



District Strategic Plan

Version 2.0

2011 – 2014

Table of Contents

Letter from Board and Superintendent	3
Vision and Mission	4
Core Beliefs and Commitments	5
Goals	7
Goal 1 – Increase Academic Achievement for All Students	8
Goal 2 – Significantly Increase the Graduation Rate	18
Goal 3 – Employ the Best Teachers and Principals	24
Goal 4 – Establish Safe, Secure and Respectful Schools	29
Goal 5 – Engage Family and Community Support	33
Goal 6 – Deliver High Quality Support for Schools	41

Letter from Board and Superintendent

We launched a formal strategic plan in May 2008 and in November 2010 we have updated that plan to version 2.0, which we believe will make Duval County Public Schools the top performing urban school district in America.

This plan continues to provide us with guidance and direction to ensure that all internal and external stakeholders in the district have a clear understanding of what we expect to achieve and how we expect to achieve it. It also help us assess the effectiveness of our action plans, programs, and resource allocations to see what we should continue, discontinue, or modify.

We will implement the strategies outlined in this document with consistency and clarity across all of our schools, providing extra support for students, teachers and staff in our most challenged schools.

We are committed to success, and it is our intent to make clear and measurable progress every year toward our objectives, however this is a long-term strategy and we expect that it will take several years to completely achieve all of our goals. In the meantime, we will continue to make improvements that will have immediate, measurable and significant positive impacts on the quality of public education in Jacksonville.

The targets outlined in this plan are extremely aggressive and are intended to meet federal and state requirements. As a School District and School Board team, we are committed to holding ourselves accountable for this rapid progress.

While the plan highlights FCAT results along with other objectives, the district will continue to monitor additional measures in the belief that our curriculum includes many untested areas like social studies, world languages, art, music, physical education and others. We also believe that no single measure should determine student or school success, as there are multiple ways to learn and demonstrate proficiency.

This will be hard work and we will have to make adjustments along the way, but our focus will remain on the objectives of the plan and we are confident that we will reach our goals.

Through the commitment of our students, the dedication of our teachers and with the support of the public we strongly believe that together we will be successful.

Please join us as we continue our journey of teaching, learning and achieving in Duval County.



Brenda Priestly Jackson
Chair
Duval County School Board



Ed Pratt-Dannals
Superintendent
Duval County Public Schools

Vision and Mission

Vision

Every student will graduate from Duval County Public Schools with the knowledge and skills to be successful in post-secondary education and/or the workforce.

Mission

The Duval County Public School System is committed to providing high quality educational opportunities that will inspire all students to acquire and use the knowledge and skills needed to succeed in a global economy, and culturally diverse world.

Core Beliefs and Commitments

1. The academic success of EVERY student in Duval County is the top priority of the Duval County School Board.

Commitment: We will provide equal access to high quality education for all students regardless of ethnicity, family income, gender, native language, special needs or area of residence.

2. The Duval County School Board believes that our greatest strength as a school district is the racial, gender, ethnic, and socio-economic diversity of our students and community.

Commitment: We will implement policy and management oversight that encourages diversity as a vital component of educational value that includes our parents, community partners, civic and faith based organizations.

3. The achievement gap in Duval County can and must be eliminated.

Commitment: We are committed to individual student success being the key to moving all students forward, and to eliminating the achievement gap.

4. ALL DCPS children can and must be academically prepared to reach their highest potential.

Commitment: We will graduate students ready for postsecondary education and/or the competitive workplace.

5. ALL DCPS children can and must learn at grade level.

Commitment: We will ensure all students learn at each grade level and will excel at the next level by providing additional individual instructional support as needed.

continued on next page

Core Beliefs and Commitments

6. Every school in Duval County can and must be a high-performing organization, both *academically and operationally*.

Commitment: We will set standards and policies that require accountability for high quality results in our schools and support organizations.

7. High-quality teachers, supported with high quality, on-going professional development, must drive our rigorous, intellectually and artistically challenging curriculum.

Commitment: We will ensure that an effective principal leads every school and an effective teacher instructs in each class and hold each employee accountable for results that foster student achievement.

8. Academic and operational resources will be adequately distributed throughout all DCPS schools.

Commitment: We will commit resources to balance the needs and requirements of each school to support the academic advancement of all students.

9. All schools can and must be safe learning environments where every student and adult is valued and respected.

Commitment: We will create a high quality learning environment based on proactive leadership and teamwork that supports academic achievement and earns the public trust.

In order to deliver on the Vision and Mission the School Board and the Superintendent have created 6 Goals:

- Goal 1. Increase Academic Achievement for All Students**
Increase overall achievement for all students while moving significantly toward eliminating the achievement gap of racial and ethnic groups and students from low income families.

- Goal 2. Significantly Increase the Graduation Rate**
Increase the percentage of students graduating ready for post-secondary education and work.

- Goal 3. Employ the Best Teachers and Principals**
Hire, develop, support and retain the best teachers and principals in the nation for all schools.

- Goal 4. Establish Safe, Secure and Respectful Schools**
Establish safe schools where all individuals are respected, valued and feel secure.

- Goal 5. Engage Family and Community Support**
Energize families, community, civic and business leaders and corporations to engage in the success of education.

- Goal 6. Deliver High Quality Support for Schools**
Continually enhance school performance through delivery of high quality District management, operational support, and customer service.

Duval County Strategic Plan Version 2.0

Goal 1. Increase Academic Achievement for All Students


Increase overall achievement for all students while moving significantly toward eliminating the achievement gap of racial and ethnic groups and students from low income families.

Strategy 1.A: Provide additional support for all low performing students in all schools.

Objectives and Measurables:

1.A1. through 1.A4. By 2014, the percentage of students who are proficient¹ as defined by state mandated tests will increase for Reading/Math/Science and Writing and the performance gap between subgroups² of students as defined by NCLB will be reduced.

Strategic Plan (version 2.0)									
Students Achieving Level 3 or above	2006/07 Florida	Baseline	2008	2009	2010	2011	2012	2013	2014
Reading	57%	55%	57%	58%	58%	70%	75%		
Mathematics	62%	57%	59%	62%	63%	71%	76%		
Science	39%	36%	38%	41%	43%	57%	64%		
Writing (4.0 or above)	n/a	64%	63%	66%	70%	73%	76%		
Weighted Average Performance Gap		Baseline		2009	2010	2011	2012	2013	2014
Reading		22	20	20	22	24	13	11	
Mathematics		28	29	27	24	25	19	16	
Science		23	24	26	24	26	16	13	
Writing		11	11	11	10	10	7	6	

 shaded = actual

Level 3³ and Weighted Average Performance Gap⁴ are defined in the footnotes.

¹ The baseline and targets for these metrics will be revisited when the ESEA is reauthorized; currently expected in fall 2010. An updated FCAT, called FCAT 2, and new End of Course Exams will be implemented beginning in Spring 2011. The impact of these changes will need to be considered for recalculating baseline and target data for Reading, Math, Science and Writing.

² NCLB is No Child Left Behind. The subgroups are: African American, American Indian, Asian, Hispanic, White, Low Socio-Economic Status (Low SES), Students with Disabilities (SWD) and English Language Learners (ELL).

³ Level 3. A student who scores Level 3 or higher is defined as proficient by the State of Florida for Reading, Math and Science. A score of 4.0 is required to be considered proficient in Writing.

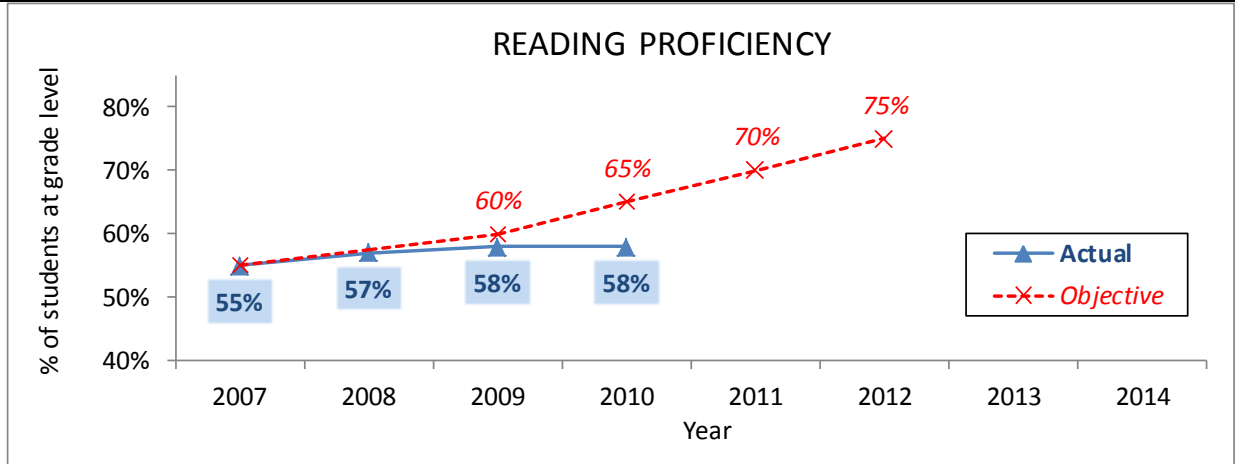
⁴ Weighted Average Performance Gap is an estimate of the average size of the gap taking into account the number of students within each subgroup.

Duval County Strategic Plan Version 2.0

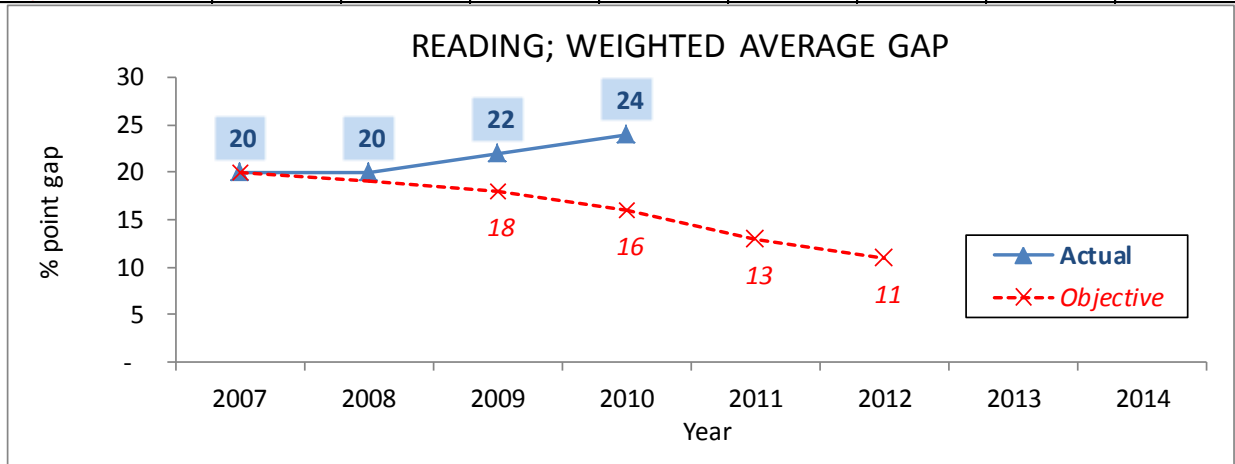
ACADEMICS

1.A1. through 1.A4. By 2014, the percentage of students who are proficient as defined by state mandated tests will increase for Reading/Math/Science and Writing and the performance gap between subgroups of students as defined by NCLB will be reduced.

	2007	2008	2009	2010	2011	2012	2013	2014
Actual	55%	57%	58%	58%				
Objective			60%	65%	70%	75%		



	2007	2008	2009	2010	2011	2012	2013	2014
Actual	20	20	22	24				
Objective			18	16	13	11		

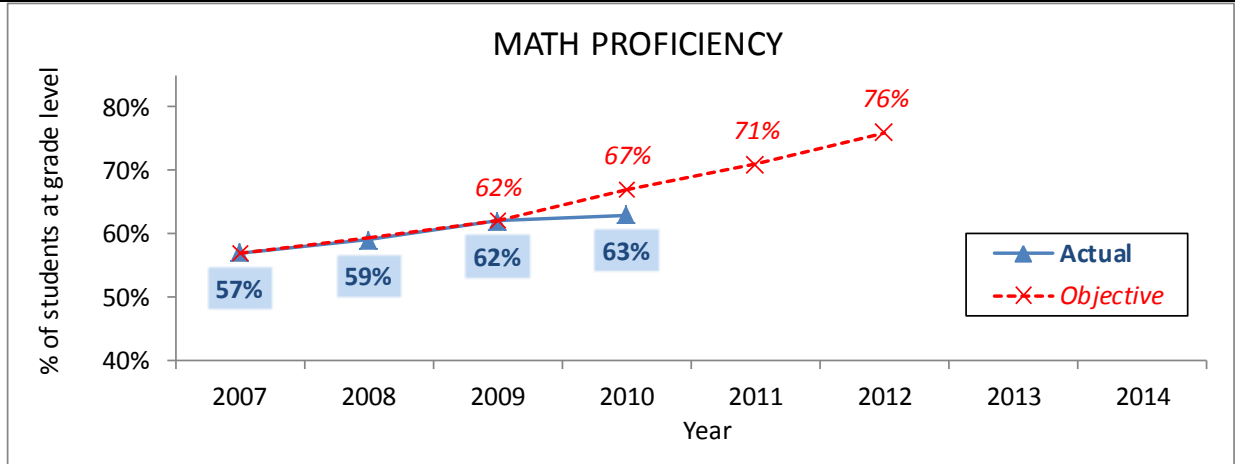


Duval County Strategic Plan Version 2.0

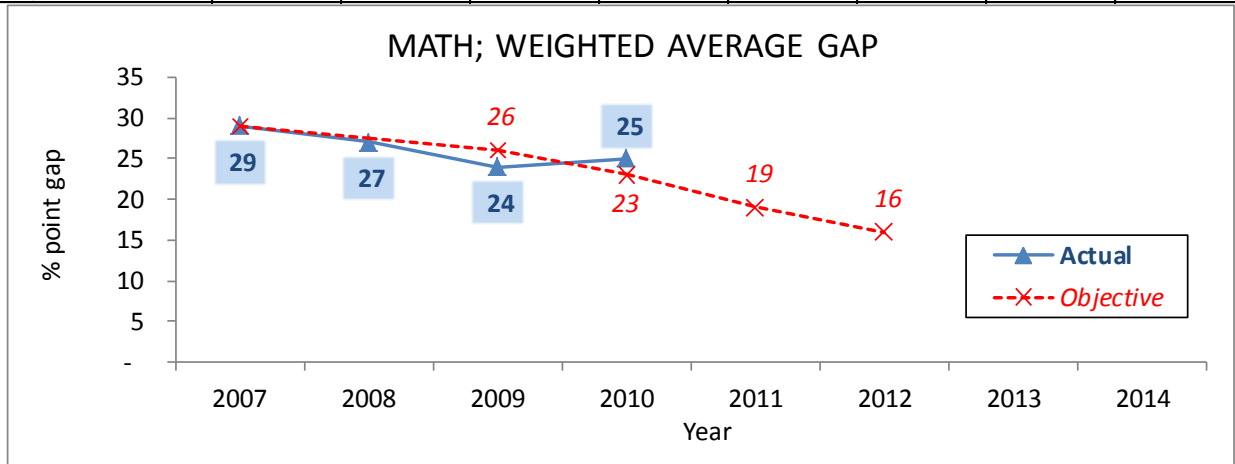
ACADEMICS

1.A1. through 1.A4. By 2014, the percentage of students who are proficient as defined by state mandated tests will increase for Reading/Math/Science and Writing and the performance gap between subgroups of students as defined by NCLB will be reduced.

	2007	2008	2009	2010	2011	2012	2013	2014
Actual	57%	59%	62%	63%				
Objective			62%	67%	71%	76%		



	2007	2008	2009	2010	2011	2012	2013	2014
Actual	29	27	24	25				
Objective			26	23	19	16		

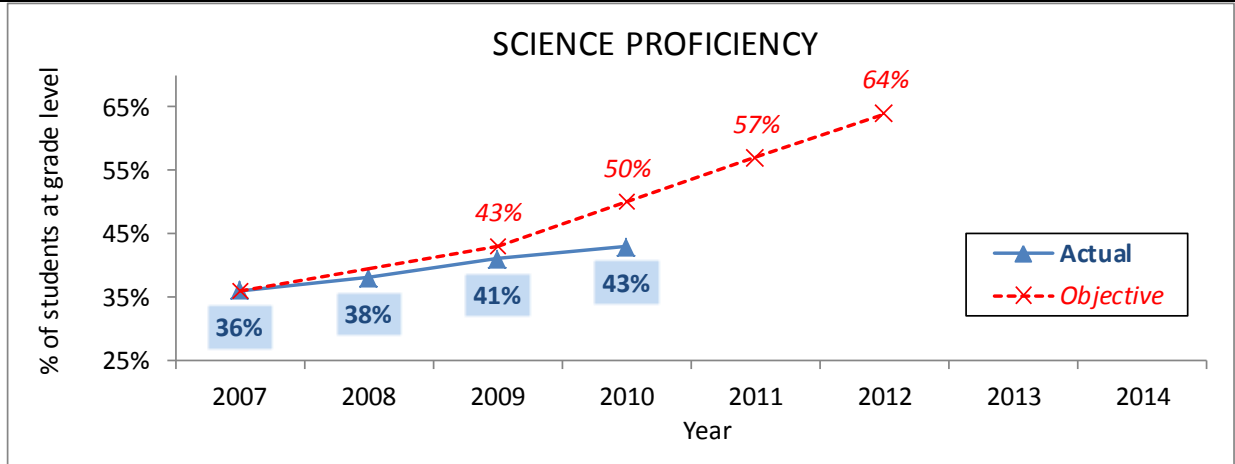


Duval County Strategic Plan Version 2.0

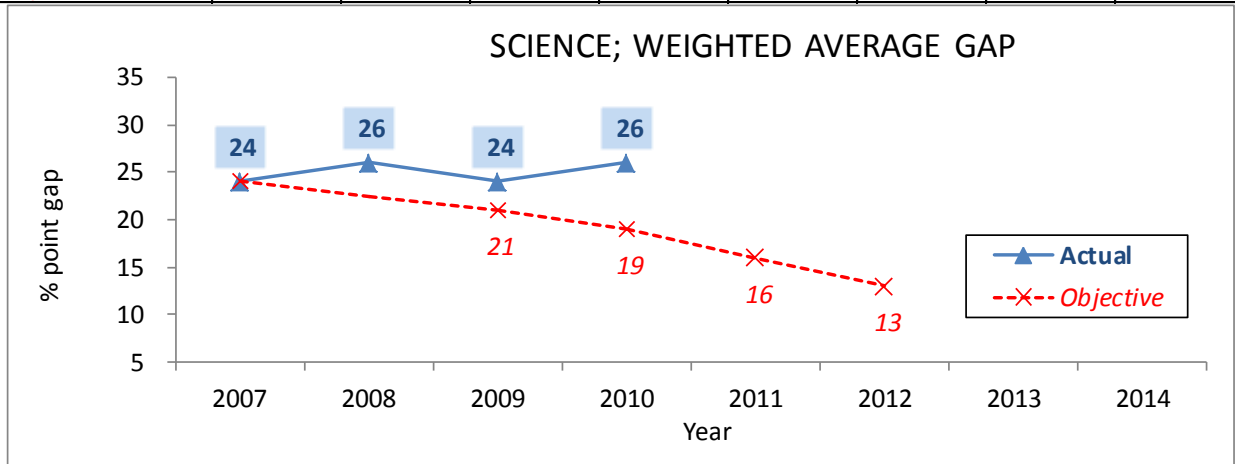
ACADEMICS

1.A1. through 1.A4. By 2014, the percentage of students who are proficient as defined by state mandated tests will increase for Reading/Math/Science and Writing and the performance gap between subgroups of students as defined by NCLB will be reduced.

