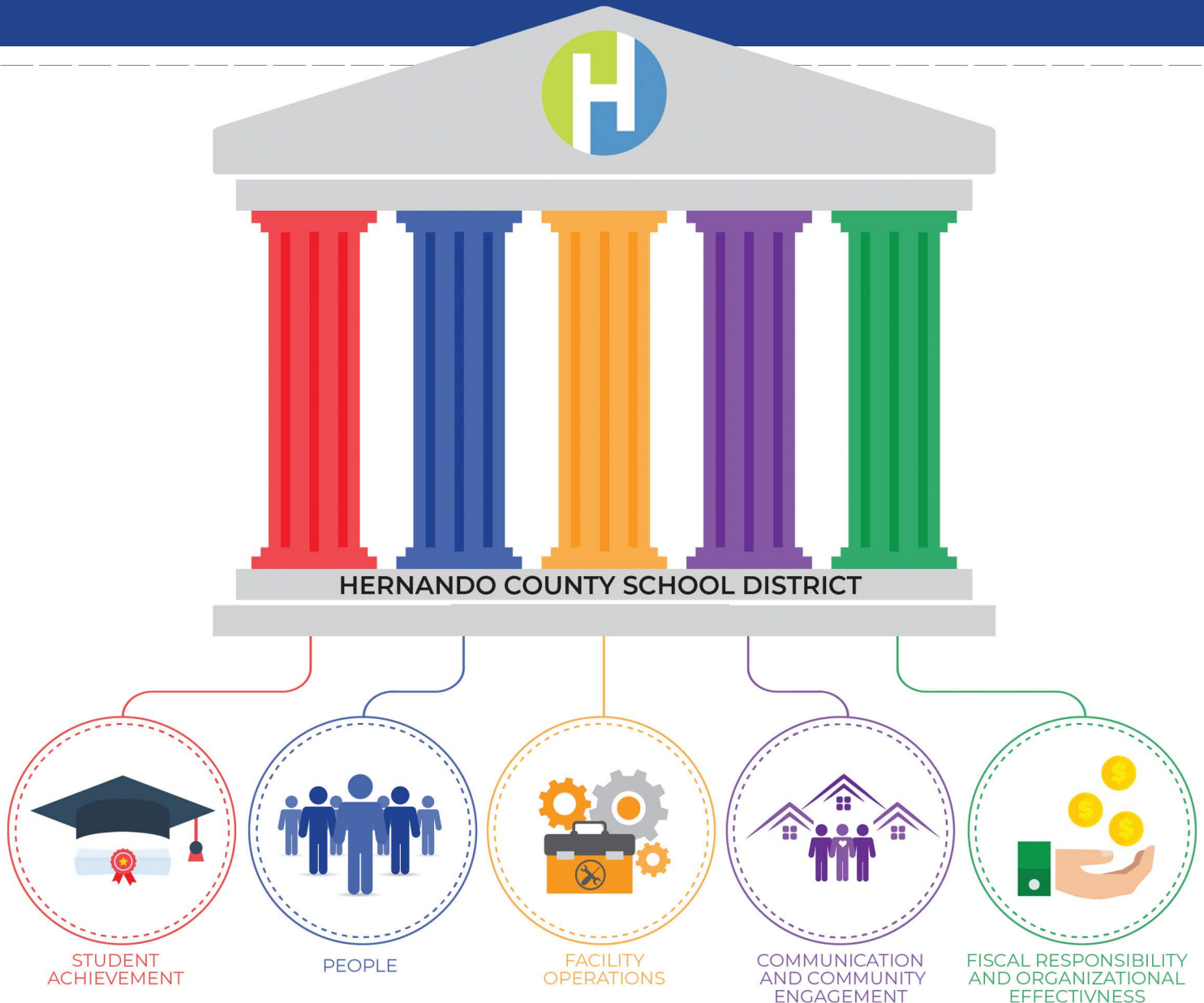


HERNANDO COUNTY SCHOOL DISTRICT

2018-2023

Strategic Plan



Our Vision

To inspire and support the pursuit of individual greatness

Our Mission

The Hernando County School District collaborates with students, parents and other community stakeholders to effectively prepare all students for a successful transition into a diverse and changing world.

Hernando County School District

SCHOOL BOARD



The Hernando County School Board consists of five members. Each of these members is required to reside within the district from which he or she is elected. The Board elects its chairperson and vice chairperson annually. The current Chairperson is Linda Prescott and the Vice Chairperson is Gus Guadagnino.

On behalf of The Hernando County School District and our school board, we present our 2018-2023 Strategic Plan. Developed over the course of a year, this detailed blueprint represents the collaborative effort of educators, school leaders and community members who drew from a variety of indicators to determine our main goals and develop the operational framework.

Committed to our vision of inspiring and supporting the pursuit of individual greatness, our Strategic Plan serves three primary functions:

1. As a **roadmap** ensuring our work and decision-making is firmly aligned to our key priorities
2. As a **rubric** by which we measure our district performance outcomes
3. As a way to **report** to our stakeholders the progress of the school district

Our Strategic Plan is built upon a foundation of 5 key pillars. Fundamental to its design is the core understanding that our organization's success is ultimately measured by the achievement of our students, the trust of our families and the positive regard of our community.

We encourage you to review our Strategic Plan and to join us as we begin this 5-year journey toward our own organizational greatness.

2018-2023

Strategic Plan

1

Strategic Goal 1: Create and provide learning opportunities for all students to achieve individual success

- Objective A** Engage all students by increasing flexible learning options and providing a caring learning environment
- Objective B** Improve learning outcomes for all students in literacy
- Objective C** Improve learning outcomes for all students in mathematics
- Objective D** Improve learning outcomes for all students in science
- Objective E** Improve learning outcomes for all students in social science
- Objective F** Create additional Career & Technical Education (CTE) courses/opportunities for grades K-12 and incorporate and strengthen college pathways for all students

2

Strategic Goal 2: Build a dedicated workforce by recruiting, developing and retaining accomplished professionals

- Objective A** Enhance recruitment and hiring processes
- Objective B** Build leadership capacity at all levels
- Objective C** Increase the employee retention rate of qualified personnel

3

Strategic Goal 3: Provide a safe and well-maintained learning and work environment

- Objective A** Improve the physical assets of the district by increasing operational efficiency of buildings and infrastructures
- Objective B** Strengthen the safe learning and work environment

4

Strategic Goal 4: Foster positive relationships and collaboration among all stakeholders

- Objective A** Improve internal and external communication
- Objective B** Contribute to and grow positive regard for the organization throughout the greater community

5

Strategic Goal 5: Leverage resources and ensure operational efficiency to maximize organizational performance

- Objective A** Increase the district's financial position
- Objective B** Ensure optimal efficiency in internal processes



Pillar #1

STUDENT ACHIEVEMENT

GOAL: Create and provide learning opportunities for all students to achieve individual success.

