

| District Strategic Goals/Action Plan | SSW Area of Focus/Goals |
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| <p>Focus Area: Student Achievement</p> <p>Personalize learning as a means to increase individual student performance outcomes.</p> <p>Performance Targets:</p> <ul style="list-style-type: none"> ✚ Under the calculations outlined in Florida’s System of School Improvement and Accountability, Volusia County Schools will earn an “A” district grade. ✚ The Volusia graduation rate will show continuous improvement by meeting or exceeding the state average. ✚ District achievement on all statewide and national assessments will meet or exceed state and national averages. [Florida Standard Assessments, End of Course (EOC), FCAT, ACT, SAT, Advanced Placement (AP), International Baccalaureate (IB), and Industry Certification] ✚ Increase student enrollments in Science, Technology, Engineering and Math (STEM), Advanced Placement (AP), Career and Technical Education (CTE), Dual Enrollment, and Advancement Via Individual Determination (AVID) courses. ✚ By the end of their 8th grade school year, 75% of the students will earn a Digital Tools Certificate. | <p>Personalize learning as a means to increase individual student performance outcomes.</p> <p>Performance Targets:</p> <ul style="list-style-type: none"> ✚ Increase school attendance and academic engaged time ✚ Increase graduation assurance for all students ✚ Ensure compliance of indicator 11 |
| <p>Strategies:</p> <ul style="list-style-type: none"> ✓ Promote high quality early childhood educational experiences that will ensure kindergarten readiness. ✓ Combine rigorous academics with relevant career and technical opportunities for learning that meets individual needs, while providing opportunities for choice. ✓ Provide facilities that support student learning environments. ✓ Encourage student involvement in extra-curricular activities to promote student achievement. ✓ Increase student access to digital learning tools. ✓ Deliver differentiated experiences in professional learning for all employees to support individual needs for improved student achievement. ✓ Maintain a positive partnership with families, business partners, and the community. ✓ Place highly qualified (evaluation rating) school leaders in the lowest performing schools. ✓ Ensure continuous monitoring of student performance, working together with families to understand assessment results, grading and reporting of data. ✓ Fund and support effective remediation/intervention programs for targeted students not mastering grade-level and/or course standards. | <p>Strategies:</p> <ul style="list-style-type: none"> ✓ Promote attendance in pre-kindergarten to ensure kindergarten readiness ✓ Encourage student participation in extra-curricular activities ✓ Continuously monitor student progress and keep parent involved and accountable ✓ Advocate and inform parents of remedial and intervention programs that are available ✓ Identify barriers, develop and implement effective interventions, and provide linkage to services to promote student achievement ✓ Implement effective strategies to improve student attendance and academically engaged time ✓ Implement academic improvement programs ✓ Assist in developing positive behavioral intervention strategies ✓ Support and advise all students on rigorous academic curriculum and programs available ✓ Identify barriers that hinder academic achievement and implement data-driven solutions and strategies that allow students to reach their maximum potential ✓ Maintain a positive partnership with families, business partners, and the community |

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| <p>Focus Area: Curriculum</p> <p>Increase the academic achievement of all students through effective instruction, a challenging, rigorous curriculum, and multiple instructional pathways for students to meet their individual needs.</p> <p>Performance Targets:</p> <ul style="list-style-type: none"> ✚ Academic improvement for all students by enhancing academic relevance and rigor, measured by an increase in the Annual Measurable Objective (AMO) targets. ✚ Meet Least Restrictive Environment expectations in state performance plan by ensuring that 80% of students with disabilities are instructed with their non-disabled peers at least 80% of the school week. ✚ Increase availability of digital content, virtual courses and blended learning classrooms across all grade levels and subject areas. ✚ Expand access to Virtual Learning Labs in all schools to provide access and support for the growing number of students enrolled in part-time virtual instruction and other personalized learning solutions. ✚ Expansion of postsecondary curricular offerings available to students, including but not limited to dual enrollment, transition fairs and summer programs. ✚ Increase program offerings and enrollment in Career and technical Education (CTE) courses and career academies, with equitable access districtwide. | <p>Increase the academic achievement of all students through effective instruction, a challenging, rigorous curriculum, and multiple instructional pathways for students to meet their individual needs.</p> <p>Performance Targets:</p> <ul style="list-style-type: none"> ✚ Organize learning supports within a multi-tiered system based on levels of student need ✚ Identify homeless students at the percentage rate of FDOE/state standard |