	2007	2008	2009	2010	2011	2012	2013	2014
Actual	36%	38%	41%	43%				
Objective			43%	50%	57%	64%		



	2007	2008	2009	2010	2011	2012	2013	2014
Actual	24	26	24	26				
Objective			21	19	16	13		

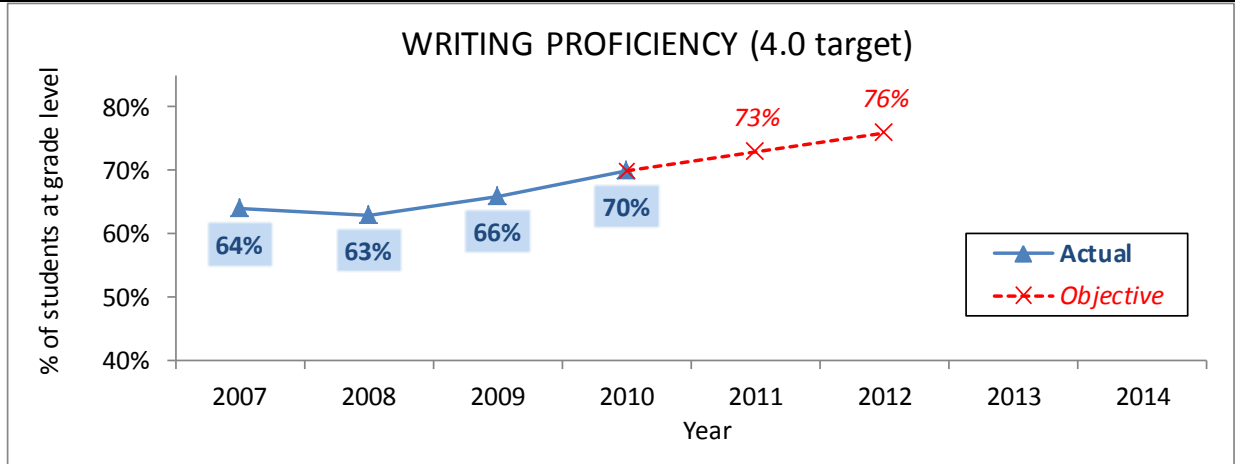


Duval County Strategic Plan Version 2.0

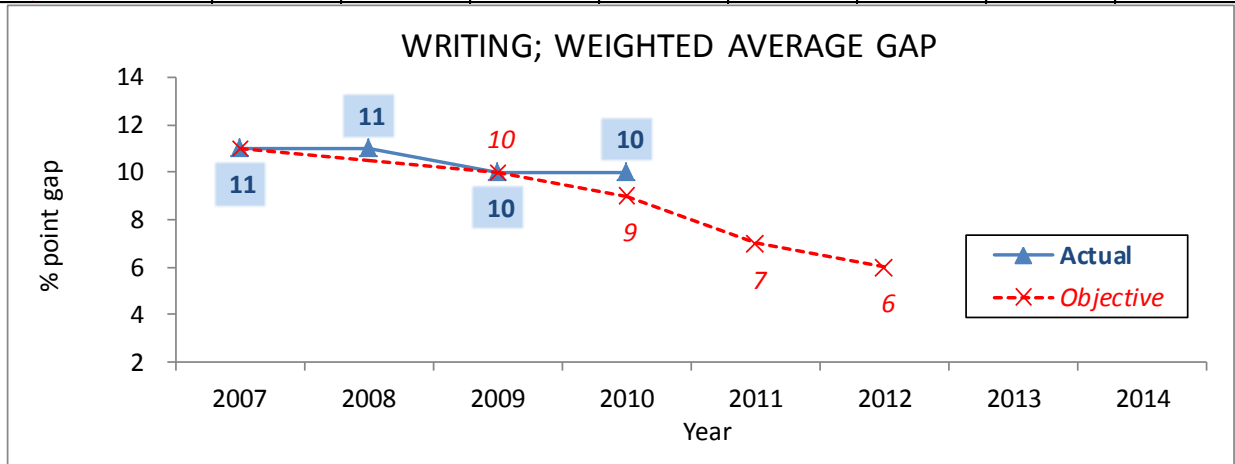
ACADEMICS

1.A1. through 1.A4. By 2014, the percentage of students who are proficient as defined by state mandated tests will increase for Reading/Math/Science and Writing and the performance gap between subgroups of students as defined by NCLB will be reduced.

	2007	2008	2009	2010	2011	2012	2013	2014
Actual	64%	63%	66%	70%				
Objective				70%	73%	76%		



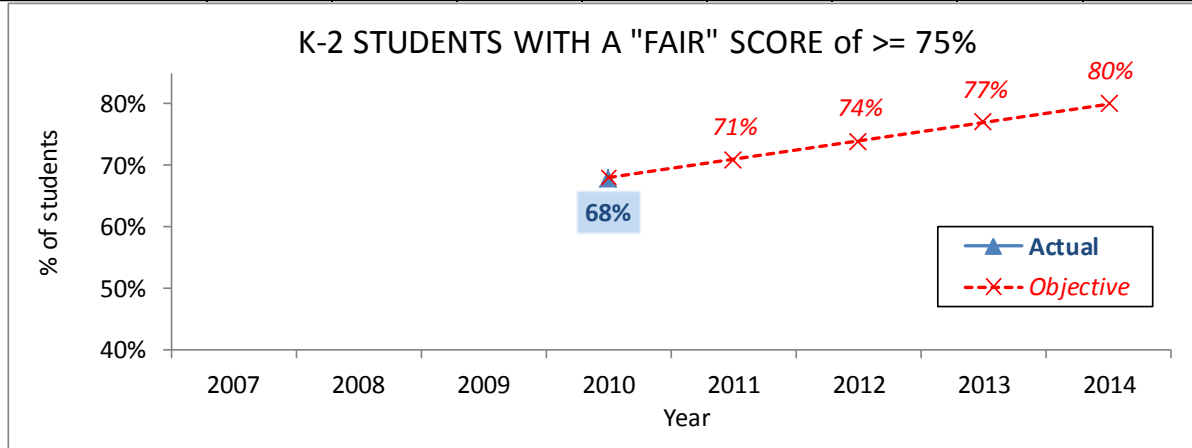
	2007	2008	2009	2010	2011	2012	2013	2014
Actual	11	11	10	10				
Objective			10	9	7	6		



Duval County Strategic Plan Version 2.0

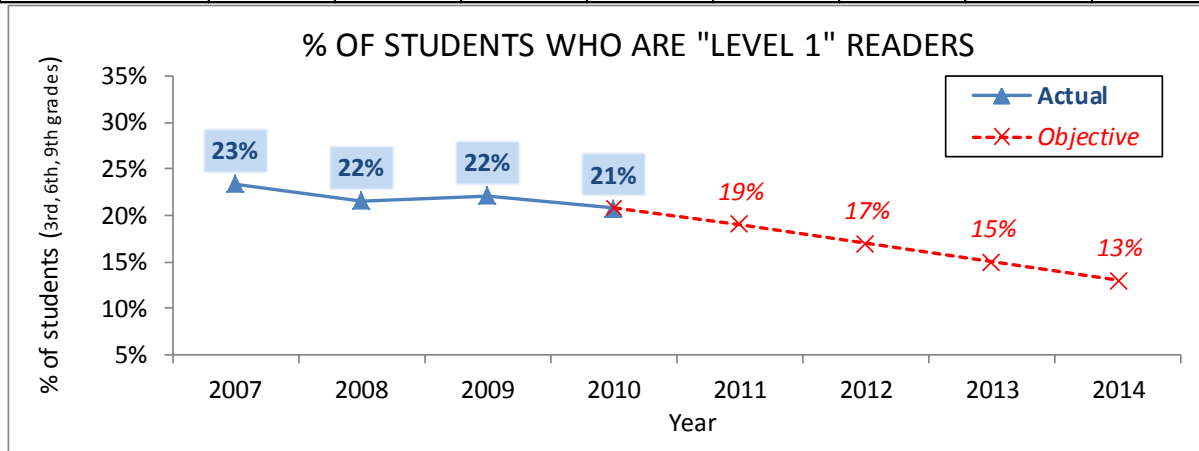
1.A5. By 2014, the percentage of K-2 students who achieve a score of 75% PRS (Probability of Reading Success)⁵, or higher, on the third administration of the F.A.I.R. test will increase from 68% to 80% (baseline is 2010).

	2007	2008	2009	2010	2011	2012	2013	2014
Actual				68%				
Objective					71%	74%	77%	80%



1.A6. By 2014, the percentage of 3rd, 6th and 9th grade students who score Level 1⁶ on the State Mandated Reading test will decrease from 21% to 13% (baseline is 2010).

	2007	2008	2009	2010	2011	2012	2013	2014
Actual	23%	22%	22%	21%				
Objective					19%	17%	15%	13%



Strategy 1B. Increase student success rates in rigorous courses⁷.

⁵ In grades K-2 a Probability of Reading Success (PRS) score is defined for K as the probability of reaching grade level by the end of the year on the SESAT, in 1st and 2nd grade it is the probability that they will score on grade level on the SAT10. The F.A.I.R. was norm referenced with these assessments in K-2. Currently, we don't give either of these assessments in our District.

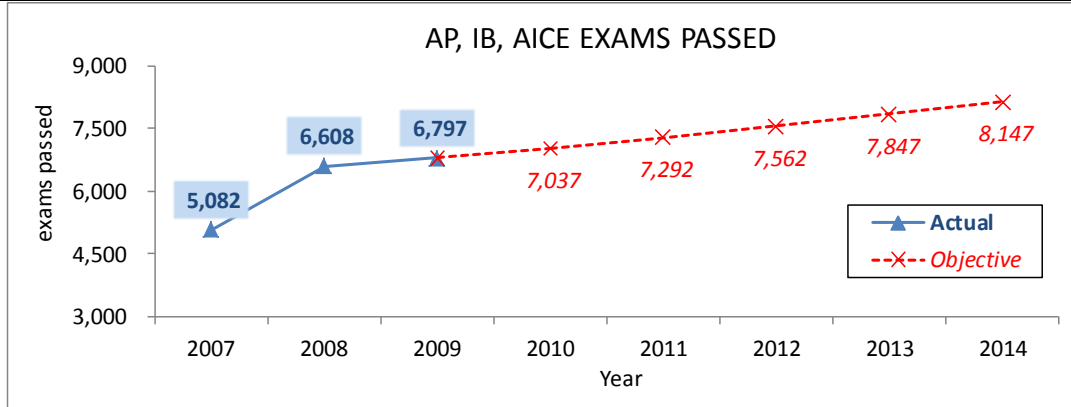
⁶ Level 1 refers to students whose scores fall into a category described as below basic proficiency relative to their grade level.

Duval County Strategic Plan Version 2.0

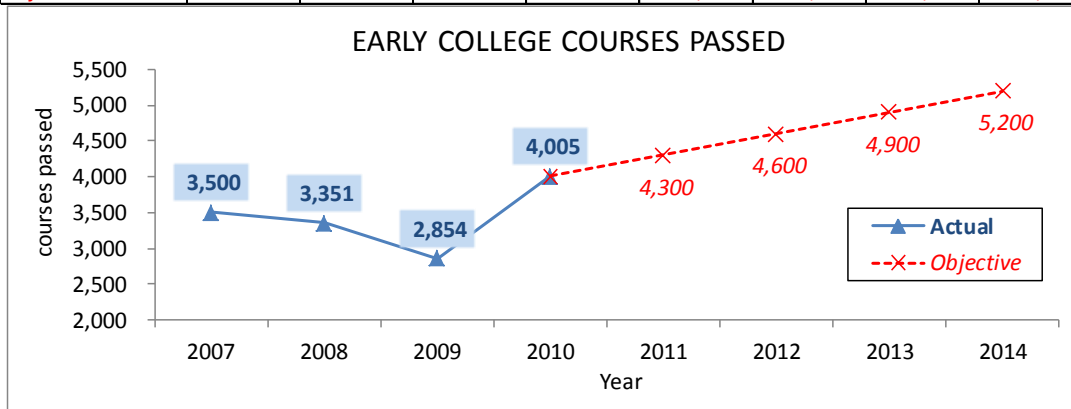
Objectives and Measurables:

- 1B1. By 2014, increase the number of passing⁸ AP, IB and AICE exam scores by 20% from 6,797 to 8,147 (baseline 2009) and increase the number of passing grades⁹ in courses that result in college credit via Dual Enrollment by 30% from 4,005 up to 5,200 (baseline 2010).

	2007	2008	2009	2010	2011	2012	2013	2014
Actual	5,082	6,608	6,797					
Objective				7,037	7,292	7,562	7,847	8,147



	2007	2008	2009	2010	2011	2012	2013	2014
Actual	3,500	3,351	2,854	4,005				
Objective					4,300	4,600	4,900	5,200



- 1B2. Increase participation¹⁰ in rigorous courses and ensure the percentage of student participation reflects the demographic distribution of each middle and high school. By

⁷ Rigorous courses in High School are defined as those classified in the State Course Code Directory as honors, AP, dual enrollment, IB or pre-IB, AICE or pre-AICE and other courses identified as rigorous with a course level of 3 (excluding PE and Career/Vocational). Rigorous courses in Middle School are defined as advanced, gifted and HS credit courses.

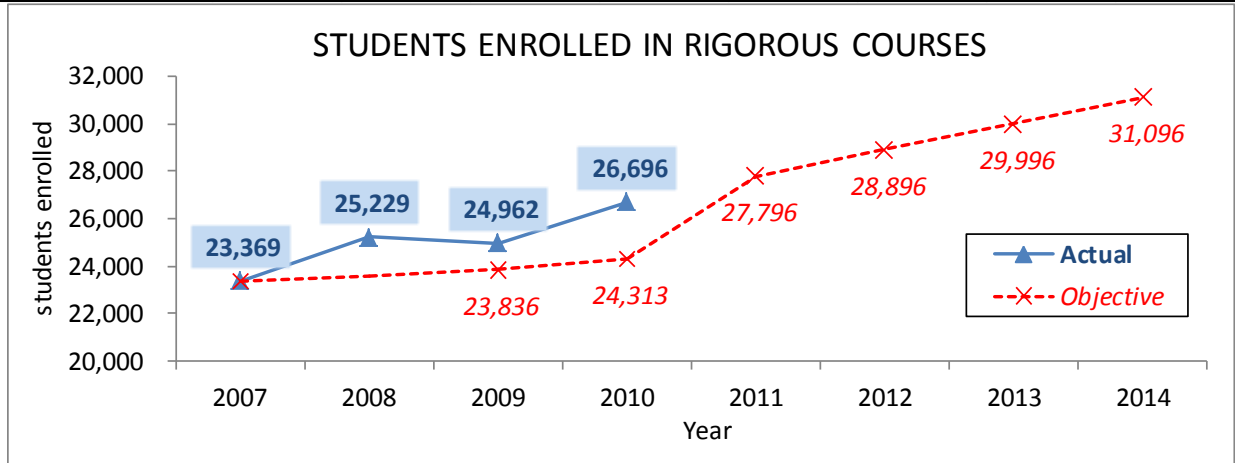
⁸ Passing AP exam score is defined as a score of 3 or higher and data for AP, IB and AICE are as reported to the internal instructional research and accountability database.

⁹ For the purposes of this metric, a passing grade in a Dual Enrollment class is a "C" or higher, which will then have the potential to receive college credit.

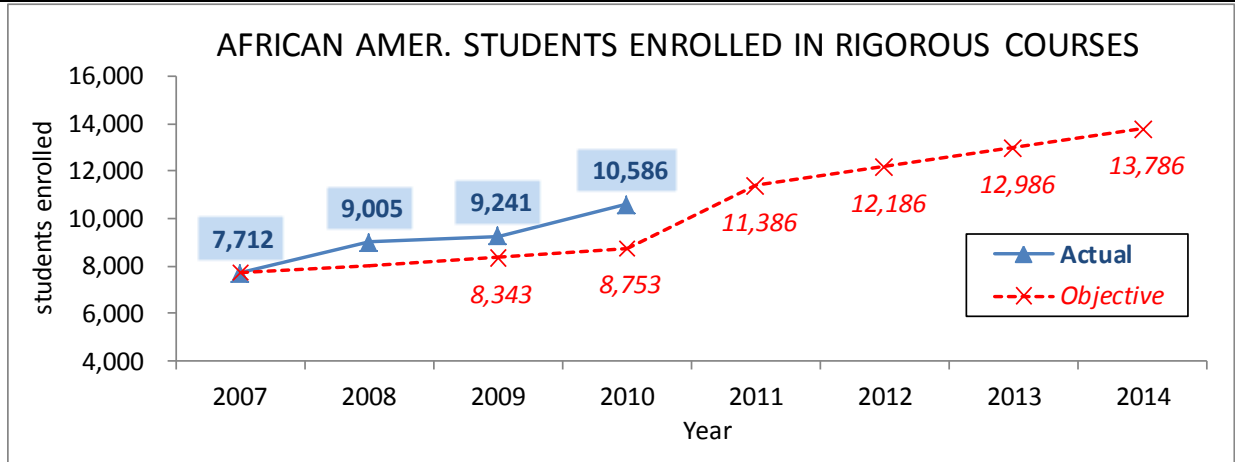
Duval County Strategic Plan Version 2.0

2014, African-American participation will increase from 33% to 44% (vs. District enrollment of African-Americans of 44%).