Objective A: Engage all students by increasing flexible learning options and providing a caring learning environment

Measures

- Increase high school graduation rate by 1% annually
- Increase students scoring 3 or above on Florida Standards Assessment (FSA) English Language Arts (ELA) by 1% annually
- Increase students scoring 3 or above on Florida Standards Assessment (FSA) Math by 1% annually
- Reduce students falling into the substantial reading deficiency category by 1% annually
- Reduce minority achievement gaps by 1/3 by 2020

Objective B: Improve learning outcomes for all students in literacy

Measures

- Increase high school graduation by 1% annually
- Increase students scoring 3 or above on Florida Standards Assessment (FSA) English/ Language Arts (ELA) by 1% annually
- Increase students making learning gains as measured by Florida Standards Assessment (FSA) English Language Arts (ELA) by 1% annually
- Reduce students falling into the substantial reading deficiency category by 1% annually
- Reduce minority achievement gaps by 1/3 by 2020

Objective C: Improve learning outcomes for all students in mathematics

Measures

- Increase high school graduation rate by 1% annually
- Increase students scoring 3 or above on Florida Standards Assessment (FSA) Math by 1% annually
- Increase students making learning gains as measured by Florida Standards Assessment (FSA) Math by 1% annually
- Reduce minority achievement gaps by 1/3 by 2020
- Increase Algebra I End-of-Course exam pass rates by 1% annually

1



Pillar #1

STUDENT ACHIEVEMENT

GOAL: Create and provide learning opportunities for all students to achieve individual success.

Objective D: Improve learning outcomes for all students in science

Measures

- Increase high school graduation rate by 1% annually
- Increase grade 5 students scoring 3 or above in science on the Florida Comprehensive Assessment Test (FCAT) by 1% annually
- Increase grade 8 students scoring 3 or above in science on the Florida Comprehensive Assessment Test (FCAT) by 1% annually
- Increase students scoring 3 or above on Biology End-of-Course exam by 1% annually
- Reduce minority achievement gaps by 1/3 by 2020

Objective E: Improve learning outcomes for all students in social sciences

Measures

- Increase high school graduation rate by 1% annually
- Increase middle school students scoring 3 or above on Civics End-of-Course exam by 1% annually
- Increase high school students scoring 3 or above on US History End-of-Course exam by 1% annually
- Reduce minority achievement gaps by 1/3 by 2020

Objective F: Create additional Career & Technical Education (CTE) courses/opportunities for grades K-12 and incorporate and strengthen college pathways for all students

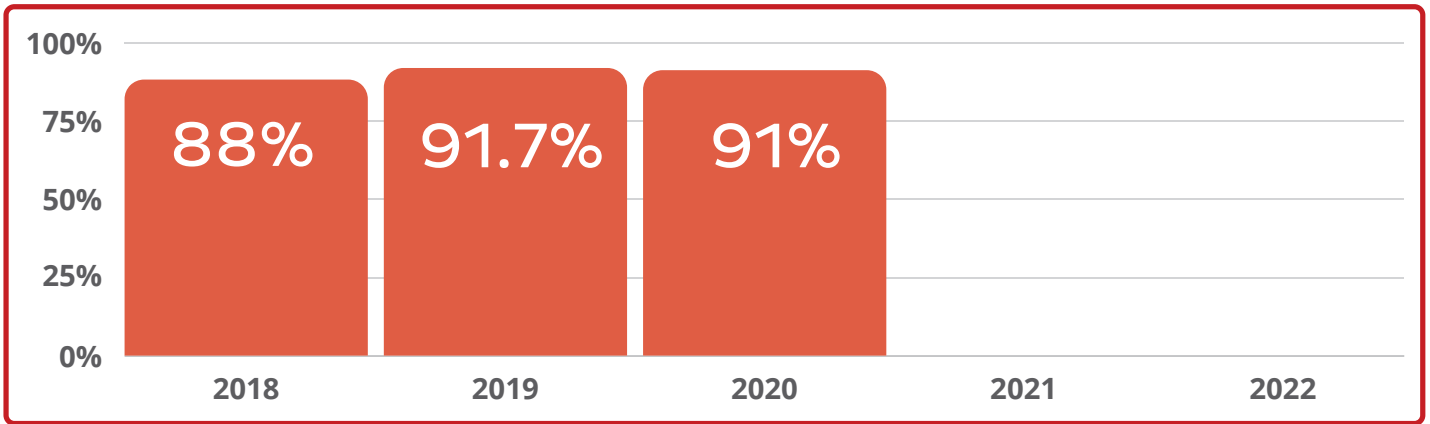
Measures

- Increase high school graduation rate by 1% annually
- Increase students meeting college and career acceleration defined by the state accountability model by 2% annually
- Increase Industry Certifications in CTE by 2% annually
- Increase the number of SunTech programs that meet Completion Placement Licensure metrics by 20%
- Expand post-secondary career certificate courses