| <p>Strategies:</p> <ul style="list-style-type: none"> ✓ Align instructional plans developed by coaches and teachers with school improvement plans and the district's strategic plan. ✓ Guide assessments in an appropriate scope and sequence for student success. ✓ Strengthen the continued implementation of district support to schools using a system of liaisons to identify and provide appropriate and differentiated supports to advance student achievement. ✓ Expand implementation of sustainable interventions within a multi-tiered system of supports to address students' academic, social, emotional, behavioral, health, and/or mental health needs. ✓ Continue to offer professional learning for integrated curriculum and project-based learning, aligned with the Florida Standards. ✓ Increase professional learning offerings for teachers whose courses include industry certification exams. | <p>Strategies:</p> <ul style="list-style-type: none"> ✓ Participate in Problem Solving Teams at schools, Staffings, Response to Intervention initiatives, Behavior Support Teams, District Student Placement Committee, and Manifestation meetings ✓ Use assessment data to identify strengths and weakness for IEP, Behavior Improvement Plans, and remedial activities ✓ Complete Social & Developmental Assessments to determine factors which may affect a student's ability to learn ✓ Provide bilingual services and consult with parents in the ESOL Program ✓ Ensure that identified homeless students have equal access to public education and appropriate services ✓ Ensure, monitor, and provide follow-up services for students identified as developing a pattern of non-attendance ✓ Collaborate with all school personnel to assess students' social/emotional/cultural obstacles to their academic success ✓ Provide counseling as a related service (CARS) to identified students ✓ Annual training for SSW staff on graduation requirements for middle school and high school students and remediation options (i.e. Odyssey, virtual, etc.) |

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| <p>Focus Area: Internal/External Communication</p> <p>Improve internal and external communication systems to maximize student achievement, promote collaboration and build positive relationships.</p> <p>Performance Targets:</p> <ul style="list-style-type: none"> ✚ Responses to the climate surveys Advancing Excellence in Education Accreditation – (AdvancED) will exceed the minimal required responses required: 20% of families, 40% student, and 60% staff. ✚ District reports will indicate improvement in each of the 5 accreditation standards derived from the results of the spring surveys. ✚ Increased number of business and postsecondary partners. | <p>Improve internal and external communication systems to maximize student achievement, promote collaboration and build positive relationships.</p> <p>Performance Targets:</p> <ul style="list-style-type: none"> ✚ Increase the number of parent satisfaction surveys / homeless surveys / school satisfaction survey (as applicable) / school social work departmental survey / intern survey (as applicable) ✚ Increase, strengthen and diversify our community partnerships ✚ Maintain accountability through data collection (i.e., end of year reports/statistics) ✚ Review staff activities in order to ensure optimum utilization of resources and alignment with areas of focus |
| <p>Strategies:</p> <ul style="list-style-type: none"> ✓ A newly created Comprehensive Communication Plan will be monitored to support a tight alignment to the strategic plan. ✓ Utilize multiple marketing and media platforms to share success stories and positive information about students, staff, schools, instructional programs, and projects, including the half-cent sales tax, promotion/graduation requirements and post-secondary opportunities. ✓ Disseminate time sensitive information with expedience and accuracy, including mass email and text messaging. ✓ Redesign monthly administrative meetings into professional learning sessions for the purpose of increasing administrator knowledge of Florida Standards, instructional best practices (Volusia System for Empowering Teachers – VSET), and instructional leadership (Volusia System for Empowering Leaders – VSEL, Volusia District Administrators Evaluation System – VDAES). ✓ Increase opportunities for the Volusia community, business partners and families to collaborate with district and school leaders on instructional programs that support increased student achievement and success. ✓ Expand partnerships with universities, municipalities, legislative delegations, and other organizations to increase opportunities that will move our school communities forward. ✓ Support all families with language barriers in facilitating translations and interpretations of documents; ensuring that a document library is accessible. ✓ Individual schools use their website-apps to increase student/public awareness of their school-based activities and general campus information. | <p>Strategies:</p> <ul style="list-style-type: none"> ✓ Revise the homeless survey to include the deliverables in grant ✓ Revise the Parent Satisfaction Survey to be all inclusive of the SSW team services ✓ Utilize survey monkey for future surveys ✓ Expand the stakeholders surveyed for feedback ✓ Continue partnerships with DBPD, SDPB, One Voice for Volusia, Stetson University, Daytona State College, Bethune Cookman University, etc. ✓ Maintain the diversity of staff in supporting families with language barriers ✓ Expand mental health services in schools ✓ Continue the Coordinator’s community collaborations, share information and bring agency representation to the staff ✓ Document Homeless Liaison’s Collaboration via yearly contact log ✓ Maintain School Social Services webpage to share/communicate information and processes ✓ Ensure yearly statistics are completed and used for decision-making purposes |