	2007	2008	2009	2010	2011	2012	2013	2014
Actual	23,369	25,229	24,962	26,696				
Objective			23,836	24,313	27,796	28,896	29,996	31,096



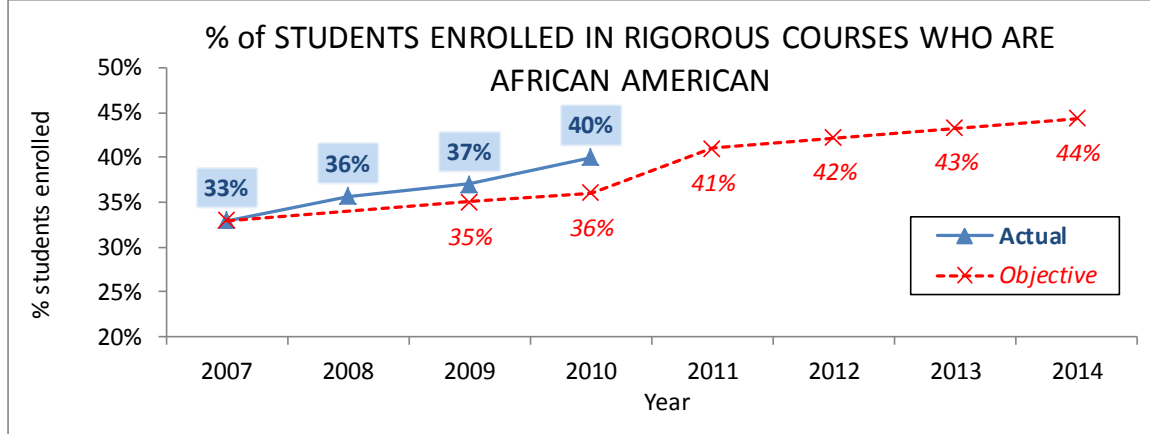
	2007	2008	2009	2010	2011	2012	2013	2014
Actual	7,712	9,005	9,241	10,586				
Objective			8,343	8,753	11,386	12,186	12,986	13,786



¹⁰ Participation counts are non-duplicated, so if a student takes multiple AP classes they are only counted once.
DCPS Strategic Plan v2.0

Duval County Strategic Plan Version 2.0

	2007	2008	2009	2010	2011	2012	2013	2014
Actual	33%	36%	37%	40%				
Objective	33%	34%	35%	36%	41%	42%	43%	44%

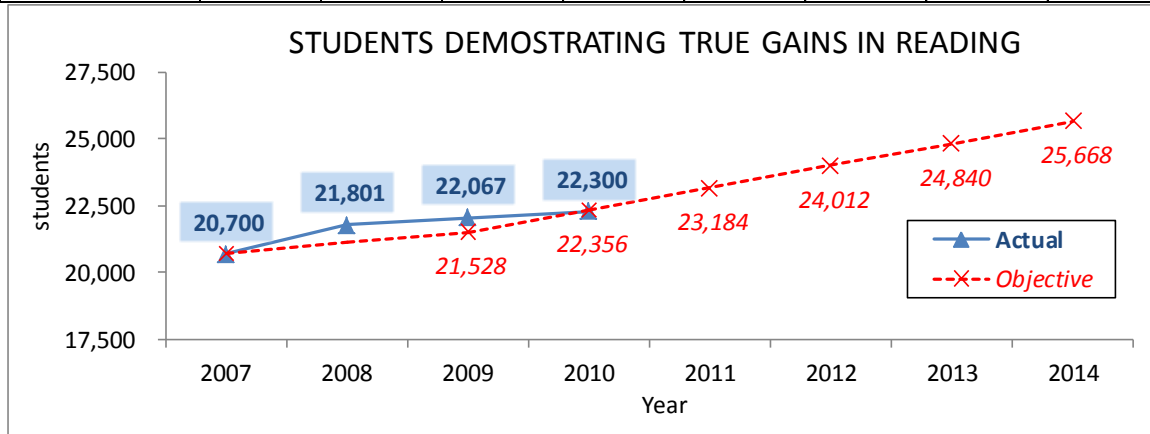


Strategy 1C: Increase the use of effective instructional practices, including diversity and differentiation, in literacy, mathematics, and science leading to gains in student achievement.

Objectives and Measurables:

1.C1. By 2014, increase the number of students¹¹ who demonstrate true gains¹² on state mandated tests, Sunshine State Standards (SSS) Reading from 20,700 to 25,668 (up 24% from baseline in 2007).

	2007	2008	2009	2010	2011	2012	2013	2014
Actual	20,700	21,801	22,067	22,300				
Objective			21,528	22,356	23,184	24,012	24,840	25,668



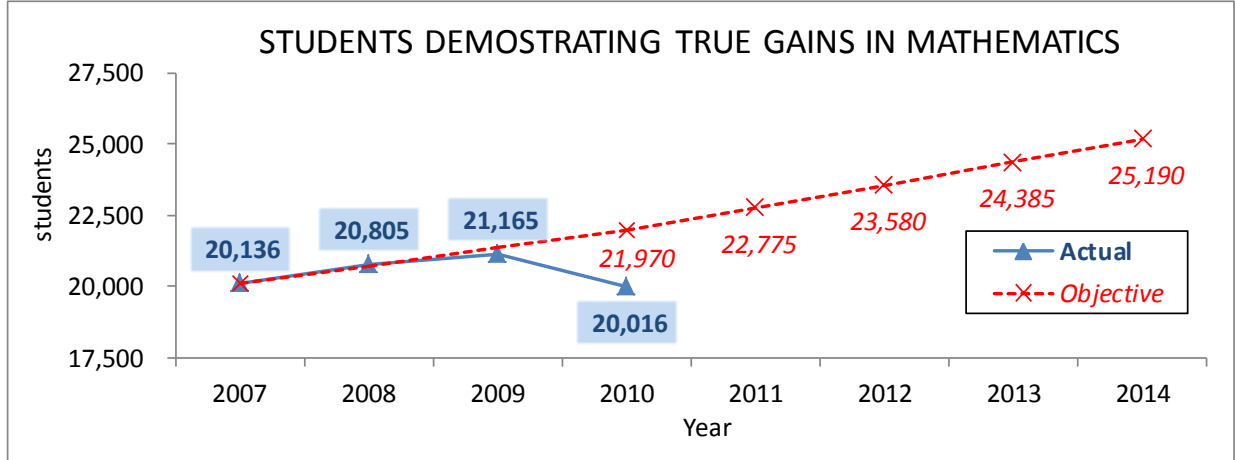
¹¹ Includes students in grades 3 through 10.

¹² True Gains: Includes students who either improve their Achievement Level over the previous year or show more than a year's growth according to the Florida Department of Education's Developmental Scale.

Duval County Strategic Plan Version 2.0

1.C2. By 2014, increase the number of students¹³ who demonstrate true gains on state mandated tests, Sunshine State Standards (SSS) Mathematics from 20,136 to 25,190 (up 25% from baseline in 2007).

	2007	2008	2009	2010	2011	2012	2013	2014
Actual	20,136	20,805	21,165	20,016				
Objective				21,970	22,775	23,580	24,385	25,190



¹³ Includes students in grades 3 – 8.
DCPS Strategic Plan v2.0

Duval County Strategic Plan Version 2.0

Goal 2. Significantly Increase the Graduation Rate

Increase the percentage of students graduating ready for post-secondary education and work.

By 2014, increase the District graduation rate from xx% to yy%, with the baseline and targets to be determined in Fall 2010 using the new Federal formula.

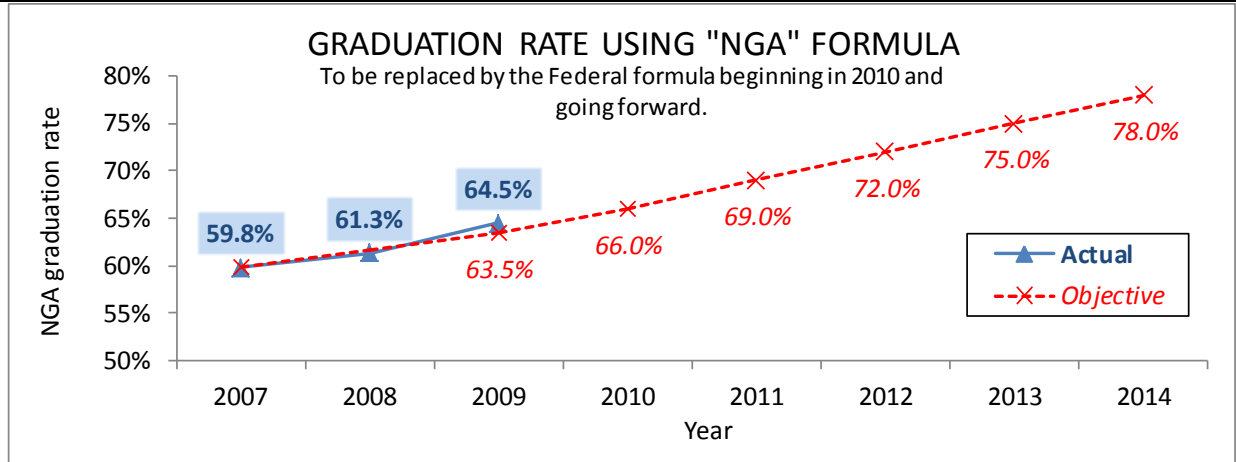
	Strategic Plan (version 2.0)							
	2007	2008	2009	2010	2011	2012	2013	2014
Graduation Rate (ORIGINAL formula)	64.3%	65.9%	69.6%					
Graduation Rate (NGA formula)*	59.8%	61.3%	64.5%	66.0%	69.0%	72.0%	75.0%	78.0%
Graduation Rate (New Federal formula)**	n/a	n/a	n/a	baseline	+2.5%	+2.5%	+2.5%	+2.5%

* the NGA formula became effective in 2009

** the Federal formula for graduation rate is new & will be baselined in Fall 2010 and applied beginning in 2011

shaded = actual

	2007	2008	2009	2010	2011	2012	2013	2014
Actual	59.8%	61.3%	64.5%					
Objective	59.8%	61.7%	63.5%	66.0%	69.0%	72.0%	75.0%	78.0%

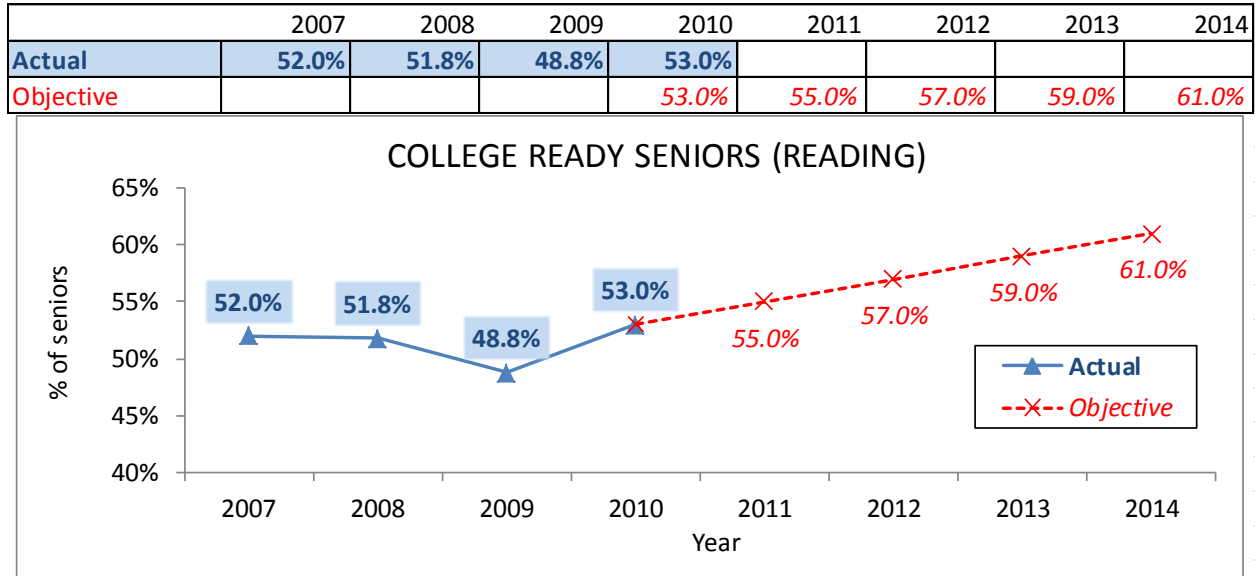


Duval County Strategic Plan Version 2.0

Strategy 2A: Focus on a rigorous curriculum that meets or exceeds the ACHIEVE¹⁴ standards which will improve readiness for post secondary education or the globally competitive workforce.

Objectives and Measurables:

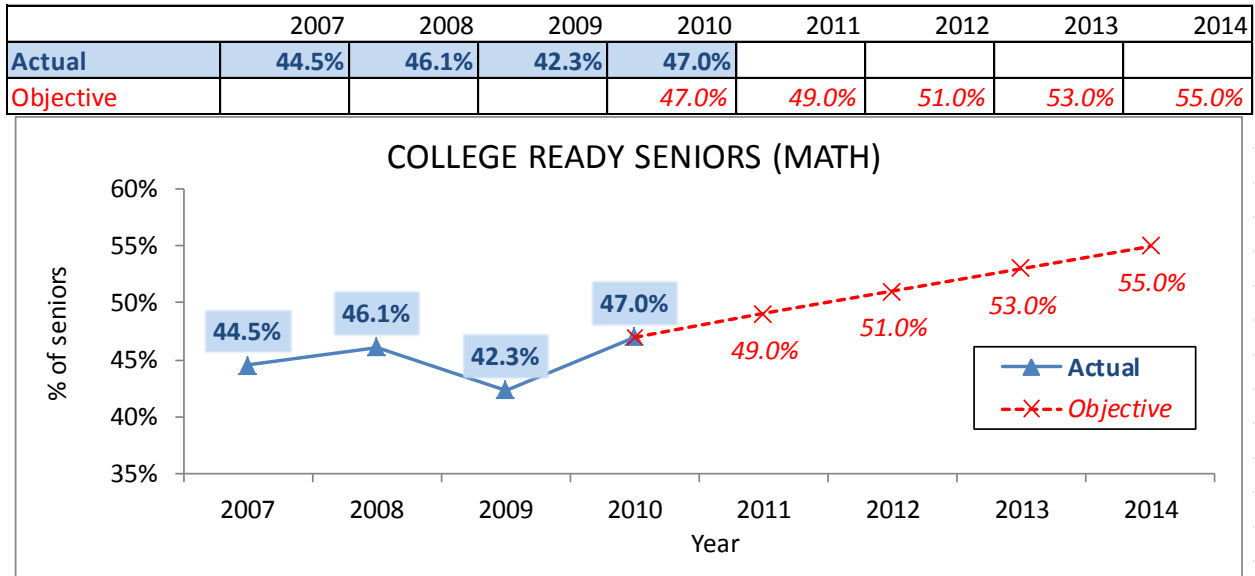
2.A1. Increase the percentage of students (from 49% to 61%) who are college ready in Reading as measured by one of the following: SAT, ACT or CPT (or PERT beginning in 2011).



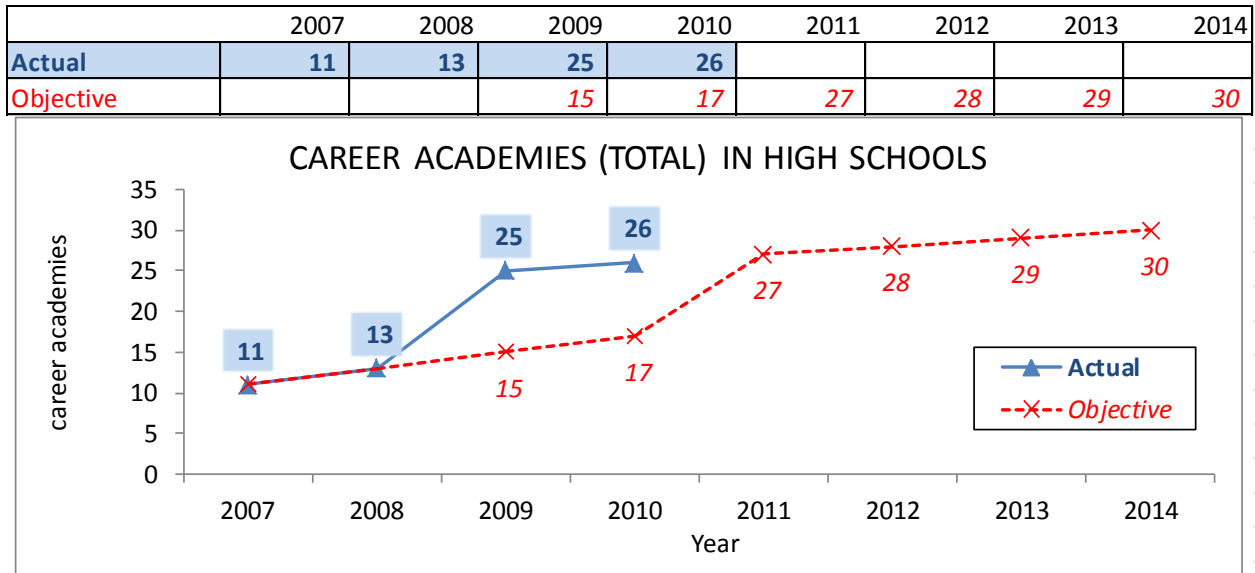
¹⁴ ACHIEVE, Inc. is a not for profit organization which has established minimum course requirements to be ready for post secondary education. The requirements are currently well beyond the minimum requirements set by the State of Florida

Duval County Strategic Plan Version 2.0

2.A2 Increase the percentage of students (from 42% to 55%) who are college ready in Mathematics as measured by one of the following: SAT, ACT or CPT (or PERT beginning in 2011).