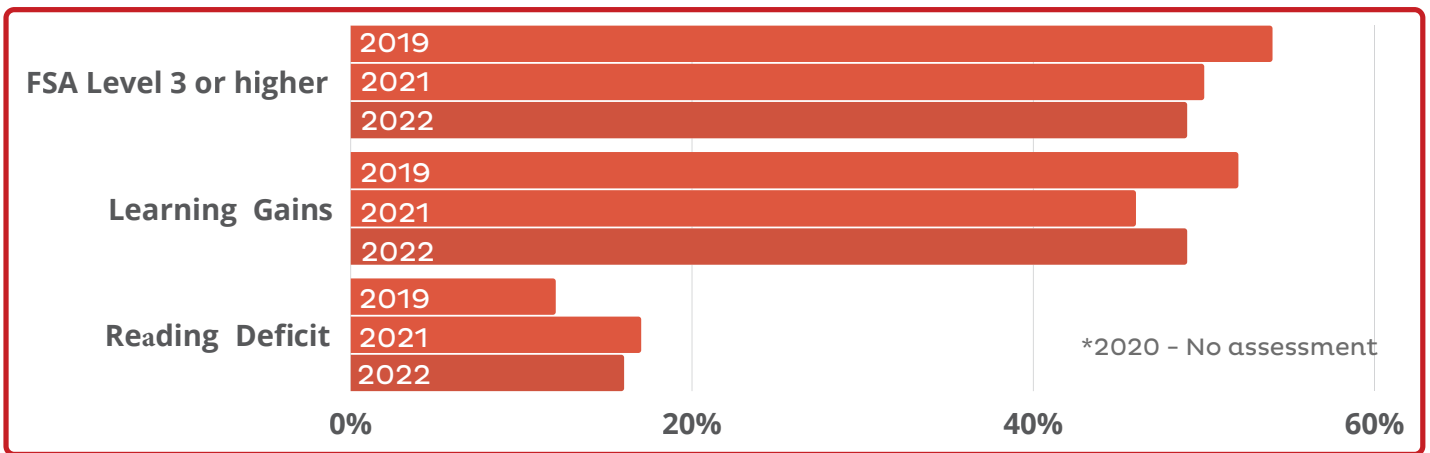
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Pillar #1 Outcomes

