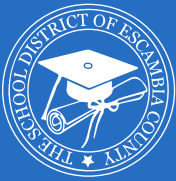


We're All In

United for Every Student to Succeed

2022-2027 STRATEGIC PLAN | ESCAMBIA COUNTY PUBLIC SCHOOLS





We are Escambia County Public Schools: United For Every Student to Succeed.

The Identity Narrative shared below emerged from the Celebrating our Past, Designing our Future, Together., research process. It brings together storylines that capture who we are and our aspirations for the future, mined from teachers, parents, community leaders, employees and the Escambia County School District Board Members.

We believe education is a community endeavor that begins and continues well beyond the walls of our classrooms. We know when educators, families, communities, and government officials are United for Every Student to Succeed, we can nurture and graduate students who are inspired and empowered to make a positive contribution to society.

For us, education is more than a commitment to teaching. It is a shared calling to provide equal access to learning for all while embracing the uniqueness and individual potential of each student. It is an opportunity to create an exemplary education system that sets a gold standard for education, making Escambia County Public Schools one of the most desired places to work in our community and a model for other systems to emulate.

We believe that daily education of our children is a team effort, thus we are committed to fostering the collaboration, determination, and commitment needed from teachers, staff, and the community to realize our greatest aspirations. The fruits of our efforts are demonstrated by the transparent, measurable, and sustainable achievement of our goals.

Our faculty, staff, and administrators are supported by a strong, caring leadership team and the enthusiastic encouragement of school families. We are held in high esteem, trusted, and respected for our contributions to educating and promoting student achievement.

Together we stand, united under a shared commitment to kindle life-long learning and to give children the tools to shine. We advocate for each other as mentors and educators and recognize that learning doesn't end at school, but continues in the home, long after the bell stops ringing.

We give children a safe space to face challenges and thrive, encouraging them to create their own successes. Together, we spark creativity, ignite joy, and fan the flames of excitement, curiosity, and wonder. We commit ourselves to creating memorable, unforgettable learning experiences where diversity of thought is not just a creative necessity, it's a moral imperative.

We are building an education system for the future: safe, inclusive, equitable, innovative, and extraordinarily imaginative. This is education for all. This is our community joining forces to unlock the limitless potential of each student.

**We are Escambia County Public Schools.
The choice for teachers, employees, parents
and a point of pride for our community.**

**Together we create. Together we educate.
And together, we elevate.**

We can. We must. We will.

Letter from the Superintendent & the School Board Members

We are pleased to present the 2022-2027 Strategic Plan for Escambia County Public Schools. We have titled this plan *We're All In* to reflect our commitment to achieving the vision that emerged from our planning process, *United For Every Student to Succeed*. This vision provides a singular focus for our destination. The following plan is our roadmap for getting there.

This strategic plan was shaped by a research and planning process, spanning over a year, and engaging a cross section of stakeholders. It builds on the strengths of our public schools while pushing us forward to the future we envision.


The following five areas of strategic focus will serve as our guideposts:

- 1. Students.** Our students are at the center of all we do. We will build on our successes while intensifying our emphasis on preparing all students to graduate ready to become productive citizens.
- 2. Culture.** We know learning is elevated when students are surrounded by people who can unleash their full potential. Thus, establishing a healthy culture that supports high-performing teachers, leaders and staff is critical.
- 3. Leadership.** Our system is complex. We must work in unison to achieve shared goals. Agreed upon planning and reporting structures will support a unified, results-focused leadership team that advances the performance of the entire school system.
- 4. Business.** Escambia County Public Schools must be a good steward of funding and other resources entrusted to our organization. We will prioritize financial and operational resources in the best interest of all students and the community.
- 5. Community Engagement.** Educating our students is bigger than what happens in the classroom. We need our entire community unified and "All In" to advance the success of our students. Thus, we will be proactive in our resolve to build the excellence of Escambia County Public Schools on the foundation of support from our community of stakeholders.

These five areas provide focus for our efforts and resource allocations through the next five years. Over the summer, our divisions, departments and schools will be adding additional details to this plan which will be tied to a dashboard for reporting our progress.

After reading the full plan, we hope you will be as optimistic as we are about the future of our schools and the future we are building for our students.

Our vision is bold.
Our mission is clear.
We will stand United for Every Student to Succeed.
We can. We must. We will.


Dr. Timothy A. Smith
Superintendent

Kevin Adams, District 1 & Chairman
Paul Fetsko, District 2
Dr. Laura Edler, District 3

Patty Hightower, District 4
Bill Slayton, District 5

We are grateful for the Escambia County Schools teachers, staff members, parents and community members who contributed to this report.