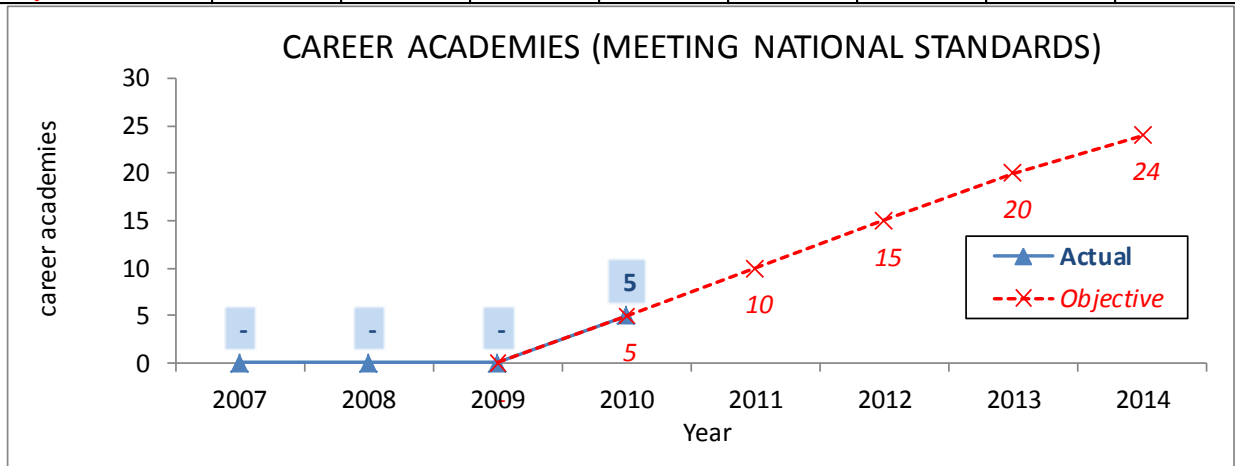


2.A3. By 2014, implement 30 career academies across 20 high schools and ensure that by 2014 all eligible career academies meet national standards.



Duval County Strategic Plan Version 2.0

	2007	2008	2009	2010	2011	2012	2013	2014
Actual	-	-	-	5				
Objective			-	5	10	15	20	24

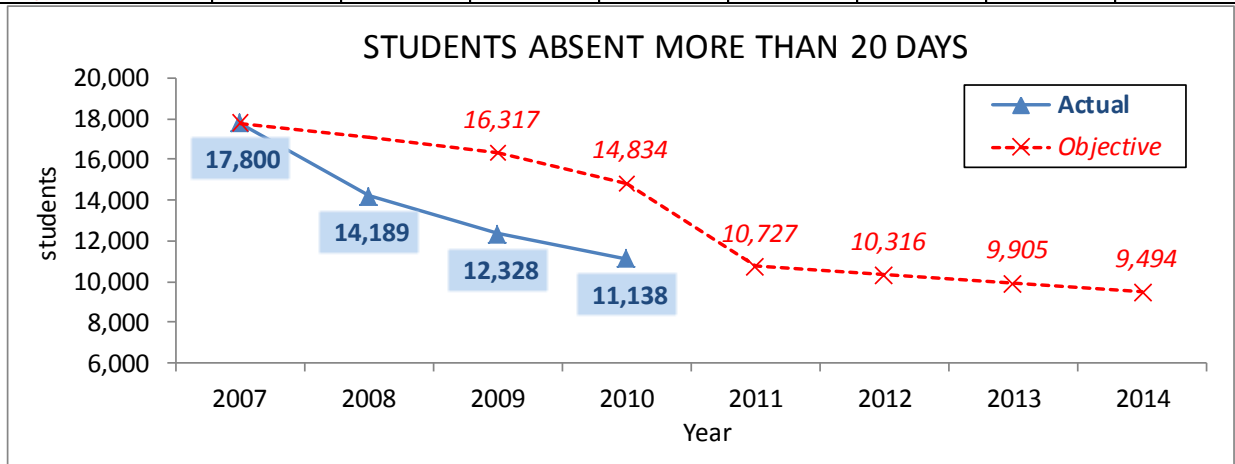


Strategy 2B: Improve student attendance

Objectives and Measurables:

2.B1. By 2014, decrease the number of students in grades K-12 who are absent more than 20 days from 17,800 to 9,494 (down 47%).

	2007	2008	2009	2010	2011	2012	2013	2014
Actual	17,800	14,189	12,328	11,138				
Objective			16,317	14,834	10,727	10,316	9,905	9,494



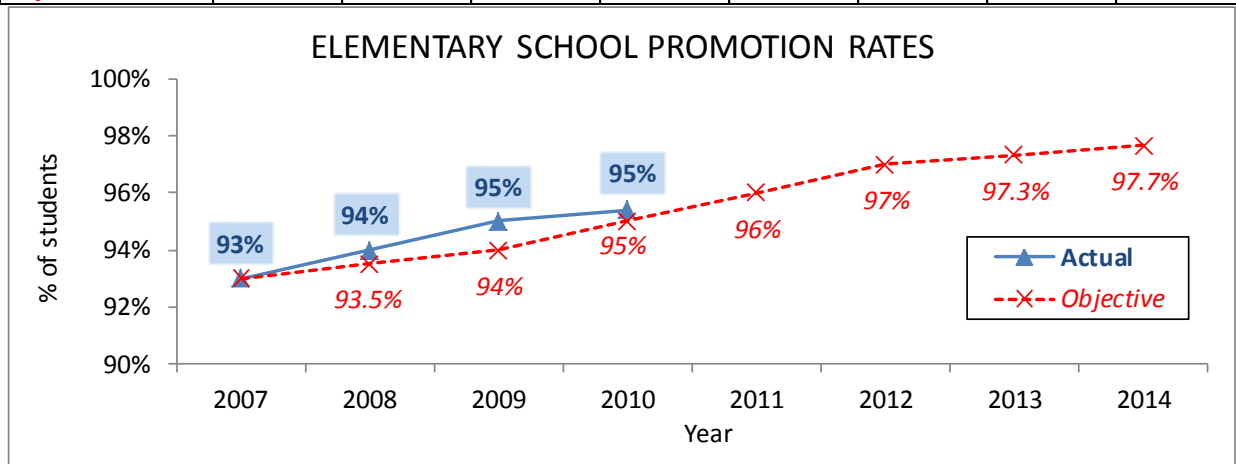
Duval County Strategic Plan Version 2.0

Strategy 2C: Increase effective academic interventions and safety net programs¹⁵

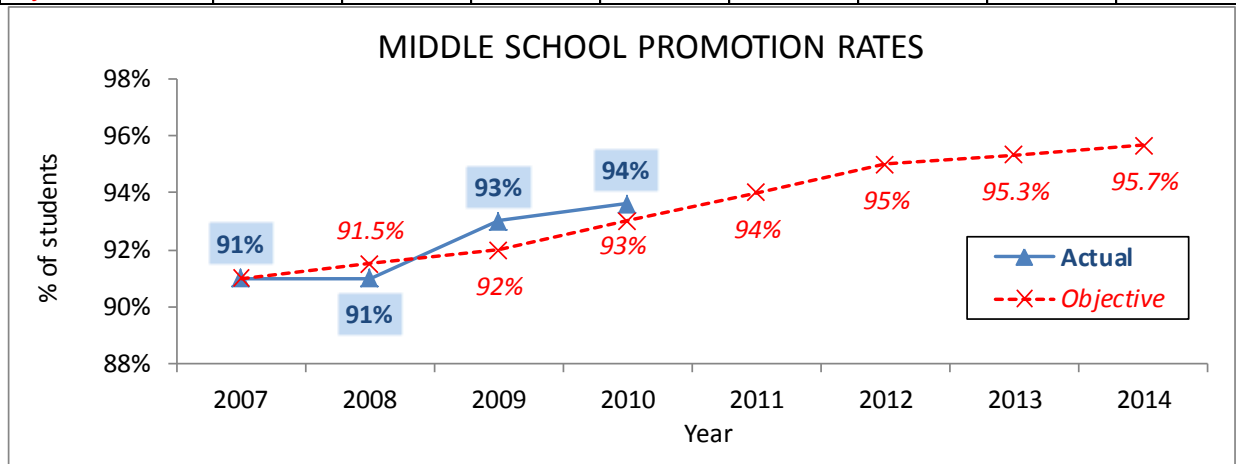
Objectives and Measurables:

2.C1. By 2014, increase the District-wide promotion rates for elementary, middle and high school.

	2007	2008	2009	2010	2011	2012	2013	2014
Actual	93%	94%	95%	95%				
Objective		93.5%	94%	95%	96%	97%	97.3%	97.7%



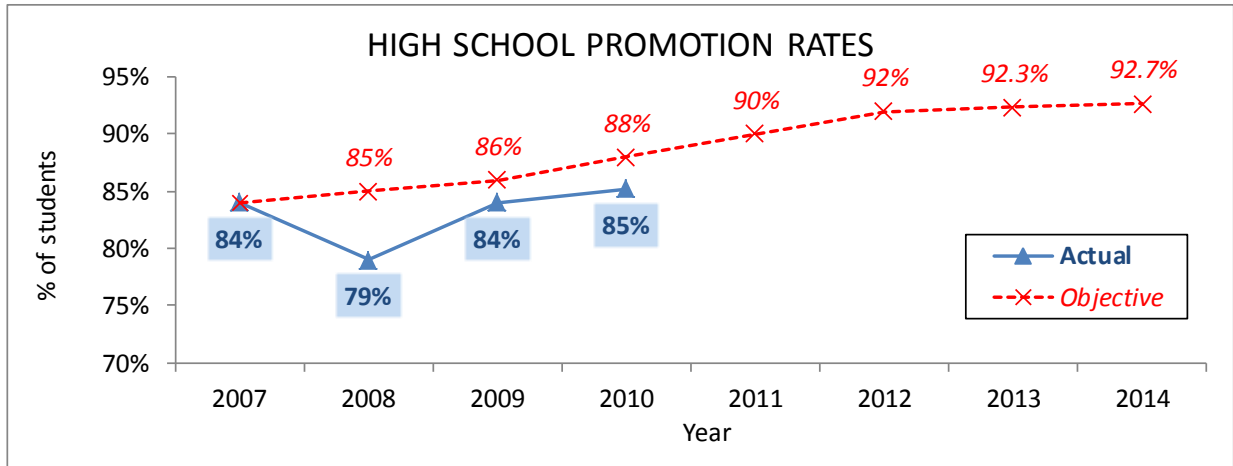
	2007	2008	2009	2010	2011	2012	2013	2014
Actual	91%	91%	93%	94%				
Objective		91.5%	92%	93%	94%	95%	95.3%	95.7%



¹⁵ Safety net programs are defined as the various programs in Duval County Public Schools that provide ongoing academic support for students, on an as-needed basis as students experience academic difficulty, so that students may remain on track toward high school graduation with their peers.

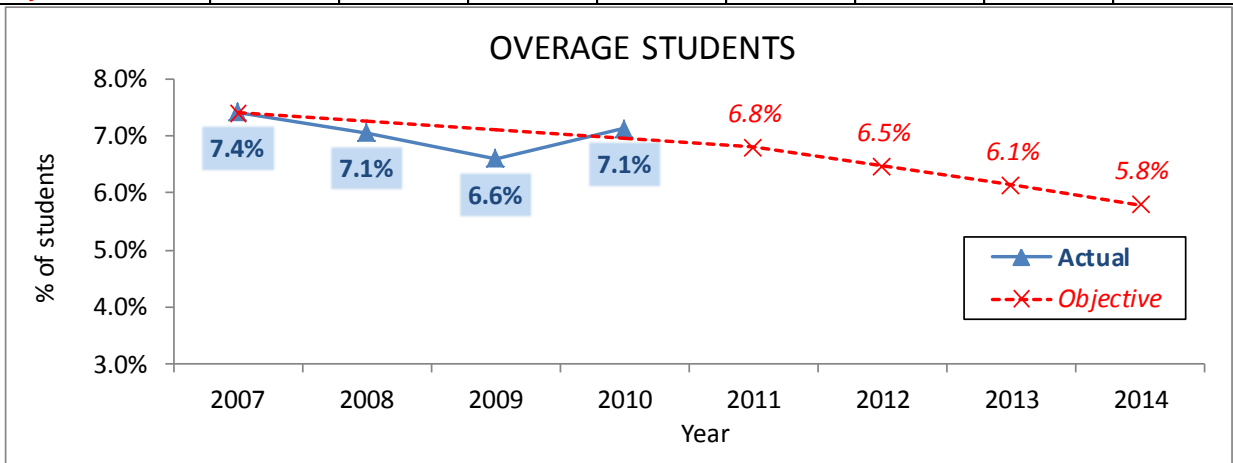
Duval County Strategic Plan Version 2.0

	2007	2008	2009	2010	2011	2012	2013	2014
Actual	84%	79%	84%	85%				
Objective		85%	86%	88%	90%	92%	92.3%	92.7%



2.C2. By 2014 reduce the percentage of students who are over-age for their grade by more than one year from 7.4% to 5.8%.

	2007	2008	2009	2010	2011	2012	2013	2014
Actual	7.4%	7.1%	6.6%	7.1%				
Objective					6.8%	6.5%	6.1%	5.8%



Goal 3. Employ the Best Teachers and Principals

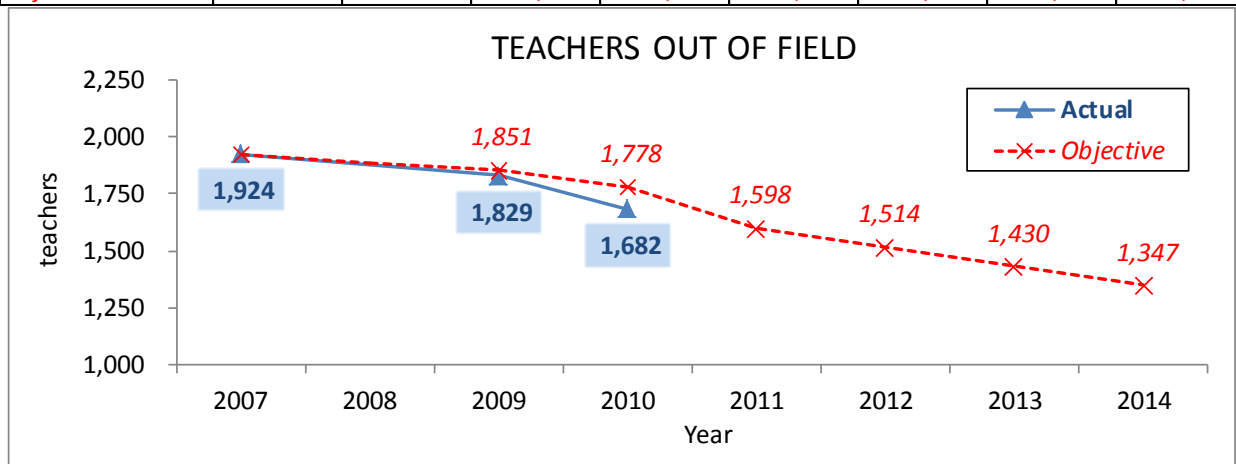
Hire, develop, support and retain the best teachers and principals in the nation for all schools.

Strategy 3A: Enhance and target teacher and principal recruitment to increase diversity and the number of high quality instructional personnel for our students, especially in our Turnaround Schools.

Objectives and Measurables:

3.A1. By 2014, the number of teachers who are teaching out of field will decrease from 1,924 to 1,347 (a decrease of 30%).

	2007	2008	2009	2010	2011	2012	2013	2014
Actual	1,924		1,829	1,682				
Objective			1,851	1,778	1,598	1,514	1,430	1,347

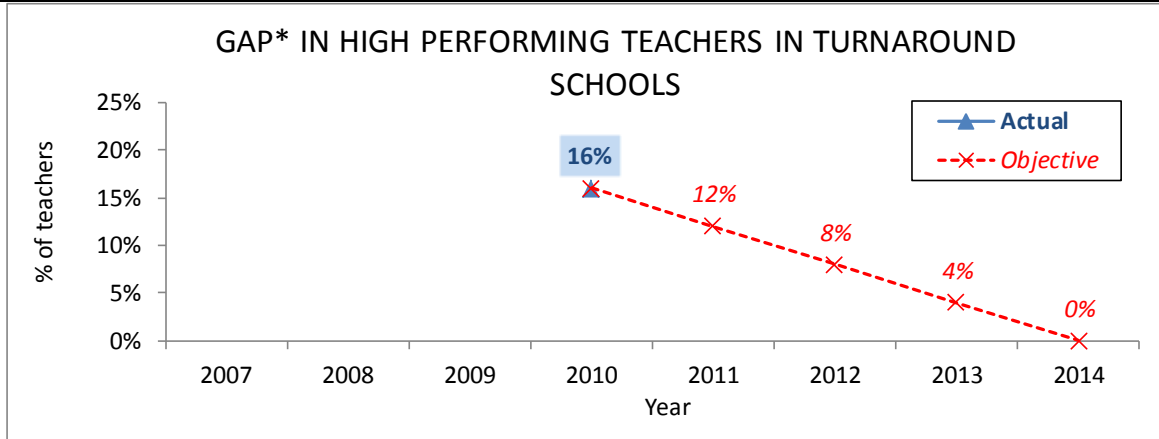


3.A2. By 2014, eliminate the gap between the percentage of High Performing¹⁶ teachers in Turnaround Schools and the District average for high performing teachers.

¹⁶ A High Performing teacher for purposes of this Plan is a teacher who receives a High Performing rating on Competency A on his/her annual assessment. Competency A is "Promotes student growth and performance".