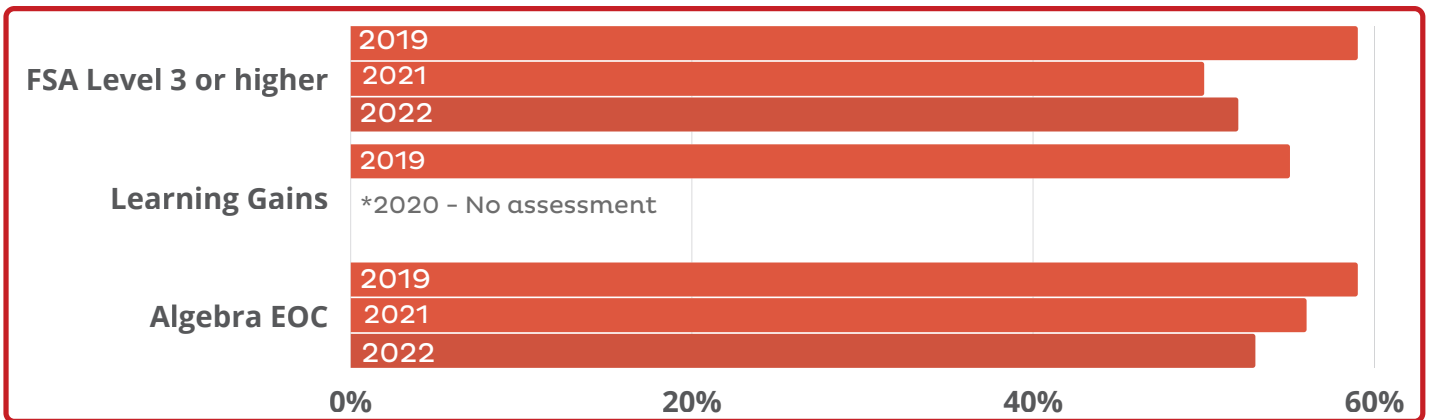
Objective A - Graduation Rate



Objective B - Literacy

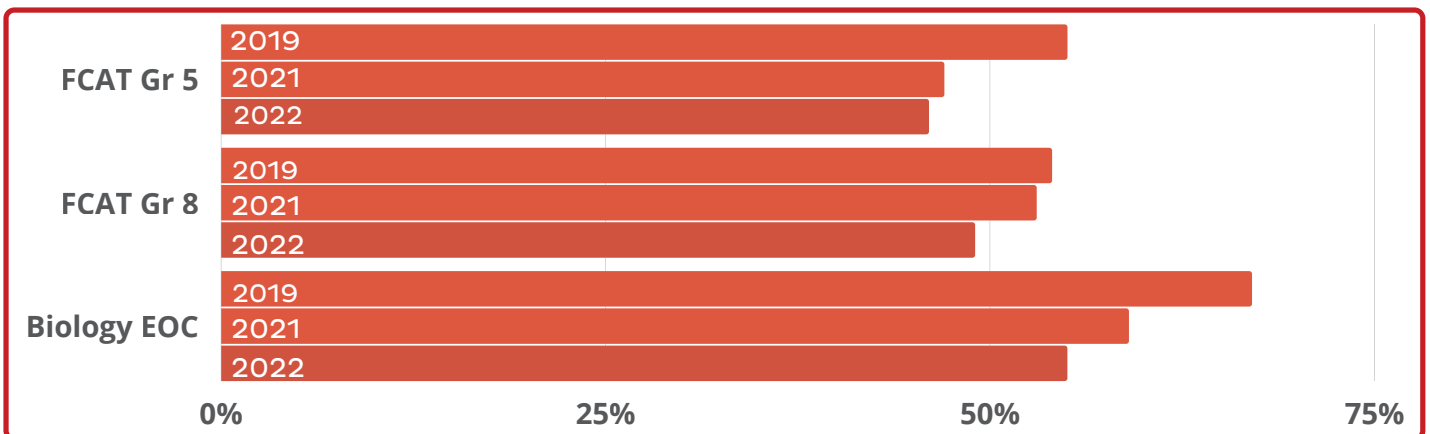


Objective C - Mathematics



Objective D - Science

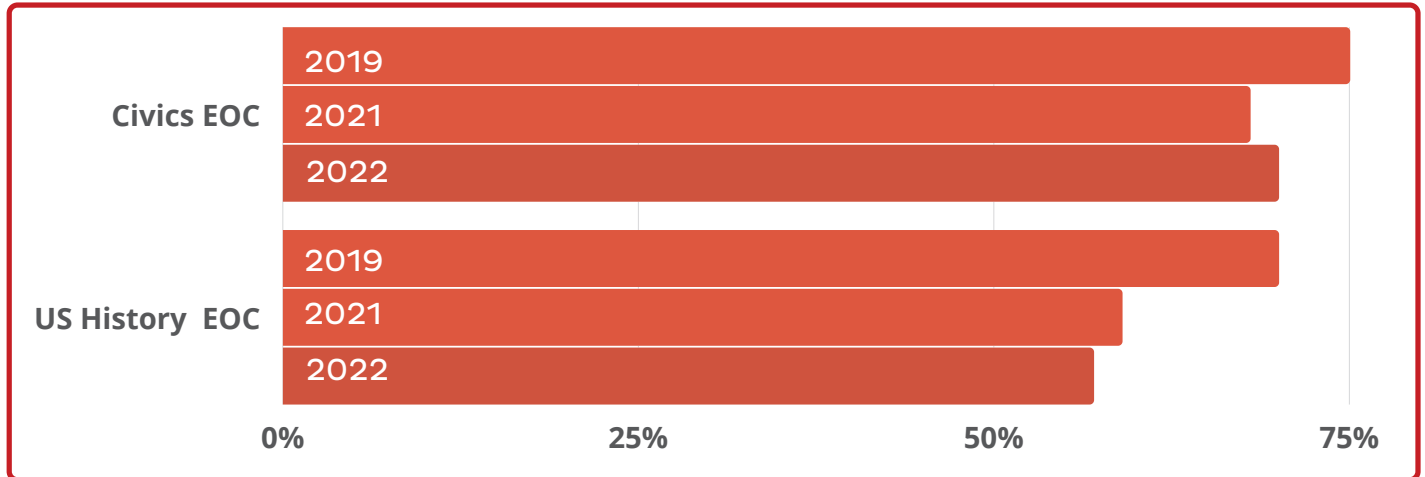
*2020 - No assessment



Pillar #1 Outcomes

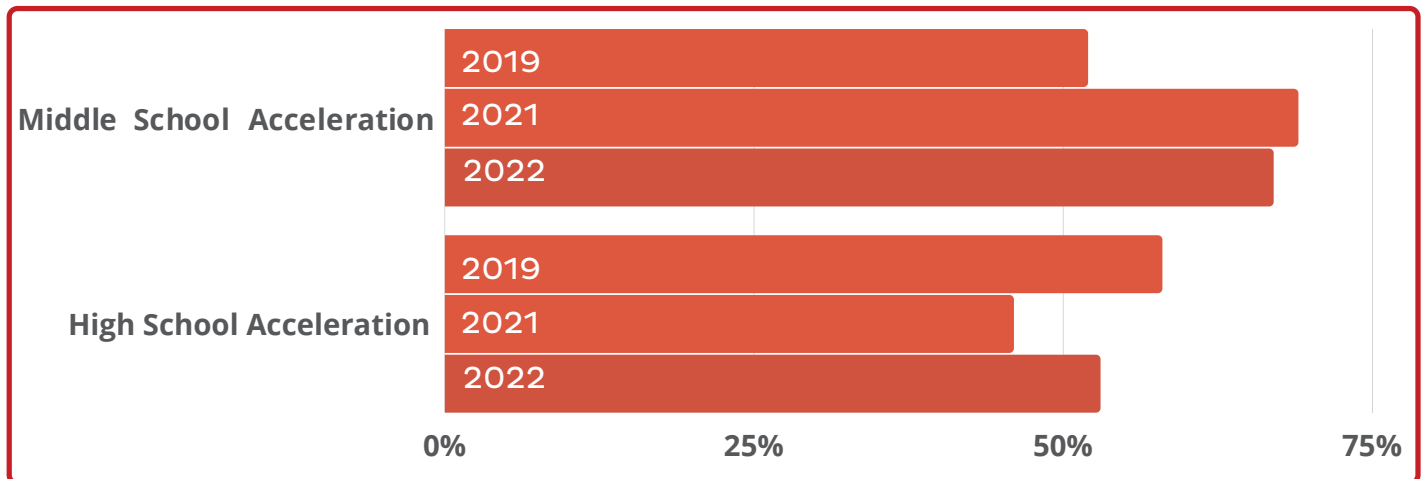
Objective E - Social Science

*2020 - No assessment

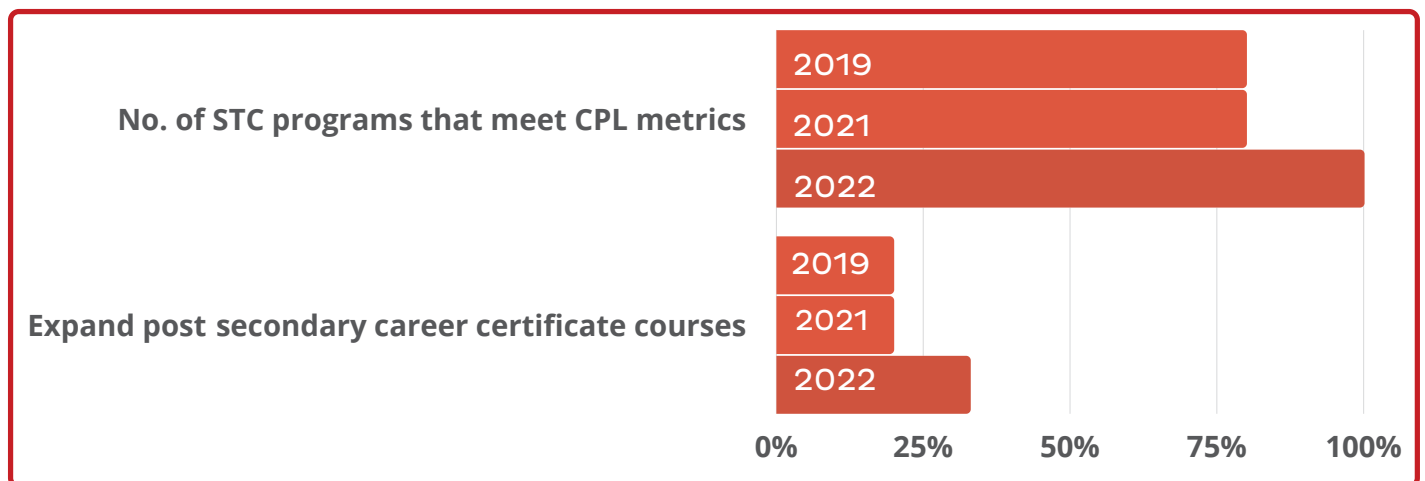


Objective F - Career & Technical

*2020 - No assessment



Objective F - Career & Technical



*Measures added to Obj. F in 2020-21:

- Increase the number of SunTech programs that meet CPL metrics
- Expand post-secondary career certificate courses



Pillar #2 PEOPLE

GOAL: Build a dedicated workforce by recruiting, developing and retaining accomplished professionals

Objective A: Enhance recruitment and hiring processes

Measures

- Increase the number of applicants participating in the district job fair each year
- Increase the number of applicants applying for positions