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| <p>Focus Area: Human Resources</p> <p>Attract, hire, continuously develop, retain, and reward highly qualified staff to improve academic achievement and student success.</p> <p>Performance Targets:</p> <ul style="list-style-type: none"> ✚ All staff will be high performing in their area of specialty. ✚ Volusia’s beginning teacher salary will be within the top 10% in Florida in order to recruit the best and brightest university graduates. ✚ Increase the number of school volunteers who will serve in a variety of ways to support student achievement, such as mentors, tutors, or career development. | <p>Attract, hire, continuously develop, retain, and reward highly qualified staff to improve academic achievement and student success.</p> <p>Performance Targets:</p> <ul style="list-style-type: none"> ✚ All School Social Workers will be high performing ✚ All School Social Workers hired will be at the Masters level with the highest level of qualification ✚ Train MSW interns in School Social Work ✚ Provide peer mentorship and support to new hires |
| <p>Strategies:</p> <ul style="list-style-type: none"> ✓ All staff will collaborate through a simplified online professional growth system, which includes evaluation evidence, deliberate practice plans, and aligned professional learning opportunities for targeted role-based support. ✓ The enhanced professional growth/evaluation system will integrate career management, succession planning, and compensation/benefits to support instructional excellence. ✓ Partner with local colleges and universities to provide instructional framework training and support to educational staff and student interns, with the goal of increasing the number of preservice teachers hired after graduation. ✓ Identify exemplary teacher education universities, technical schools and specialized programs to actively recruit the graduates. ✓ Ensure all professional learning opportunities meet Florida Professional Learning Protocol Standards; align with evaluation systems; and support individual, school and district needs. ✓ Encourage all staff to pursue professional learning opportunities. ✓ Realign teacher schedules to allow time for professional learning opportunities that emphasizes high-effect-size instructional strategies aligned to the Volusia System for Empowering Teachers (VSET). Maintain School Leadership Teams for the purpose of creating, monitoring and supporting School Improvement Plans and facilitating embedded school-based professional learning plans. ✓ Expand transformational Teacher Leadership to include more opportunities for teacher leaders to grow and lead. ✓ Create an environment where support personnel are valued for their experience, expertise and contributions. ✓ Recognize highly qualified staff and encourage them to share best practices. | <p>Strategies:</p> <ul style="list-style-type: none"> ✓ All staff will practice under NASW Standards for SSW and the professional growth system, which includes evaluation evidence, DPP, and alignment of professional learning ✓ Adhere to the Professional Standards and the Code of Ethics of the professions of social work and education ✓ School Social Workers are responsible for the continued development of their knowledge and skills and for remaining current in the field ✓ Develop and provide in-service training to teachers, other school personnel, and staff of community agencies regarding state and district procedures/policies (i.e. child abuse and suicide prevention, attendance compliance, navigating the educational system, homelessness, involved family and community, etc.) ✓ Work collaboratively with, as well as provide direct support to staff ✓ All staff providing peer mentorship must complete the Clinical Education requirements ✓ All staff supervising MSW Interns must complete the 16 hour UCF Field Instructor training ✓ Build opportunities for staff to expand on their areas of interests, develop their leadership skills, and share best practices ✓ Ensure SSW mission and goals are aligned with the district Strategic Plan and monitor accordingly ✓ Maintain a standing interview panel to ensure that potential employees meet the hiring credentials and are highly qualified |