Duval County Strategic Plan Version 2.0

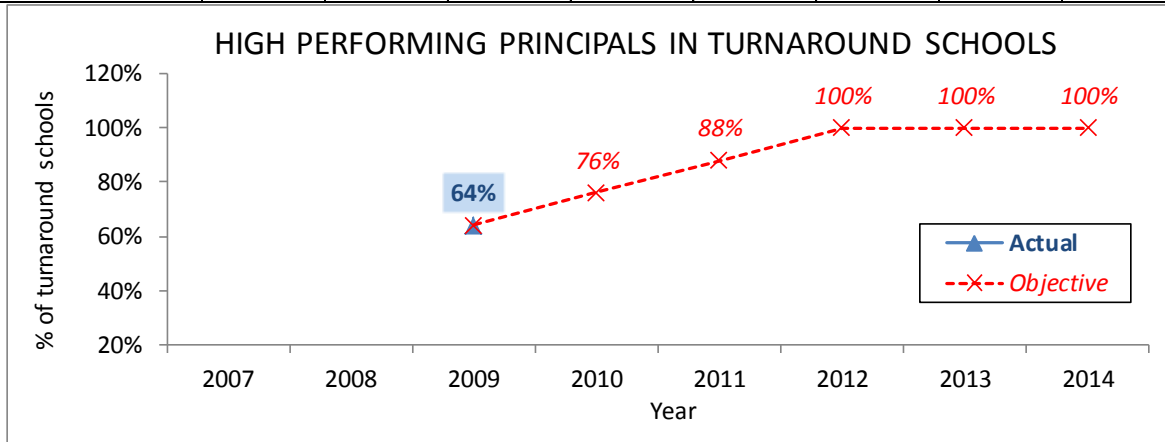
	2007	2008	2009	2010	2011	2012	2013	2014
Actual				16%				
Objective					12%	8%	4%	0%



*In 2010, 46% of teachers in Turnaround Schools were rated "High Performing" vs. the district average of 62%

3.A3. By 2012, all Turnaround Schools will have High Performing principals¹⁷.

	2007	2008	2009	2010	2011	2012	2013	2014
Actual			64%					
Objective				76%	88%	100%	100%	100%



Strategy 3B: Focus on retention and support of quality teachers and principals

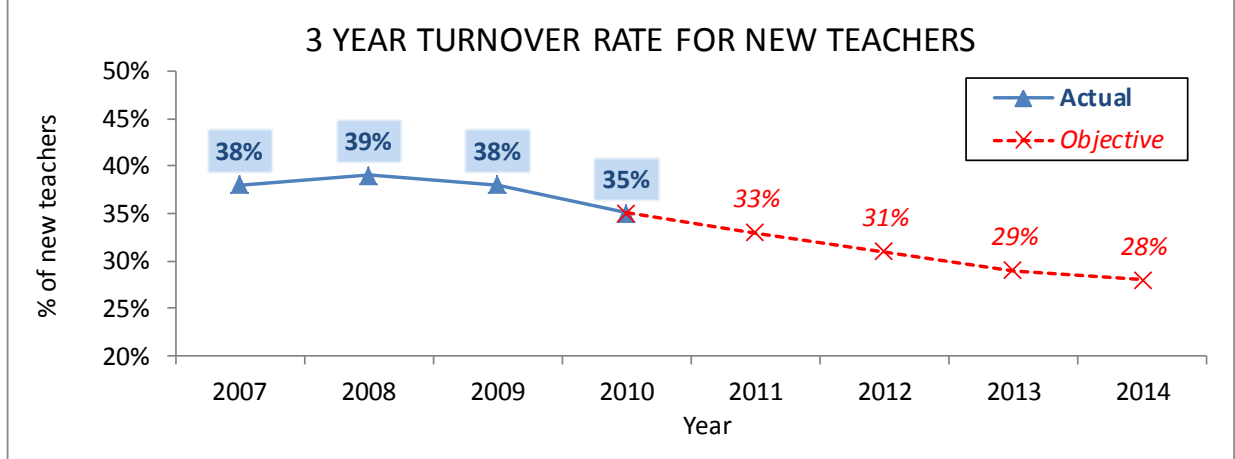
Objectives and Measurables:

¹⁷ A High Performing principal is defined in one of four ways; 1) as someone who was ranked in the upper 50% of all principals the previous school year utilizing the school's Merit Award Program ranking of true gains; OR 2) has met all three of his/her targets as set by the Superintendent (school grade, conduct and promotion rates); OR 3) has increased his/her current school or a former school at least two grades in a two-year period.

Duval County Strategic Plan Version 2.0

3.B1. By 2014, the Turnover Rate¹⁸ of teachers who are new to the District will be reduced from 35% to 28%, as measured across three years of employment.

	2007	2008	2009	2010	2011	2012	2013	2014
Actual	38%	39%	38%	35%				
Objective					33%	31%	29%	28%



Strategy 3C: Strengthen professional development to meet the needs of instructional staffs, school-based and District leaders

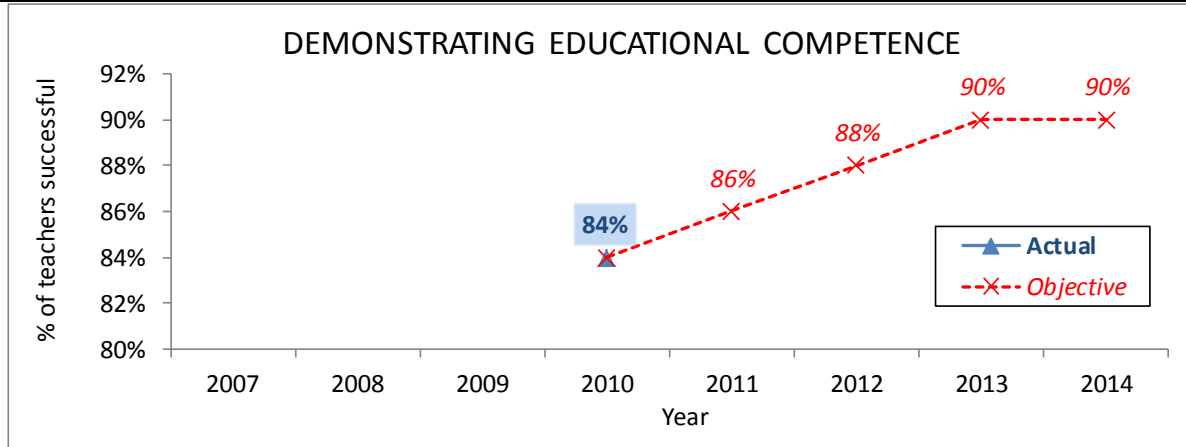
¹⁸ Turnover Rate is defined as the percentage of teachers who are new to the District and who resign during their first 3 years of employment (the sum of all three years). This does not include retirements and terminations.

Duval County Strategic Plan Version 2.0

Objectives and Measurables:

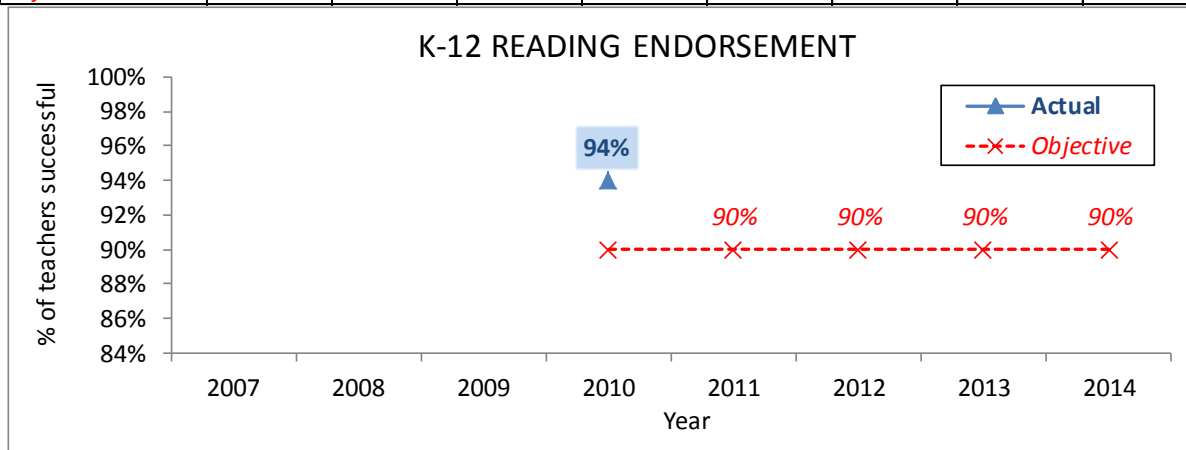
3.C1. All teachers¹⁹ who are new to Duval County will participate in the Teacher Induction Program and the percentage of novice teachers who exit the Demonstrating Educational Competence program within the required timeframe will improve from 84% to at least 90%.

	2007	2008	2009	2010	2011	2012	2013	2014
Actual				84%				
Objective					86%	88%	90%	90%



3.C2. Each year, at least 90% of the District's out-of-field reading teachers²⁰ will complete the required reading competencies within the specified timeframe until they have achieved the K-12 Reading Endorsement.

	2007	2008	2009	2010	2011	2012	2013	2014
Actual				94%				
Objective					90%	90%	90%	90%



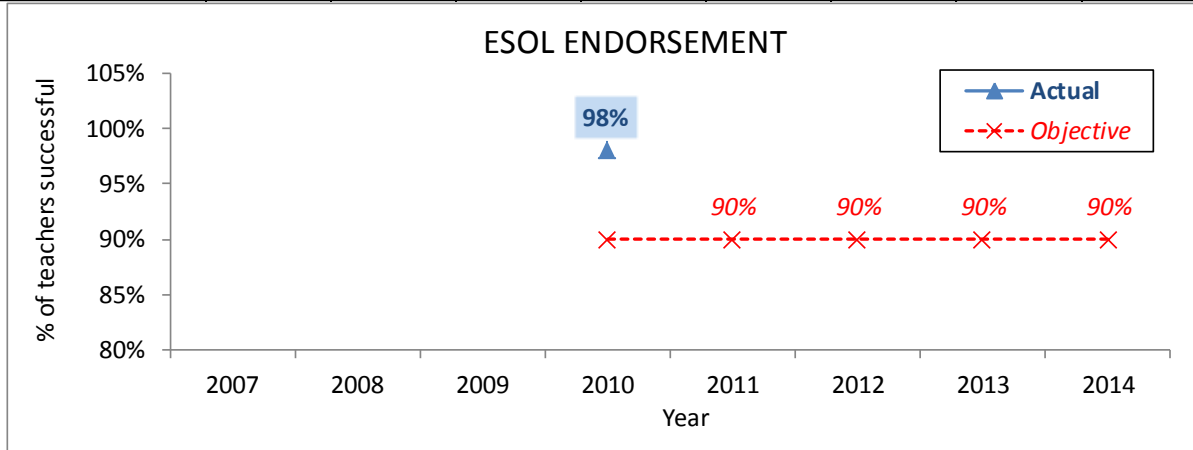
¹⁹ All data include non-education degree majors and state approved alternative certification programs; beginning in 2011 education degree majors will also be included in the calculation.

²⁰ Out-of-field teachers who do not participate, or do not complete the competencies, are not reapportioned.

Duval County Strategic Plan Version 2.0

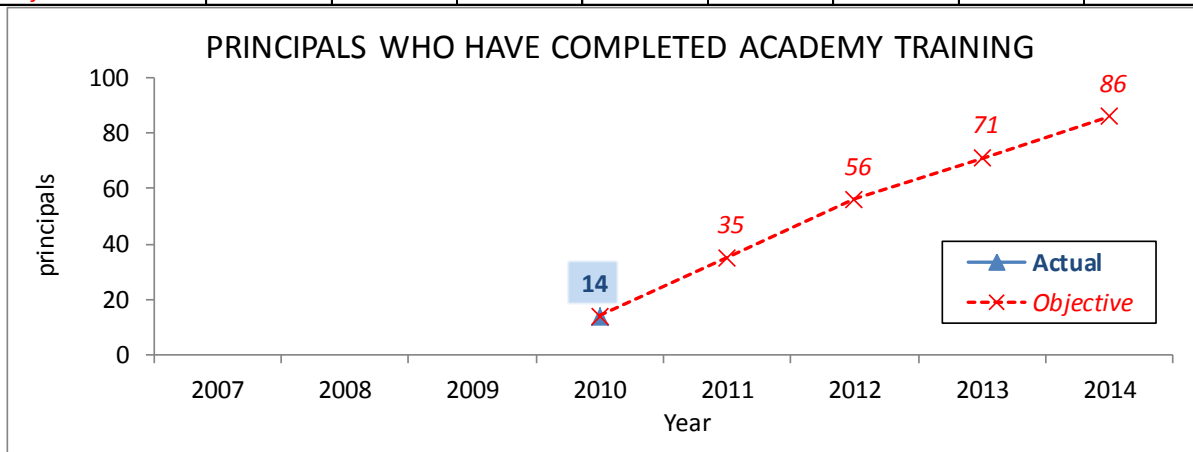
3.C3. Each year, at least 90% of the District’s teachers²¹ who are out-of-field for ESOL will complete the required ESOL courses within the specified timeframe until they have achieved the K-12 ESOL Endorsement or met their ESOL requirements.

	2007	2008	2009	2010	2011	2012	2013	2014
Actual				98%				
Objective					90%	90%	90%	90%



3.C4. By 2014, 86 principals²² will have successfully completed the three year Schultz Center/DCPS Principal Leadership Academy begun in 2008 (*this is a high value program, but please note that it is only one of many training opportunities that principals access each year*).

	2007	2008	2009	2010	2011	2012	2013	2014
Actual				14				
Objective					35	56	71	86



²¹ Out-of-field ESOL teachers who do not participate, or do not complete the coursework, are not reappointed.

²² There are approximately 150 principals in DCPS.

Goal 4. Establish Safe, Secure and Respectful Schools

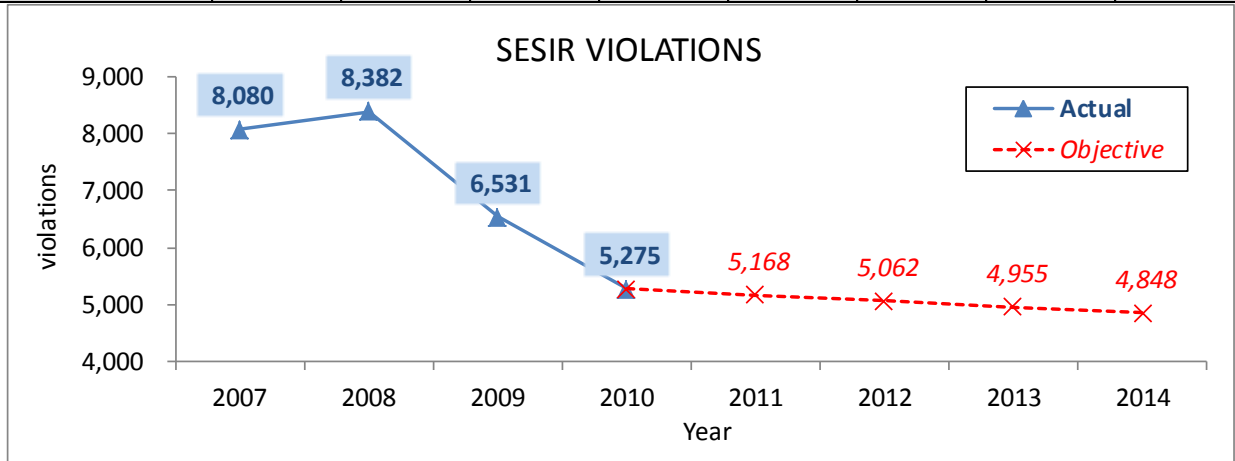
Establish safe schools where all individuals are respected, valued and feel secure.

Strategy 4A: Integrate best practices that encourage positive behavior, develop respect towards others and ensure safe environments throughout our school district

Objectives and Measurables:

4.A1. By 2014, the number of conduct violations as measured by SESIR Incidents²³ will decrease from 8,080 to 4,848 (down 40%).

	2007	2008	2009	2010	2011	2012	2013	2014
Actual	8,080	8,382	6,531	5,275				
Objective					5,168	5,062	4,955	4,848

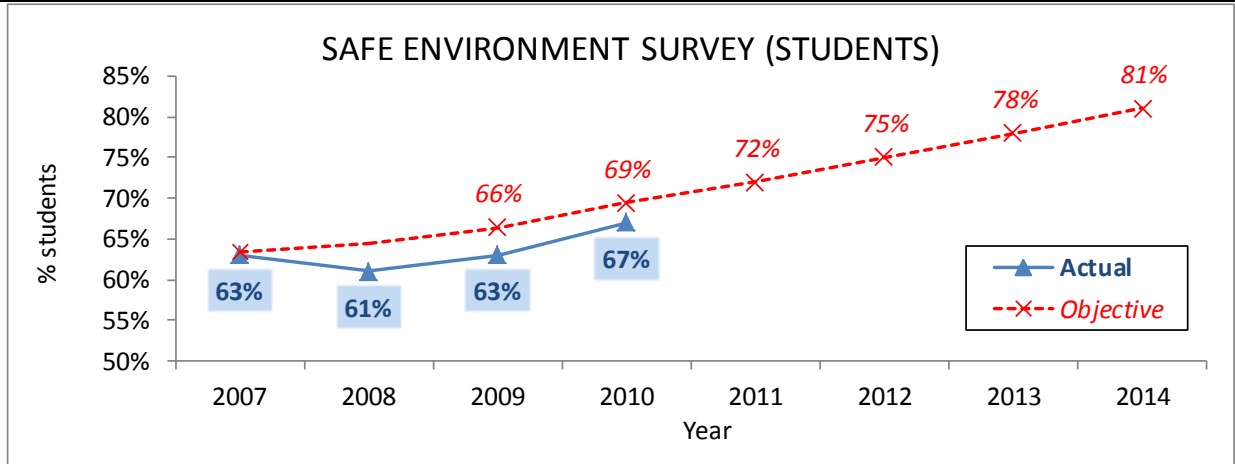


²³ SESIR: (Statewide School Environmental Safety Incident Report) tracks student conduct violations and is based on Florida State standard definitions. The data are linked to the DPCS code of conduct system and are tracked on-line by the Florida DOE. SESIR categories include Violent Acts Against Persons, Alcohol, Tobacco, other Drugs, Property, Harassment, Other non-Violent, Fighting, Disruption on Campus and Weapons Possession.

