm it is not occurring.

As Superintendent, I have implemented a clearly defined process for construction close-outs.



# Safety

## Action Item

Investigate reasons and address, if possible, delays on the intercom project.

Request for instructors to delay students from leaving the room in the case of fire alerts.

## Superintendent Response

As Superintendent, I worked with staff to identify root cause problems of the intercom project delays and a strategy is being implemented to expedite the project completion date.

As Superintendent, I directed staff to rewrite our fire drill and evacuation procedures to ensure we are providing an orderly evacuation with students and staff.





# Student Achievement

## Action Item

Ensure the PROMISE program is not being misused and underreported.

Research the pending materials (math books) for delivery to schools.

## Superintendent Response

As Superintendent, I have added additional oversight components to ensure discipline data is entered properly into the Juvenile Justice Information System (JJIS)/Prevention Web.

As Superintendent, I directed staff to enforce the terms of Instructional Materials Agreement with vendors and to refine the purchasing and management processes that resulted in zero back-orders for previously adopted materials and 22 elementary schools needing 3<sup>rd</sup> grade math consumable books due to new orders being placed.



# Student Achievement

## Action Item

Review the implementation and compliance supports for our students with IEPs.

Produce a plan to address underperforming school and students not meeting grade level standards.

## Superintendent Response

As Superintendent, I directed and worked with staff to refine a process for monitoring and verifying the Individualized Education Plan (IEP) implementation that has demonstrated a compliance rate of 98% to date. A newly developed Exceptional Student Education Plan of Action to address critical areas of need has been developed and is currently being implemented.

As Superintendent, I directed and have worked with staff to implement an instructional leadership professional learning series and earmarked \$46.3 million for extended learning opportunities to address student learning loss.





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Dr. Vickie L. Cartwright  
Superintendent of Schools

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