Objective B: Build leadership capacity at all levels

Measures

- Increase the percentage of completers in the Aspiring Leaders Academy
- Maintain the percentage of completers in the Level II Principal Preparation Program

Objective C: Increase the employee retention rate of qualified personnel

Measures

- Improve retention rate by 0.5% annually
- Reduce the percentage of classroom instructional vacancies on September 1st by 0.5% annually

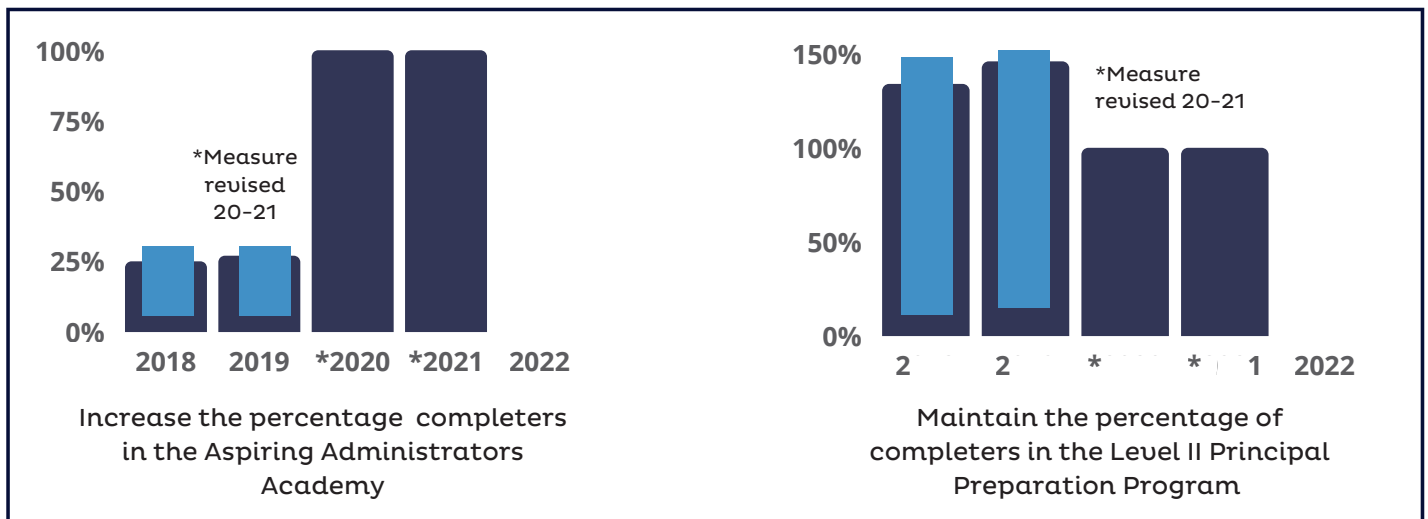
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Pillar #2 Outcomes

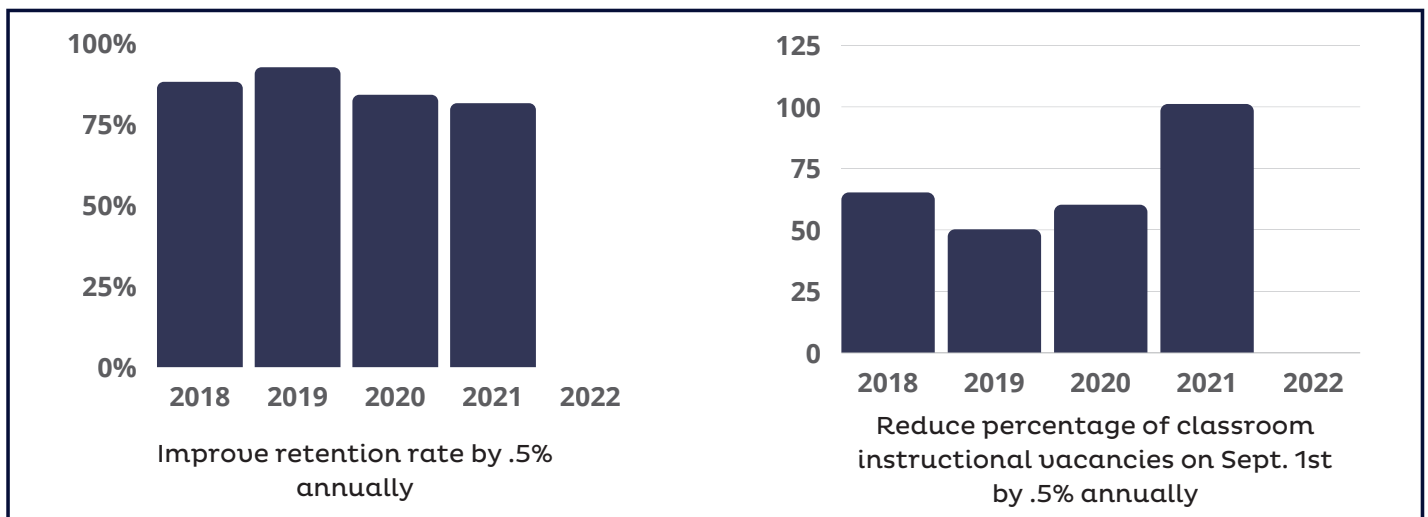
Objective A



Objective B



Objective C





Pillar #3

FACILITY OPERATIONS

GOAL: Provide a safe and well-maintained learning and work environment

Objective A: Improve the physical assets of the district by increasing operational efficiency of buildings and infrastructures

Measures

- Reduce the time between submission and completion of reactive work orders by 1% annually
- Reduce energy consumption per square foot by 1% annually
- Increase the dollar amount received for capital projects annually

*Measures revised in 2020-21

- Increase the percentage of work orders that are completed in fewer than 7 days
- Reduce overall district energy consumption
- Increase the dollar amount received for capital projects annually