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| <p>Focus Area: Fiscal Management</p> <p>Ensure that all resources in the district are allocated to support the highest level of student achievement and the strategic plan priorities with fiscal responsibility and transparency.</p> <p>Performance Targets:</p> <ul style="list-style-type: none"> ✚ The newly created Project Oversight Committee, comprised of seven members (one selected by each board member and two selected by the superintendent), will review the capital budget and oversee the half cent sales tax program, presenting yearly to the School Board. ✚ Districtwide electric consumption will be reduced by 5%. ✚ A committee will review current district and school practices for business partnerships, advertising, and fundraising ideas, following up with reporting best practices, recommendations and proposed guidelines. | <p>Ensure that all resources in the district are allocated to support the highest level of student achievement and the strategic plan priorities with fiscal responsibility and transparency.</p> <p>Performance Targets:</p> <ul style="list-style-type: none"> ✚ Generate additional programs and services utilizing federal and state funding (i.e. Medicaid billing, Homeless grant, etc.) ✚ Generate more funds for SSW positions by completing designated Time and Effort logs ✚ Support department needs by submitting annual workbench allocation ✚ Provide additional funding support by collaborating with community partners and stakeholders |
| <p>Focus Area: Operations/Infrastructure</p> <p>Prioritize and provide resources for a safe, secure, supportive, and innovative learning environment that cultivates 21st century learner.</p> <p>Performance Targets:</p> <ul style="list-style-type: none"> ✚ All students will have access to a digital learning infrastructure with appropriate bandwidth, devices, and resources to support the highest levels of achievement. ✚ All teachers and students will have access to their personal technology resources through a Bring Your Own Technology (BYOT) wireless network, separate from the Volusia Wide Area Network (WAN), assisting in the development of real-world, 21st-century skills. ✚ 100% of district and school-based instructional and support staff will attend role-based professional development to acquire the skills necessary to access and manage the new student information system. ✚ Updated security systems and procedures will be monitored and documented through continuing communications and partnerships with local law enforcement agencies. ✚ Custodial service providers will meet contractual requirements through posted quality control inspections. | <p>Prioritize and provide resources for a safe, secure, supportive, and innovative learning environment that cultivates 21st century learner.</p> <p>Performance Targets:</p> <ul style="list-style-type: none"> ✚ Staff will attend professional development to acquire the necessary skills to access and manage the new student information system and district approved technology programs (i.e. One Note, SharePoint, MaxCapture, social media, etc.) ✚ Staff will receive professional development on Safety and Security mandates and respond appropriately ✚ Staff will receive professional development in crisis response strategies and provide district support to schools ✚ Publish and disseminate the Bullying and Harassment Manual, Crisis Response Guide, and Concern of Harm Guide |

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| <p>Strategies:</p> <ul style="list-style-type: none"> ✓ Ensure accuracy of data through the Florida Technology Resource Survey to appropriately plan equitable technology access for all students. ✓ Construct and retrofit school facilities to incorporate 21st century construction and infrastructure best practices, sustainable and viable for decades to come. ✓ Complete a strategic multi-year Digital Classrooms Plan as required by s. 1011.62, F.S., ensuring collaboration between administrators, staff and the community. ✓ Incorporate a five-year refresh cycle for instructional technology tools. ✓ Provide additional technical training and support for the implementation of the new student management system enterprise solution. ✓ Maintain and retrofit school facilities to ensure that the infrastructure supports instructional needs, athletic needs, and access to resources. ✓ Continue working with municipalities to share resources in support of student success. ✓ Identify unused classroom technologies, reallocate resources and provide assistance and training as needed. ✓ Improve customer service through increased proactive work orders and improved communications and staff feedback. ✓ Create a centralized procurement department to assist with new guidelines, regulations and legislation necessary to facilitate the purchasing process. | <p>Strategies:</p> <ul style="list-style-type: none"> ✓ Participate on the interdisciplinary team (DSPC) providing a holistic review of the students who commit level 3 and 4 discipline offenses ✓ Provide crisis intervention and support ✓ Develop/facilitate/coordinate prevention activities and intervention strategies ✓ Provide students with opportunities, during group or individual counseling sessions, to learn positive strategies to promote personal safety, self-responsibility, and problem solving skills ✓ Conduct security audits and participate on school safety committees ✓ Mediate disagreements between school and family by enhancing communication and fostering stronger relationships ✓ Provide linkages to mental health facilities for students in need of an assessment and emotional support ✓ Complete annual Safety and Security trainings (i.e. Child Abuse, Suicide Prevention, Threat Assessment, Human Trafficking, etc.) ✓ Provide initial and annual crisis response training (i.e. PREPaRE) to staff ✓ Provide ongoing opportunity for training for technology support ✓ Collaborate with Student Service Administrators in annually updating the Bullying and Harassment Manual, Crisis Response Guide, and Concern of Harm Guide |
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