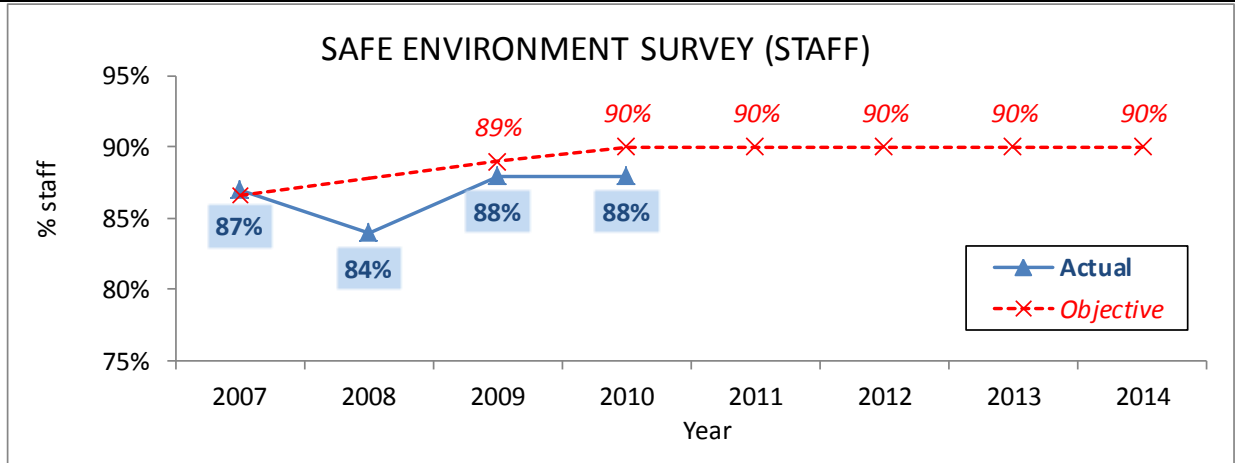
Duval County Strategic Plan Version 2.0

4.A2. The percentage of respondents to the District School Climate Survey who agree that their school provides a safe environment for teaching and learning will increase toward a goal of at least 90% or greater.

	2007	2008	2009	2010	2011	2012	2013	2014
Actual	63%	61%	63%	67%				
Objective			66%	69%	72%	75%	78%	81%

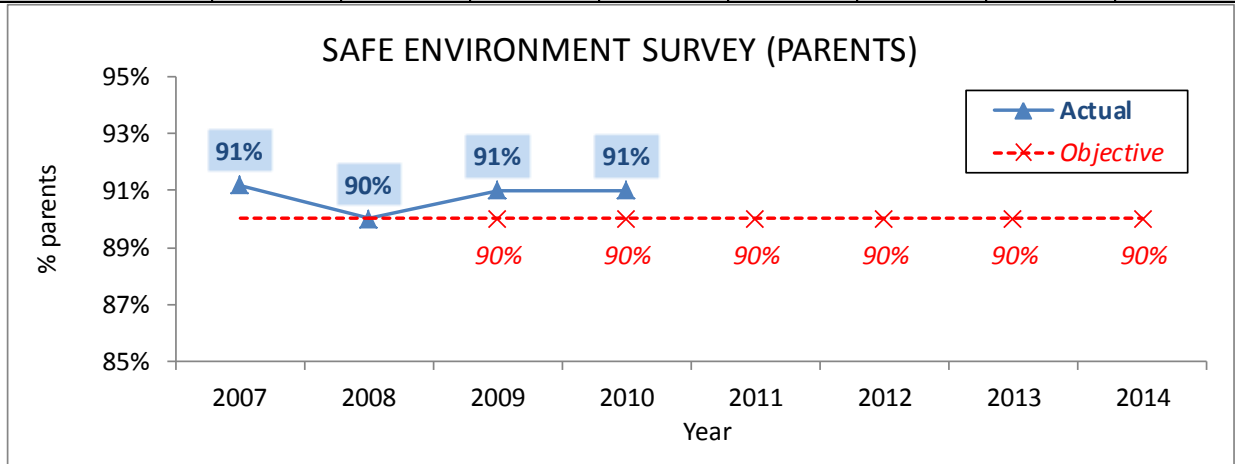


	2007	2008	2009	2010	2011	2012	2013	2014
Actual	87%	84%	88%	88%				
Objective			89%	90%	90%	90%	90%	90%



Duval County Strategic Plan Version 2.0

	2007	2008	2009	2010	2011	2012	2013	2014
Actual	91%	90%	91%	91%				
Objective			90%	90%	90%	90%	90%	90%

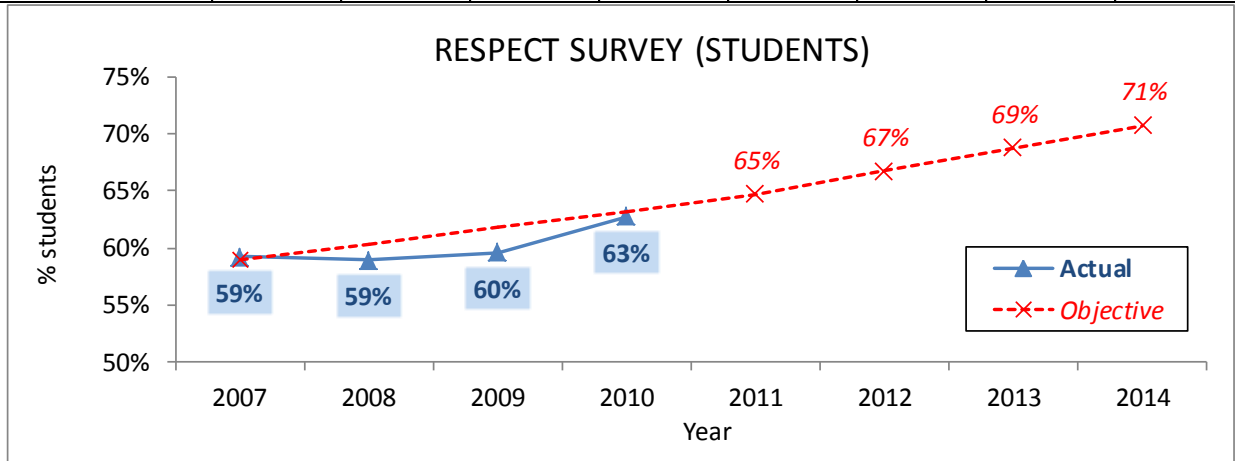


4.A3. The percentage of respondents to the District School Climate Survey who agree with questions related to respect in schools will increase toward a goal of at least 90% or greater.

The two statements related to respect in schools that are used to create this score are:

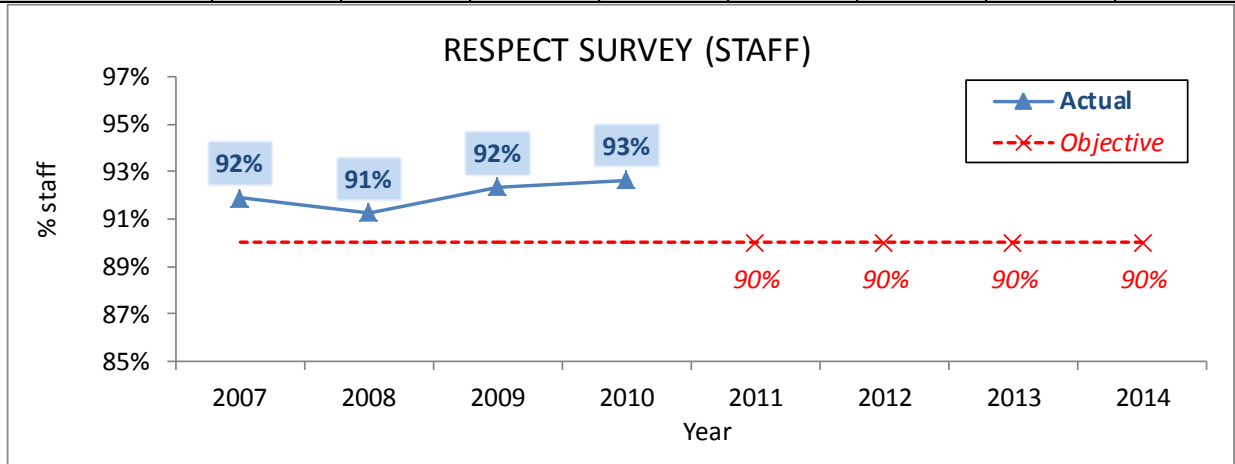
- My child is treated with respect and dignity at school.
- Parents at this school are treated with respect and dignity.

	2007	2008	2009	2010	2011	2012	2013	2014
Actual	59%	59%	60%	63%				
Objective					65%	67%	69%	71%

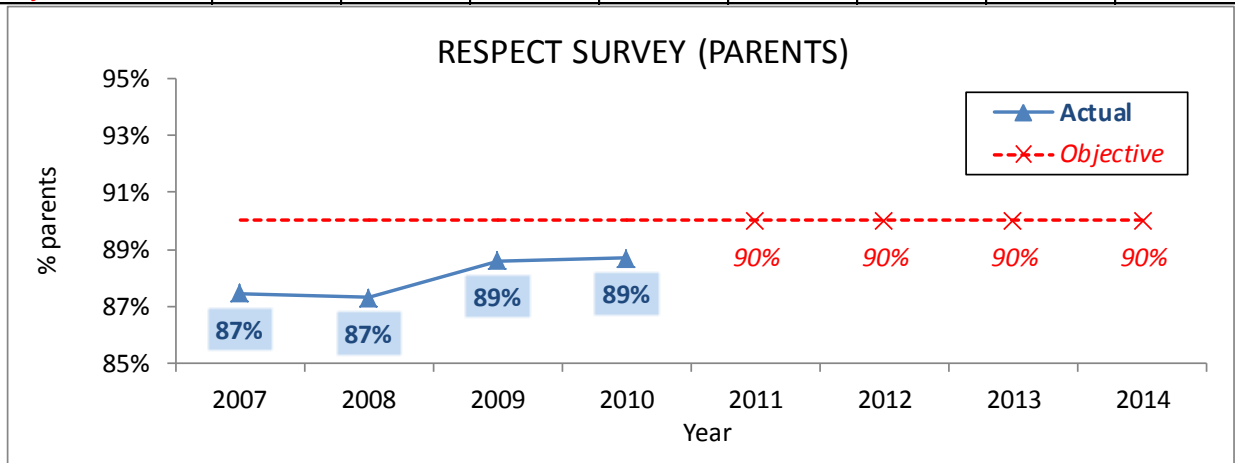


Duval County Strategic Plan Version 2.0

	2007	2008	2009	2010	2011	2012	2013	2014
Actual	92%	91%	92%	93%				
Objective					90%	90%	90%	90%



	2007	2008	2009	2010	2011	2012	2013	2014
Actual	87%	87%	89%	89%				
Objective					90%	90%	90%	90%



Goal 5. Engage Family and Community Support

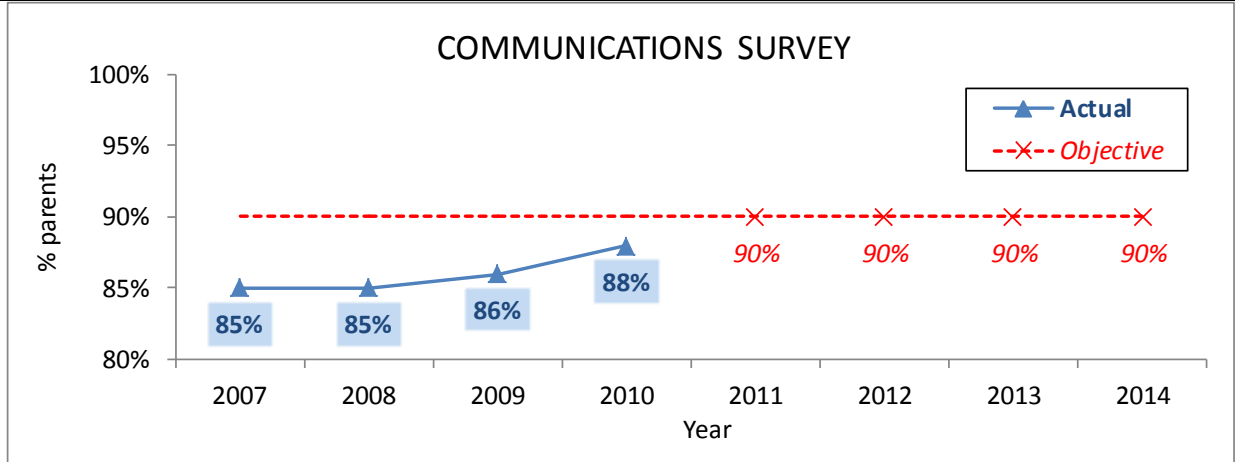
Energize families, community, civic and business leaders and corporations to engage in the success of education.

Strategy 5A: Establish continuous and effective communications with all internal and external stakeholders.

Objectives and Measurables:

5.A1. Increase positive responses on the District climate survey regarding effective District communication to at least 90%.

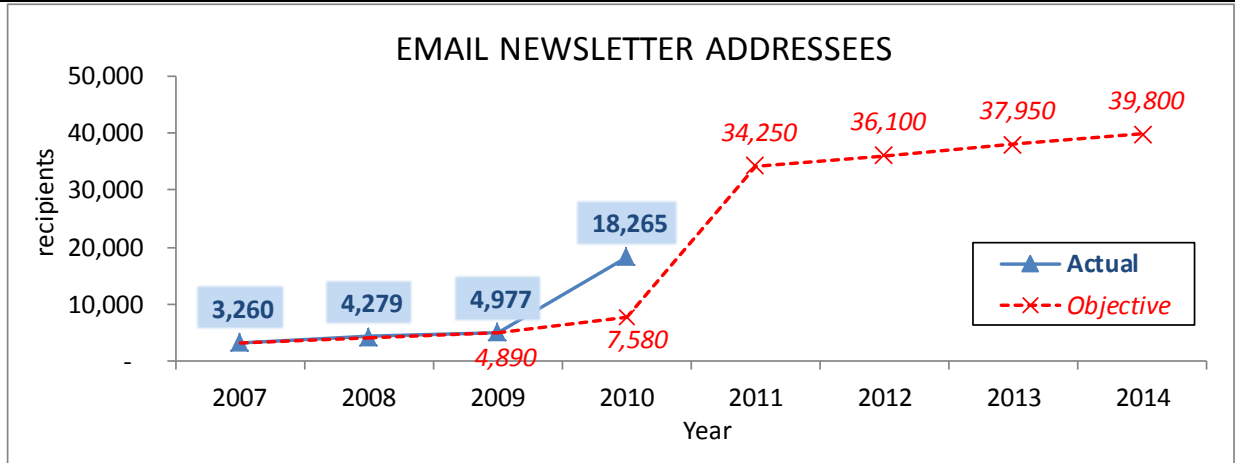
	2007	2008	2009	2010	2011	2012	2013	2014
Actual	85%	85%	86%	88%				
Objective					90%	90%	90%	90%



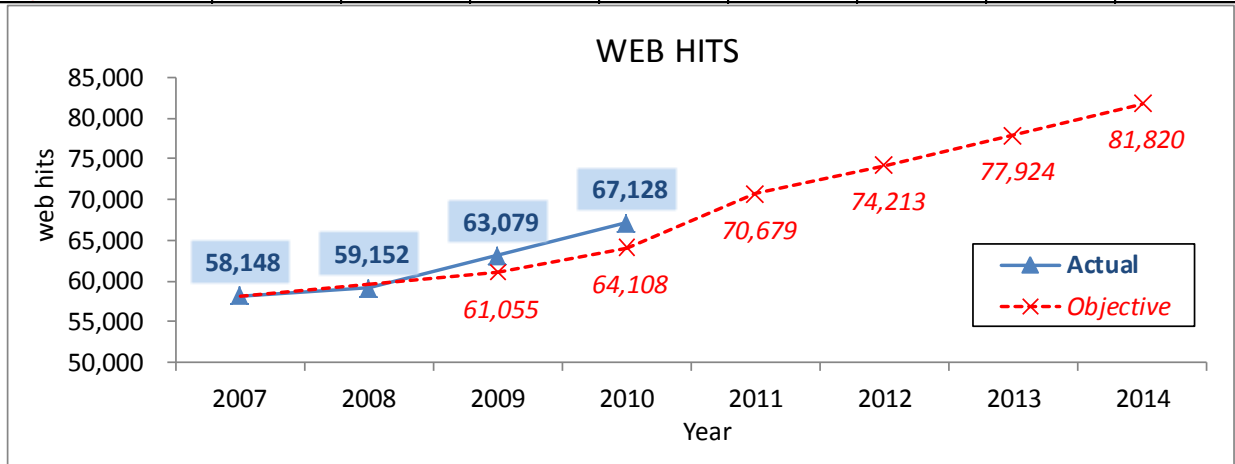
Duval County Strategic Plan Version 2.0

5.A2. Increase the number of households receiving the e-mail newsletter and increase the number of DCPS website hits annually.