Objective B: Strengthen the safe learning and work environment

Measures

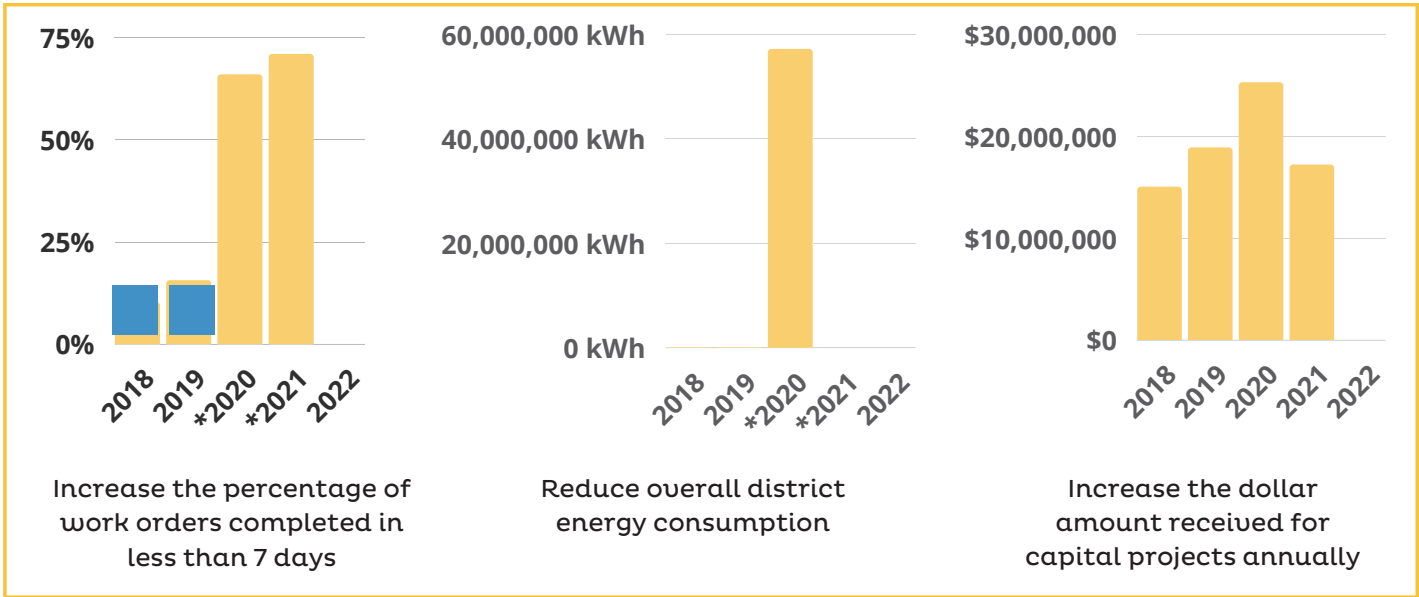
- Meet the number of required safety-related drills annually at each site
- Increase the number of safety trainings provided to employees district-wide
- Increase student access to mental health support options

3

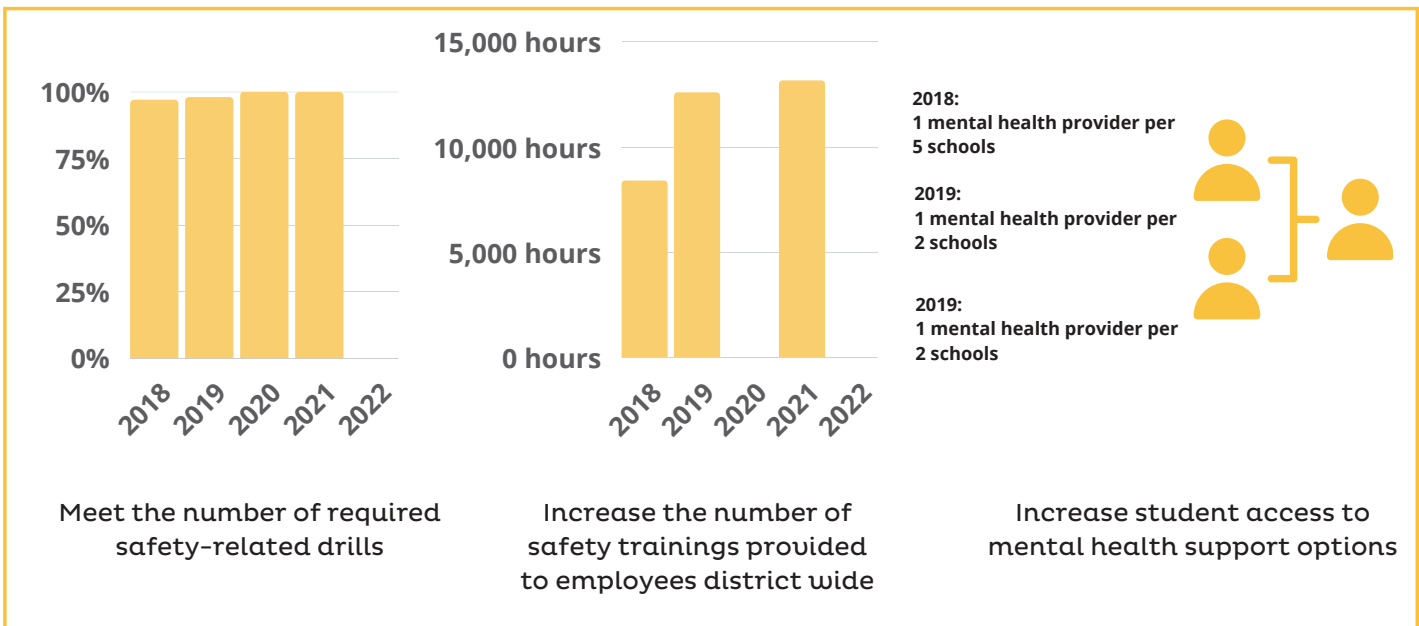
Pillar #3 Outcomes

Objective A

*Measure revised 20-21



Objective B





Pillar #4

COMMUNICATION AND COMMUNITY ENGAGEMENT

GOAL: Foster positive relationships and collaboration among all stakeholders

Objective A: Improve internal and external communication

Measures

- Increase the number of mobile app downloads
- Increase the number of “calls to action” on social media platforms
- Increase social media and web engagement
- Streamline and monitor the effectiveness of communication platforms

Objective B: Contribute to and grow positive regard for the organization throughout the greater community

Measures

- Increase number of likes, fans and followers on the district and Superintendent social media pages
- Improve the overall performance score on the customer service portion of current surveys



HERNANDO SCHOOL DISTRICT

Learn it. Love it. Live it.

Social Media

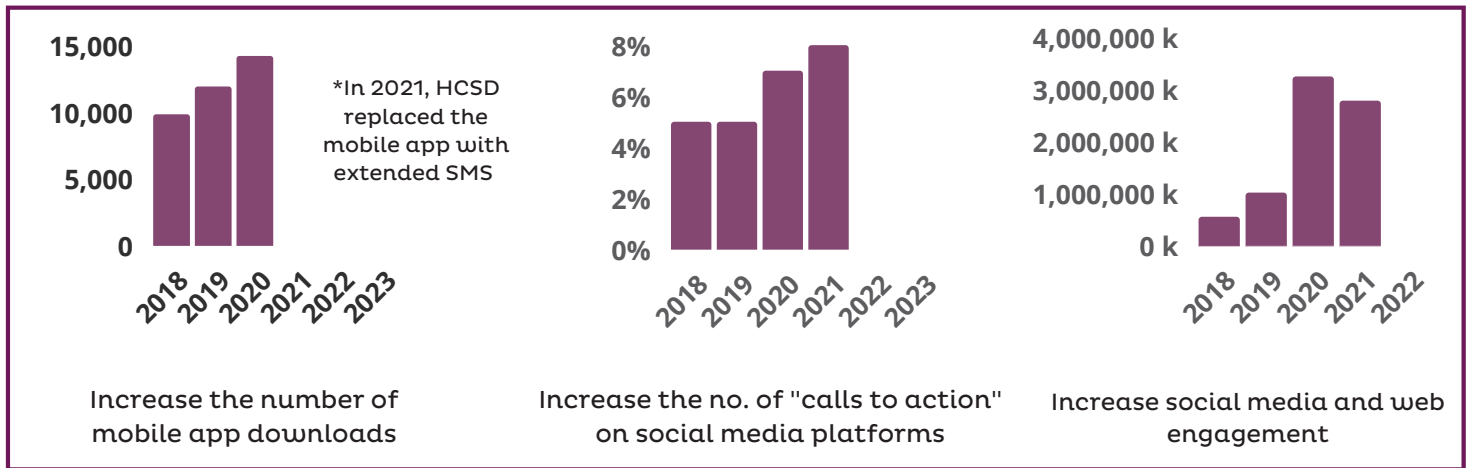
- | | |
|------------------|------------|
| @HernandoSchools | @HCSDSuper |
| Facebook | Twitter |
| Instagram | |
| Twitter | |
| YouTube | |

News from the Classroom

- WatchUsLiveIt.Org
- Monthly Newsletter
- WatchUsLiveIt

Pillar #4 Outcomes

Objective A

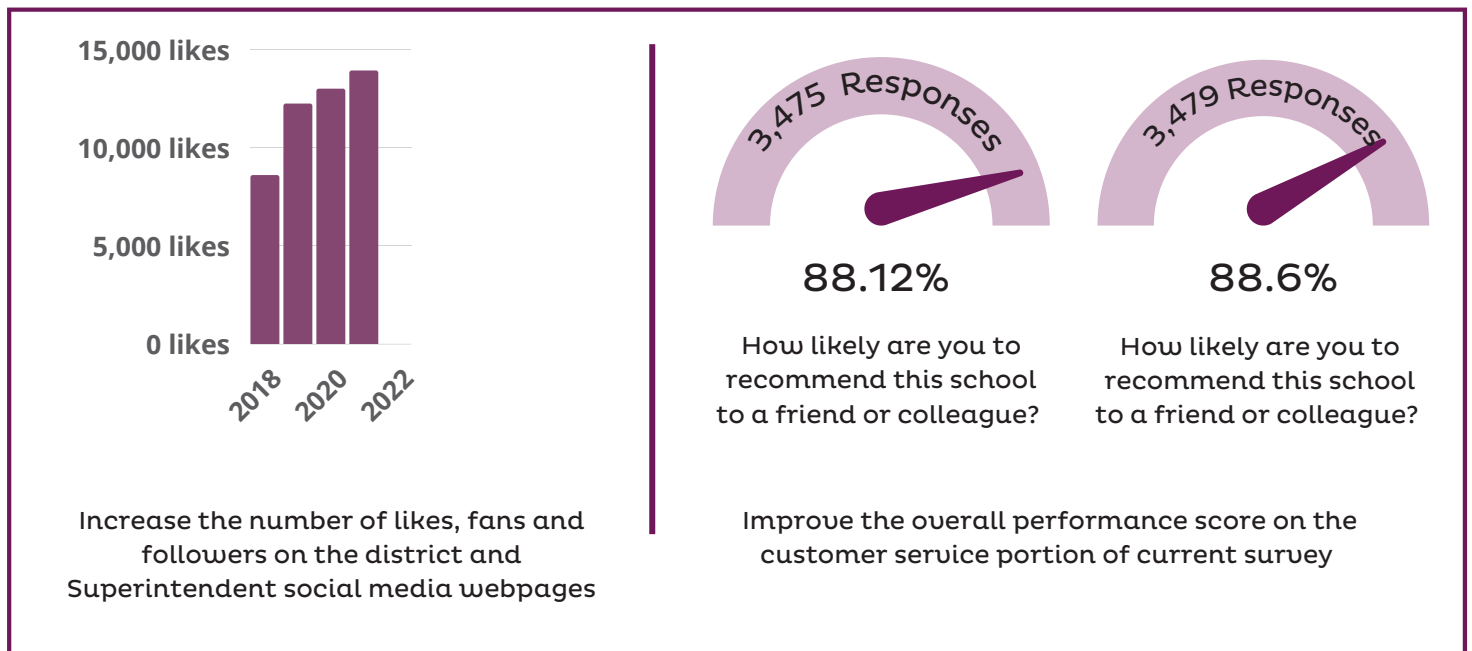


New for 2021- 22

HCSD added:

- Extended SMS for urgent parental notification

Objective B





Pillar #5

FISCAL RESPONSIBILITY AND ORGANIZATIONAL EFFECTIVENESS

GOAL: Leverage resources and ensure operational efficiency to maximize organizational performance