	2007	2008	2009	2010	2011	2012	2013	2014
Actual	3,260	4,279	4,977	18,265				
Objective			4,890	7,580	34,250	36,100	37,950	39,800



	2007	2008	2009	2010	2011	2012	2013	2014
Actual	58,148	59,152	63,079	67,128				
Objective			61,055	64,108	70,679	74,213	77,924	81,820



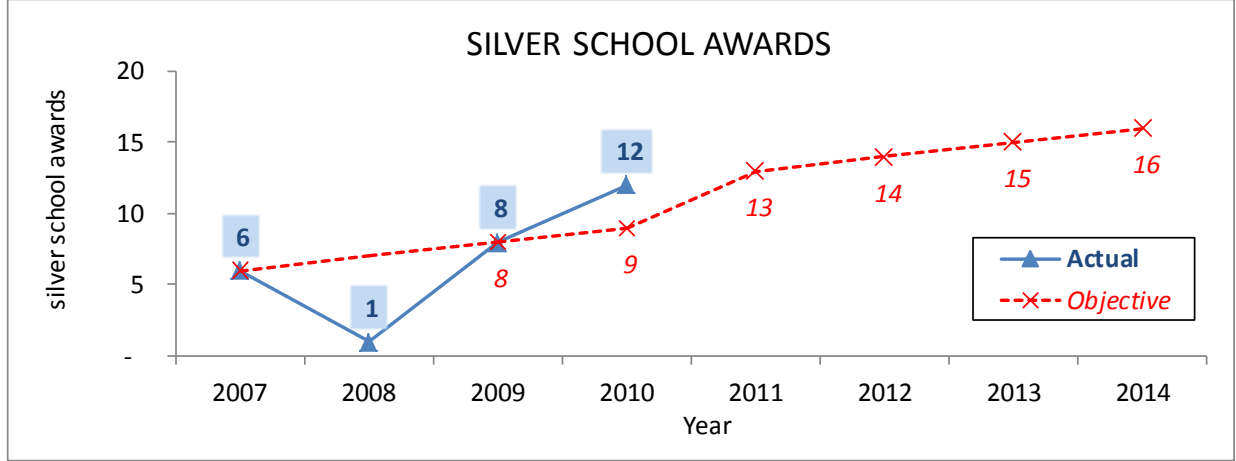
Strategy 5B. Increase and strengthen parent/family and school partnerships

Objectives and Measurables:

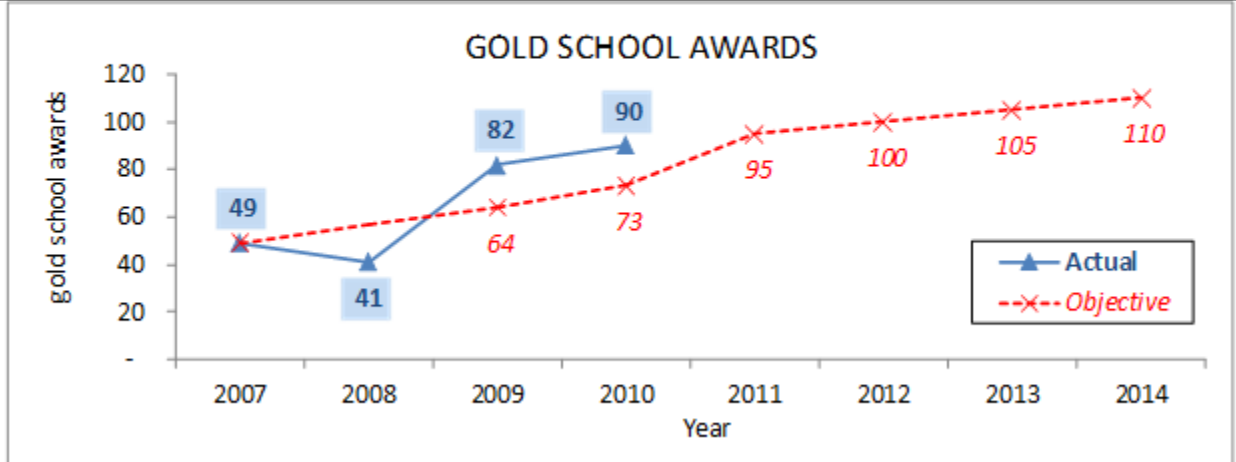
Duval County Strategic Plan Version 2.0

5.B1 . Increase the number of Silver²⁴, Golden²⁵ and Five Star School²⁶ Award winners.

	2007	2008	2009	2010	2011	2012	2013	2014
Actual	6	1	8	12				
Objective			8	9	13	14	15	16



	2007	2008	2009	2010	2011	2012	2013	2014
Actual	49	41	82	90				
Objective			64	73	95	100	105	110



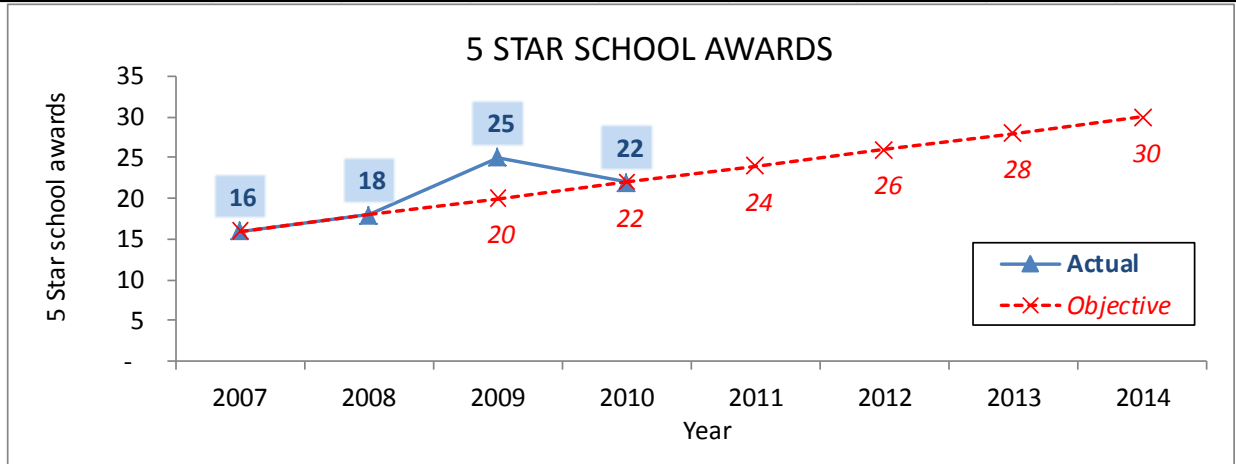
²⁴ Silver School Award is presented to recognize secondary schools that provide exemplary services to elementary and secondary schools. This award is based on student volunteer programs.

²⁵ Golden School Award recognizes elementary, middle and high schools that show exemplary programs which promote parent and community involvement in education.

²⁶ Five Star School Award achievement is presented each year to those schools that have shown evidence of exemplary community involvement in the categories of Business Partnerships, Family Involvement, Volunteers, Student Community Service, and School Advisory Councils.

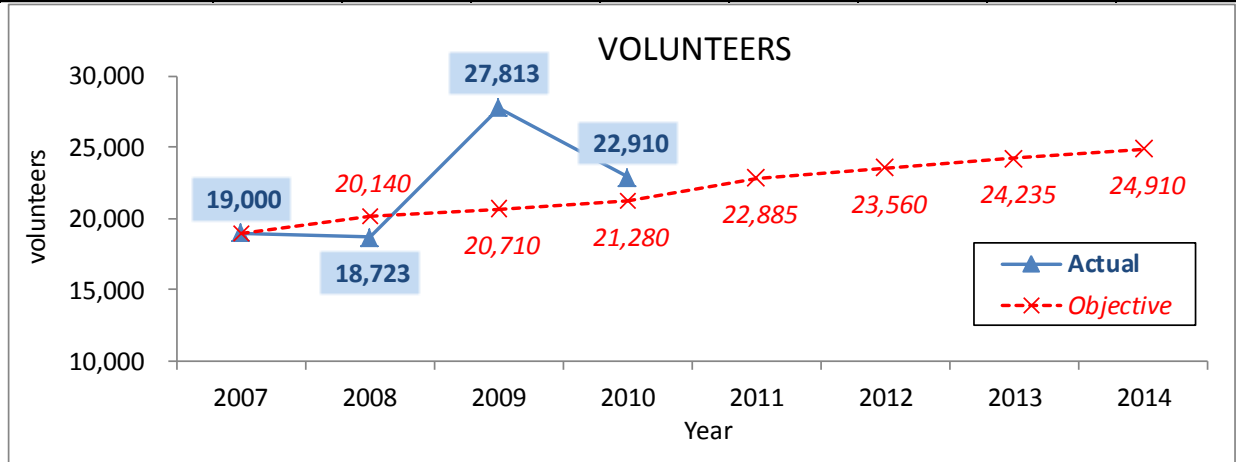
Duval County Strategic Plan Version 2.0

	2007	2008	2009	2010	2011	2012	2013	2014
Actual	16	18	25	22				
Objective			20	22	24	26	28	30



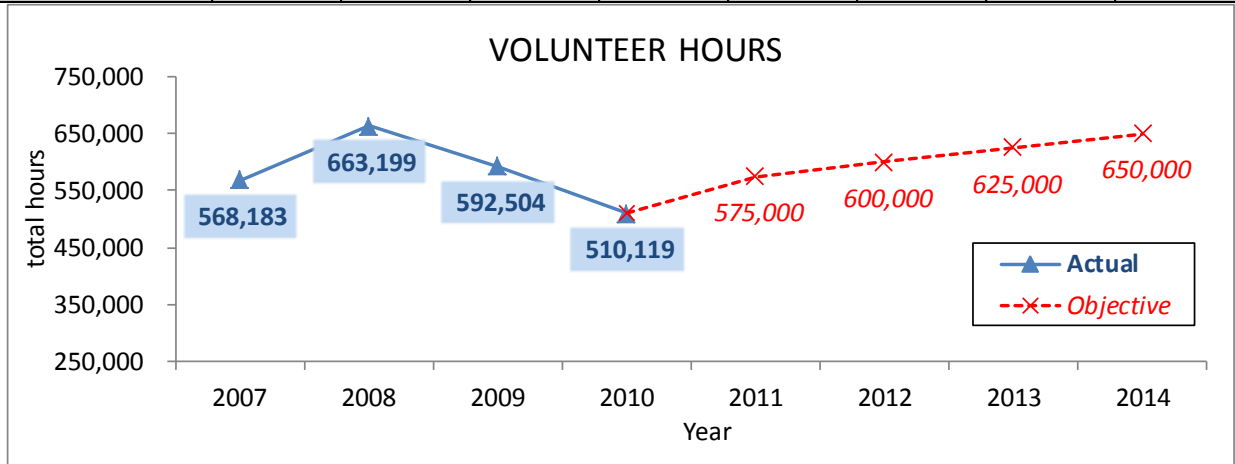
5.B2. Increase the number of volunteers and volunteer hours each year to achieve the goal of 650,000 volunteer hours by 2014.

	2007	2008	2009	2010	2011	2012	2013	2014
Actual	19,000	18,723	27,813	22,910				
Objective		20,140	20,710	21,280	22,885	23,560	24,235	24,910



Duval County Strategic Plan Version 2.0

	2007	2008	2009	2010	2011	2012	2013	2014
Actual	568,183	663,199	592,504	510,119				
Objective					575,000	600,000	625,000	650,000

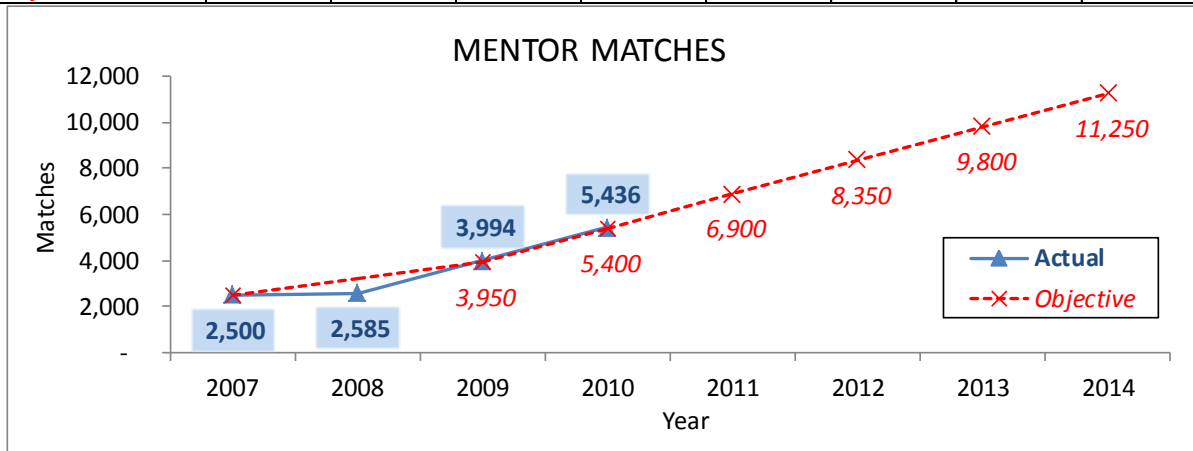


Strategy 5.C Enhance alliances with community, civic and business leaders as well as corporate partners

Objectives and Measurables:

5.C1. Increase the number of mentor matches²⁷ in collaboration with community partners to achieve the ultimate goal of 20,000 by 2020.

	2007	2008	2009	2010	2011	2012	2013	2014
Actual	2,500	2,585	3,994	5,436				
Objective			3,950	5,400	6,900	8,350	9,800	11,250



²⁷ A mentor match is defined as a one-on-one adult-child mentoring relationship or group (adult-children) interaction on an on-going time frame (at least one year).

Duval County Strategic Plan Version 2.0

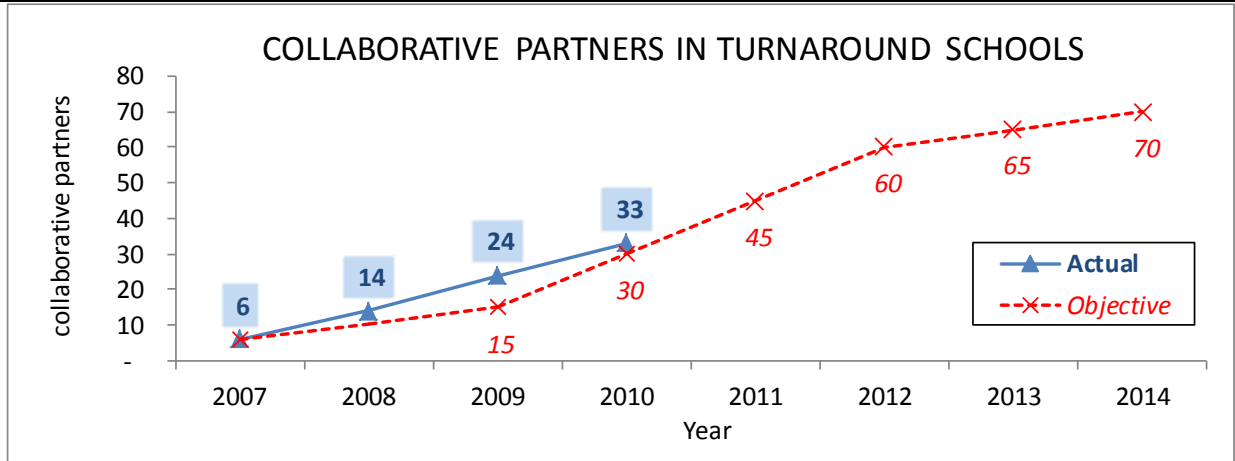
5.C2. By 2014, develop a minimum of 14 Strategic Partners²⁸ with prominent individuals, organizations and businesses in Jacksonville.

	2007	2008	2009	2010	2011	2012	2013	2014
Actual								
Objective					5	8	11	14



5.C3. By 2014, increase the number of documented collaborative partners to at least 70 in the targeted Turnaround schools.

	2007	2008	2009	2010	2011	2012	2013	2014
Actual	6	14	24	33				
Objective			15	30	45	60	65	70

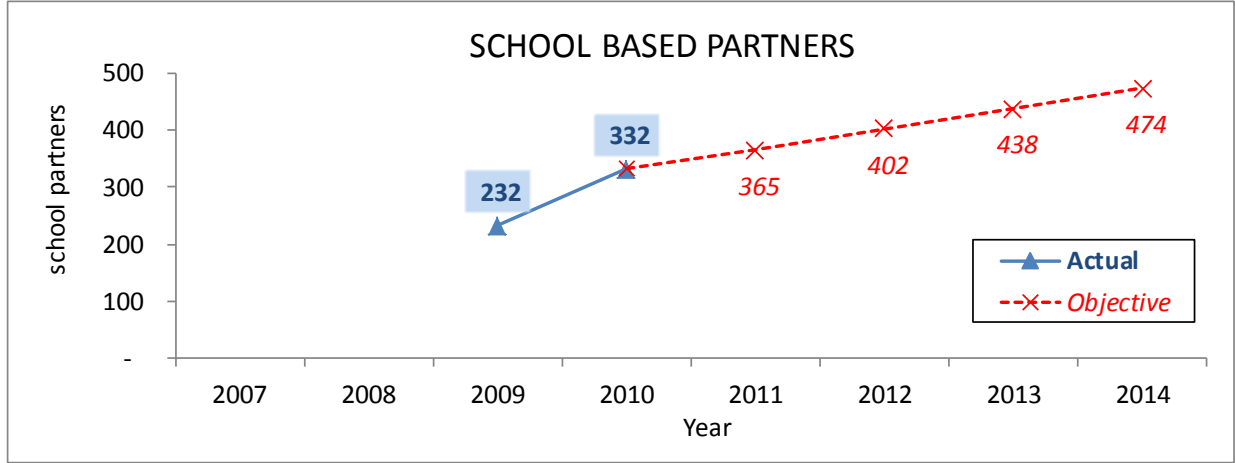


²⁸ Strategic Partners consist of those businesses, organizations and individuals that have formalized agreements with the District to provide multi-tiered support of education. Multi-tiered support includes, but is not limited to, program development or sponsorship (cash or in-kind contributions) in multiple schools and/or feeder patterns, employee volunteer programs at multiple sites, teacher and parent resources, and District-level support. Strategic Partners will be developed, managed and tracked through the Community and Family Engagement office..

Duval County Strategic Plan Version 2.0

5.C4. By 2014, increase the total number of school based partners²⁹ from 232 to 474.

	2007	2008	2009	2010	2011	2012	2013	2014
Actual			232	332				
Objective					365	402	438	474



Continued on next page

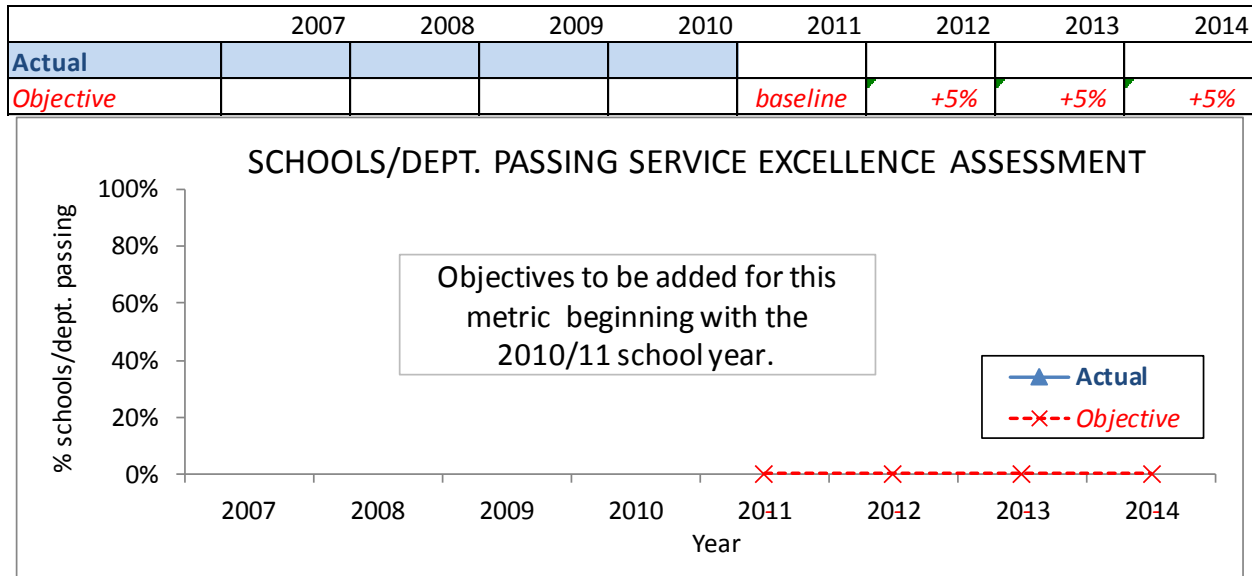
²⁹ School Based Partners consist of business, community, civic and faith-based organizations that have formalized agreements with one or more schools to provide direct support of education.

Duval County Strategic Plan Version 2.0

Strategy 5.D: Create a welcoming and respectful environment for employees and the community

Objectives and Measurables:

5.D1. By 2014, increase the percentage of schools/departments that receive passing grades on Service Excellence Program assessments³⁰.



³⁰ The Service Excellence Program is a three workshop series program designed to create environments that are positive, welcoming, and culturally respectful. The Program also incorporates ongoing evaluation of all schools/departments through 'mystery shopper' assessments.

Goal 6. Deliver High Quality Support for Schools

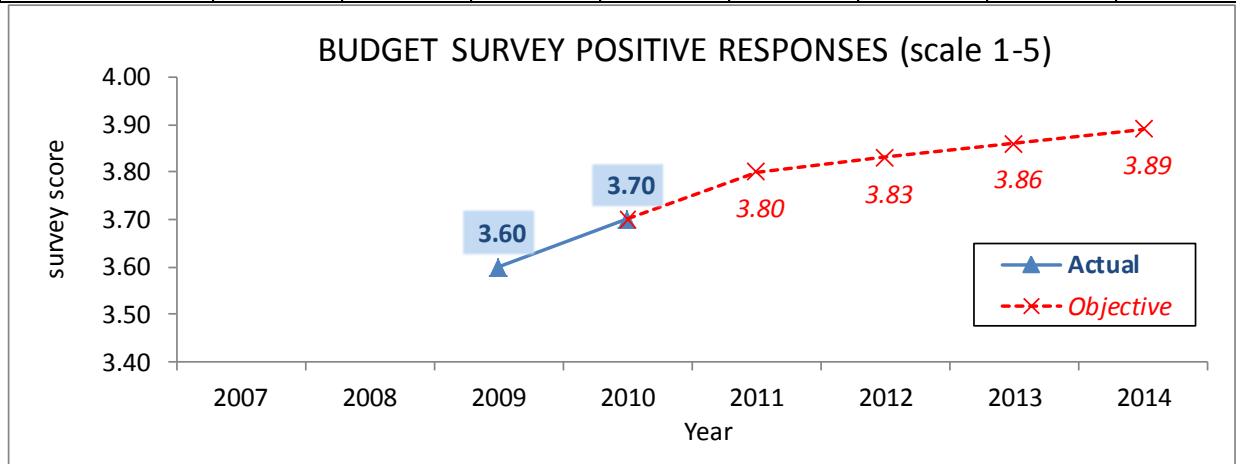
Continually enhance school performance through delivery of high quality District management, operational support, and customer service.

Strategy 6A: Enhance District-wide financial management services

Objectives and Measurables:

6.A1. By 2014, increase the satisfaction score on the District financial services survey from 3.60 up to 3.89 on a scale of 1 to 5 (with 5 being the best).

	2007	2008	2009	2010	2011	2012	2013	2014
Actual			3.60	3.70				
Objective					3.80	3.83	3.86	3.89



Duval County Strategic Plan Version 2.0

6.A2. Sustain the District’s excellent “investment grade” bond rating as assessed by the independent rating agencies.

	Strategic Plan (version 2.0)							
	2007	2008	2009	2010*	2011	2012	2013	2014
Moody's bond rating for DCPS	A1	A1	A1	Aa3	Aa3	Aa3	Aa3	Aa3
S&P's bond rating for DCPS	n/a	n/a	n/a	AA-	AA-	AA-	AA-	AA-
Fitch's bond rating for DCPS	A+	A+	A+	AA-	n/a	n/a	n/a	n/a

* Changes in 9-10 were due to a change in the rating scale, not an increase in credit evaluation.

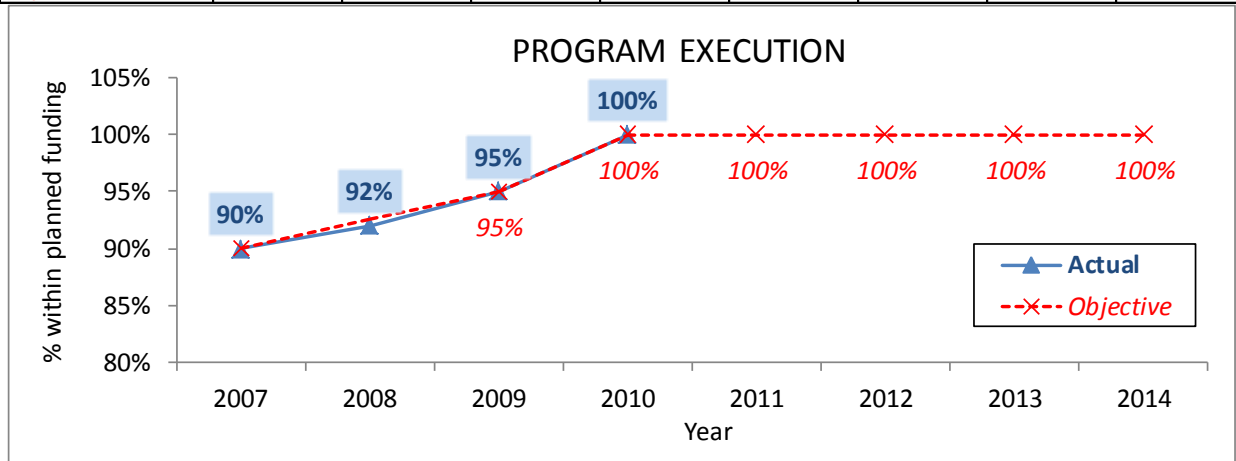
shaded = actual

Strategy 6B: Improve District-wide program management and execution

Objectives and Measurables:

6.B1. Execute all programs within 2% of planned funding³¹ and with a focus on completion of tasks and projects.

	2007	2008	2009	2010	2011	2012	2013	2014
Actual	90%	92%	95%	100%				
Objective	90%		95%	100%	100%	100%	100%	100%



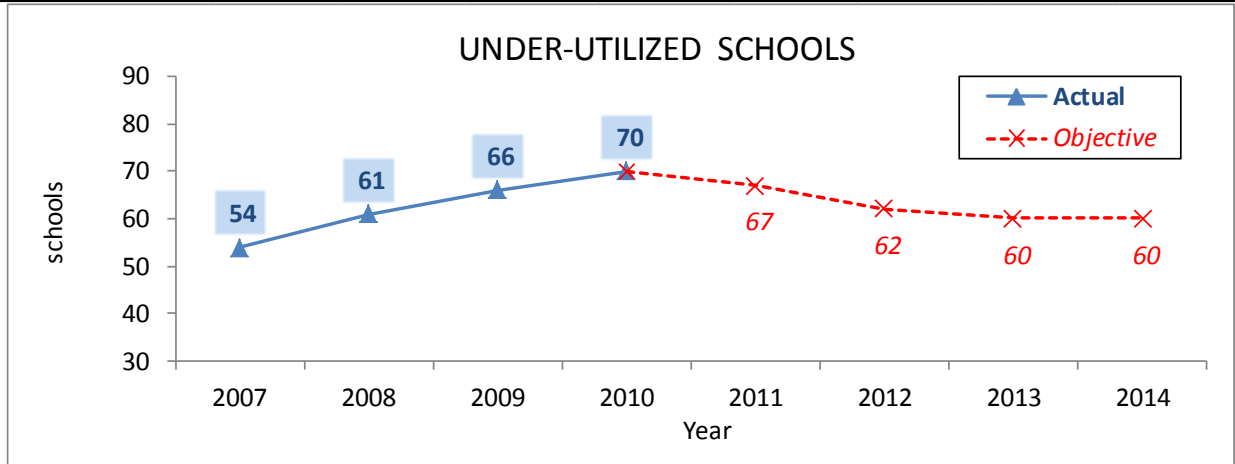
6.B2. Remain 100% compliant with Concurrency³² and decrease the number of schools³³ that fall outside the recommended range for school utilization of 85% to 105%.

³¹ Planned funding is based upon budget, budget adjustments and approved under-spending.

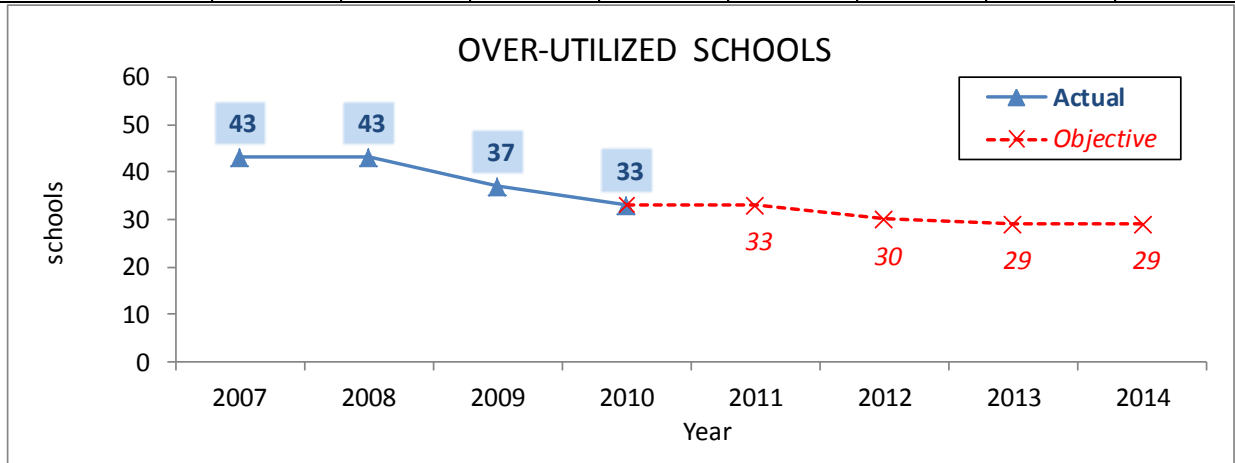
³² Concurrency is meeting the needs of our communities regarding average school capacities within a defined area.

Duval County Strategic Plan Version 2.0

	2007	2008	2009	2010	2011	2012	2013	2014
Actual	54	61	66	70				
Objective					67	62	60	60



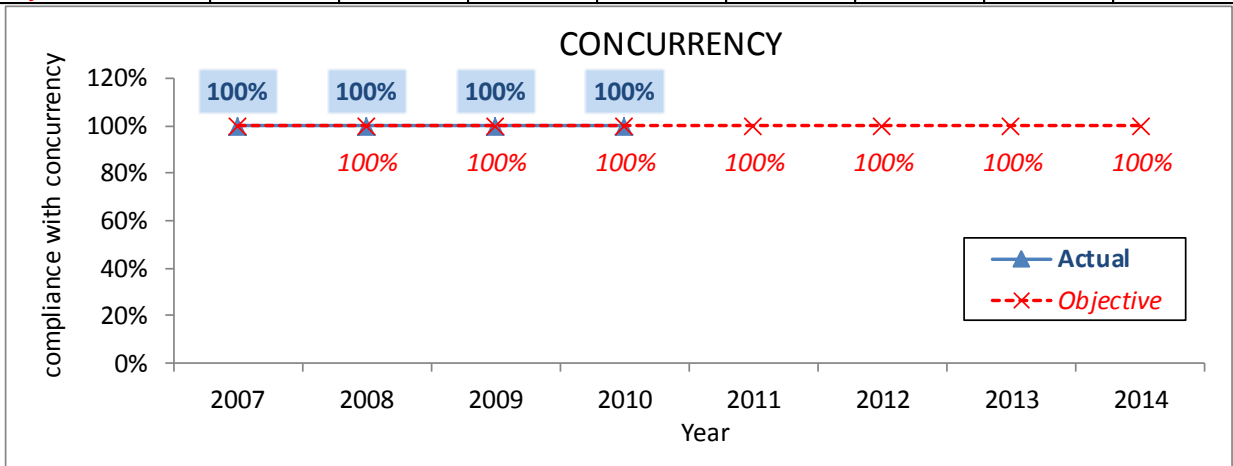
	2007	2008	2009	2010	2011	2012	2013	2014
Actual	43	43	37	33				
Objective					33	30	29	29



³³ Target does not include alternative schools. Target does not include schools that are “ramping up” such as the newly opened ACHS or planned Waterleaf K-5 during their first two years of operation.

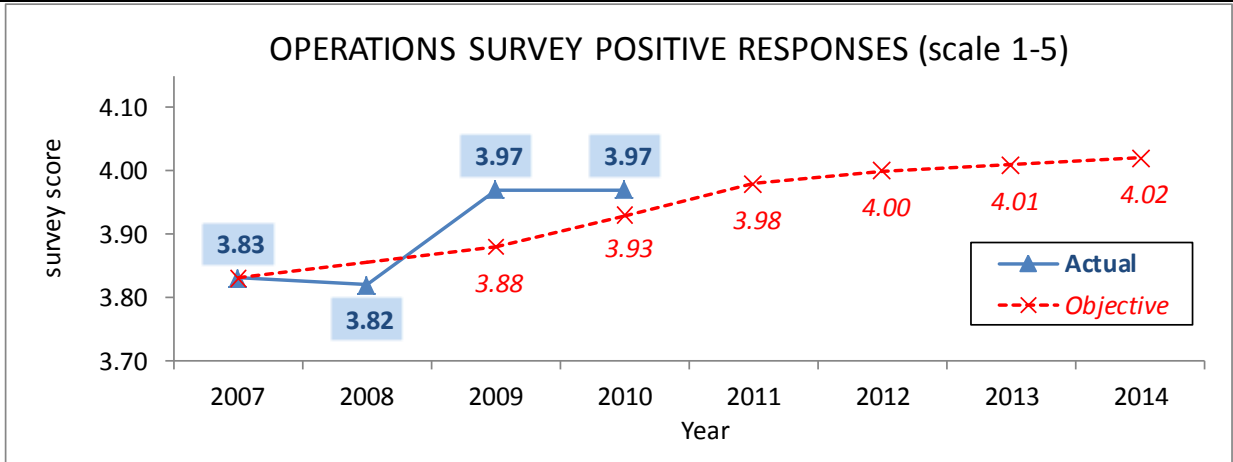
Duval County Strategic Plan Version 2.0

	2007	2008	2009	2010	2011	2012	2013	2014
Actual	100%	100%	100%	100%				
<i>Objective</i>		100%	100%	100%	100%	100%	100%	100%



6.B3. By 2014, increase the satisfaction score on the District Operations Survey to 4.02 or higher on a scale of 1 to 5 (with 5 being the best).

	2007	2008	2009	2010	2011	2012	2013	2014
Actual	3.83	3.82	3.97	3.97				
<i>Objective</i>			3.88	3.93	3.98	4.00	4.01	4.02



Strategy 6.C: Deploy information technology that supports the academic and business needs of our students, teachers and staff

Duval County Strategic Plan Version 2.0

Objectives and Measurables:

6.C1. Increase access to student information by implementing electronic solutions³⁴

	Strategic Plan (version 2.0)				
	2010	2011	2012	2013	2014
Profile (% complete)	20%	50%	70%	80%	90%
Student Information System (% complete)	25%	45%	65%	75%	85%
Data Warehouse (% complete)	10%	20%	45%	60%	70%

shaded = actual

6.C2. Increase the percentage of schools and business users having appropriate access to technology tools/hardware³⁵ managed within defined lifecycles to maintain specific service level agreements.

	Strategic Plan (version 2.0)				
	2010	2011	2012	2013	2014
Infrastructure (% complete)	65%	75%	78%	80%	82%
Computers (% complete)	96%	99%	99%	99%	99%
Admin & Business Systems (% complete)	85%	90%	95%	98%	98%

shaded = actual

³⁴ The technology projects will be completed in a phased approach, accessible by 100% of schools upon completion. The percentage indicated reflects the current and projected percentage of completion of each project.

³⁵ Access to technology tools/hardware is defined by DCPS as a baseline computer hardware standard of 3 to 1 student to computer ratio (2011) and lifecycle management to maintain it, appropriate school based infrastructure (Retrofits, Network Electronics/Wireless & Power) and required administrative and business systems and software.