Objective A: Increase the district's financial position

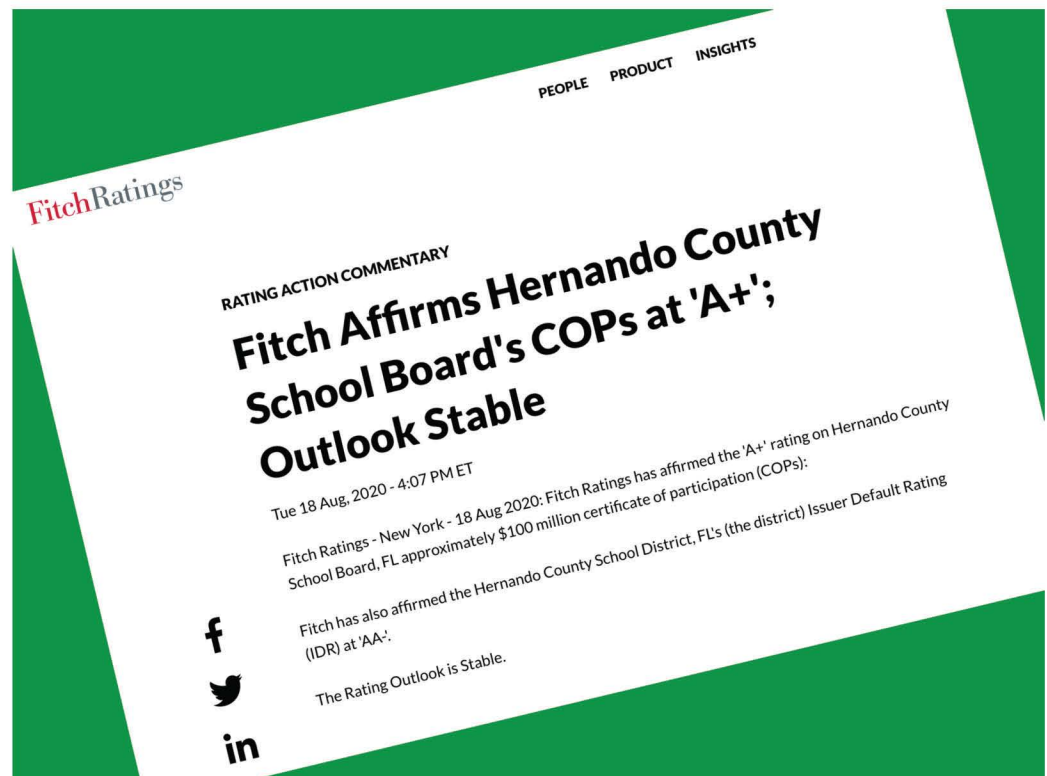
Measures

- Increase the amount of non-taxpayer revenue received
- Maintain an ending fund balance of 5% or higher
- Maintain or increase the district's bond rating
- Reduce the gap between total revenue received and total expenditures

Objective B: Ensure optimal efficiency in internal processes

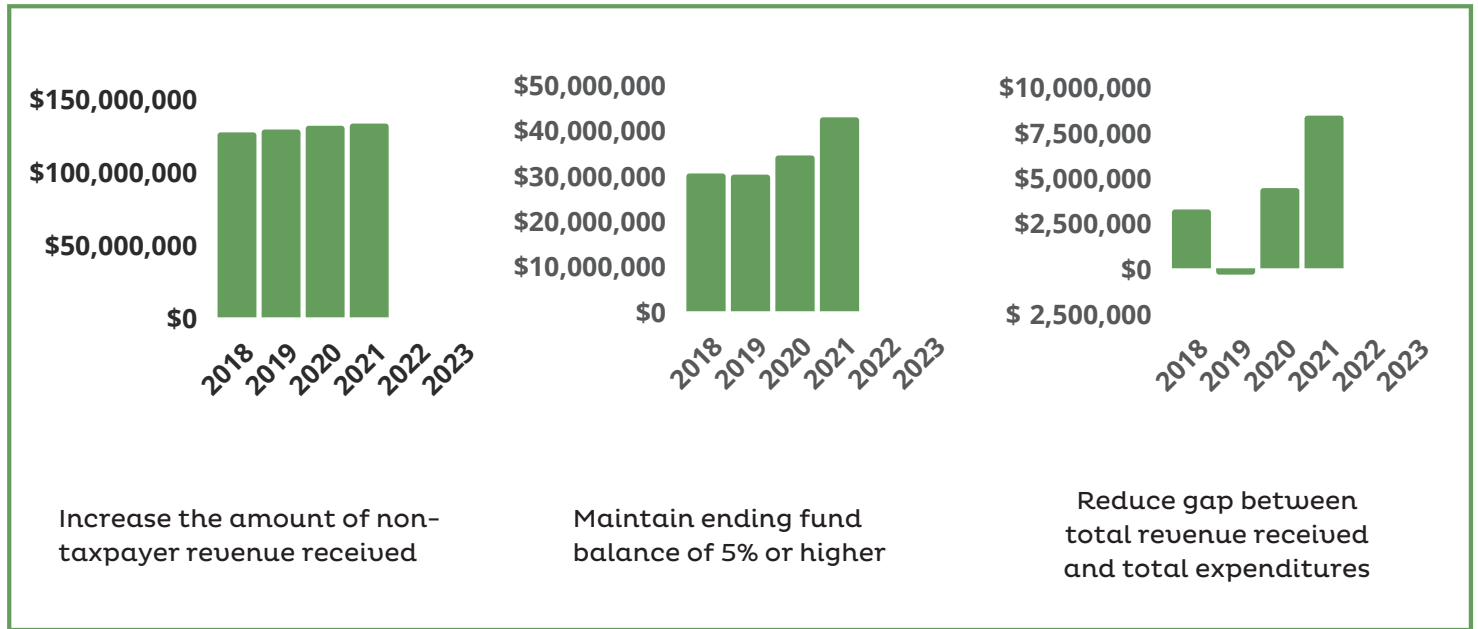
Measures

- Reduce the number of findings/deficiencies noted in FTE audits, financial audits, operational audits and program review audits
- Reduce the amount of money required to be reimbursed as a result of a negative audit finding/program review
- Improve the rating on the organizational effectiveness category on AdvancED survey as part of the SACS accreditation process



Pillar #5 Outcomes

Objective A



Increase the amount of non-taxpayer revenue received

Maintain ending fund balance of 5% or higher

Reduce gap between total revenue received and total expenditures

Maintain or increase the district's bond rating

2018 - A+

2020 - A+

2019 - A+

2021 - A+

Objective B

2018 - No audit findings	2018 - No financial impact	2018 - N/A
2019 - 16/FTE & Transportation	2019 - No financial impact	2019 - *Accreditation delayed per accrediting agency
2020 - 8/Operational & Financial	2020 - \$536,745	2020 -
2021 -	2021 -	2021 -
Reduce the no. of findings/deficiencies noted in all audits including FTE, financial, operational and program review audits	Reduce the amount of money required to be reimbursed as a result of a negative audit finding/program review	Improve the rating on organizational effectiveness category on AdvancED survey as part of SACS accreditation.



HERNANDO
SCHOOL DISTRICT