TABLE OF CONTENT

01 PROJECT BACKGROUND

Project background, process and timeline

p. 5

02 PLANNING FRAMEWORKS

Explanation of Integral Strategic Framework and Cascade Model

p. 7

03 2022-2027 ESCAMBIA COUNTY PUBLIC SCHOOLS STRATEGIC PLAN

Explanation of Identity Map and five areas of strategic focus with statement of intention, goals, and key performance indicators

p. 10

04 CONTINUOUS IMPROVEMENT PROCESS

Cascading the strategic plan throughout the organization

p. 22

“

We are all focused on one thing; that's to help make sure the school district is here to be the best program that it can be for us.”

BRIAN WYER
President & CEO
Gulf Coast Minority Chamber of Commerce



PART I. PROJECT BACKGROUND

IN THIS SECTION:

- 01. DATA POINTS
- 02. STRATEGIC PLANNING PROCESS TIMELINE

This strategic plan grew out of a research process completed in May 2021, dubbed *Celebrating our Past, Designing our Future, Together*.

The multi-stage process engaged voices of a cross-section of parents, teachers, staff and community members to clarify the identity map, narrative, strengths and opportunities, and aspirations for the future of Escambia County Public Schools. Building on what was learned, the Superintendent and the Executive Leadership team, with approval from the School Board, launched a strategic planning initiative to develop a roadmap intended to move the organization toward the future defined during this research process.

Working collaboratively, the Escambia County School District Board Members, the Executive Leadership team and the strategic planning team used insights gleaned from research to craft goals and strategic-level performance indicators, organized into five areas of strategic focus. During the next phase of this process, each division, department and school will build out operational plans addressing specific actions to advance these strategic goals.

Success of this five-year plan will be monitored and reported through a dashboard available to internal and external stakeholders. Best practices in organization development and continuous improvement will support the evolution of the plan as needed to ensure it remains relevant and responsive to the changing landscape of public education.



01. Data Points

PRIMARY

- Superintendent Discussions
- School Board Member Interviews
- Organization Employee Core Dialogue Sessions
- Organization-Wide Employee Survey
- Community Stakeholder Core Dialogue Sessions
- Executive Leadership Team Workshops
- School Board Workshops

SECONDARY

- Education Trends
- Information from Superintendent Search Report
- Studer Community Institute's Pensacola Metro Dashboard
- Pensacola Young Professionals' (PYP) Quality of Life Report 2020

02. Strategic Planning Process Timeline

JUN-SEPT

2021

- Branding from the Core® Research Report

OCT-MAR

2022

- Finalizing Identity Map
- Developing SCOT analysis
- Categorizing and identifying major themes from research
- First drafts of areas of strategic focus
- First drafts of statements of intention
- Executive Leadership Team Workshops

APRIL

2022

- First draft of goals and KPIs for each area of strategic focus
- Executive Leadership Team Workshops
- Revisions of areas of strategic focus, statements of intention, goals, and KPIs
- School Board Workshop presentation of draft plan
- School Board approval of draft plan
- Future of Escambia County School District landing page updated with new video and letter from the Superintendent

MAY

2022

- Executive Leadership Team Workshops
- Final areas of strategic focus, statements of intention and goals developed
- Key performance indicators revised
- School Board Workshop presentation of revised plan
- First draft of public strategic plan document created
- Future of Escambia County School District landing page updated with new video and letter from the Superintendent

JUNE

2022

- Executive Leadership Team Workshops
- Strategic plan submitted to the School Board for approval
- Strategic plan approved by the School Board



PART II. PLANNING FRAMEWORKS

“

A successful school system lifts the community directly, indirectly, today, tomorrow, forever... We are going to leave with a clear vision of what needs to happen to reach the goals that we all have.”

DR. MARTHA D. SAUNDERS
President, University of West Florida

IN THIS SECTION:
01. THE INTEGRAL STRATEGIC FRAMEWORK
02. CASCADE MODEL

01. The Integral Strategic Framework

The Integral Strategic Framework (Fig. 1) guided the development of the strategic plan for Escambia County Public Schools. This framework integrates the organization's Identity Map (Fig. 3) with overarching areas of strategic focus to support positive movement toward the organization's stated vision. Using the Cascade Model (Fig. 2), key performance indicators (KPI) and drivers defined for each area of focus are operationalized by divisions, departments and schools to ensure alignment of the actions of frontline leaders with executive goals. This alignment is managed on an ongoing basis using best practices of organization development and continuous improvement.



FIGURE 1: INTEGRAL STRATEGIC FRAMEWORK

“

What excites me most is the fact that we have a room full of people... of philanthropists, community leaders, CEOs, parents, teachers, administrators, people from all walks of life who are committed to making a difference in our district.”

BRIGETTE BROOKS

Realtor, Volunteer, Past President of IMPACT100

02. Cascade Model

The Cascade Model provides a framework for aligning strategic and operational planning within the organization.

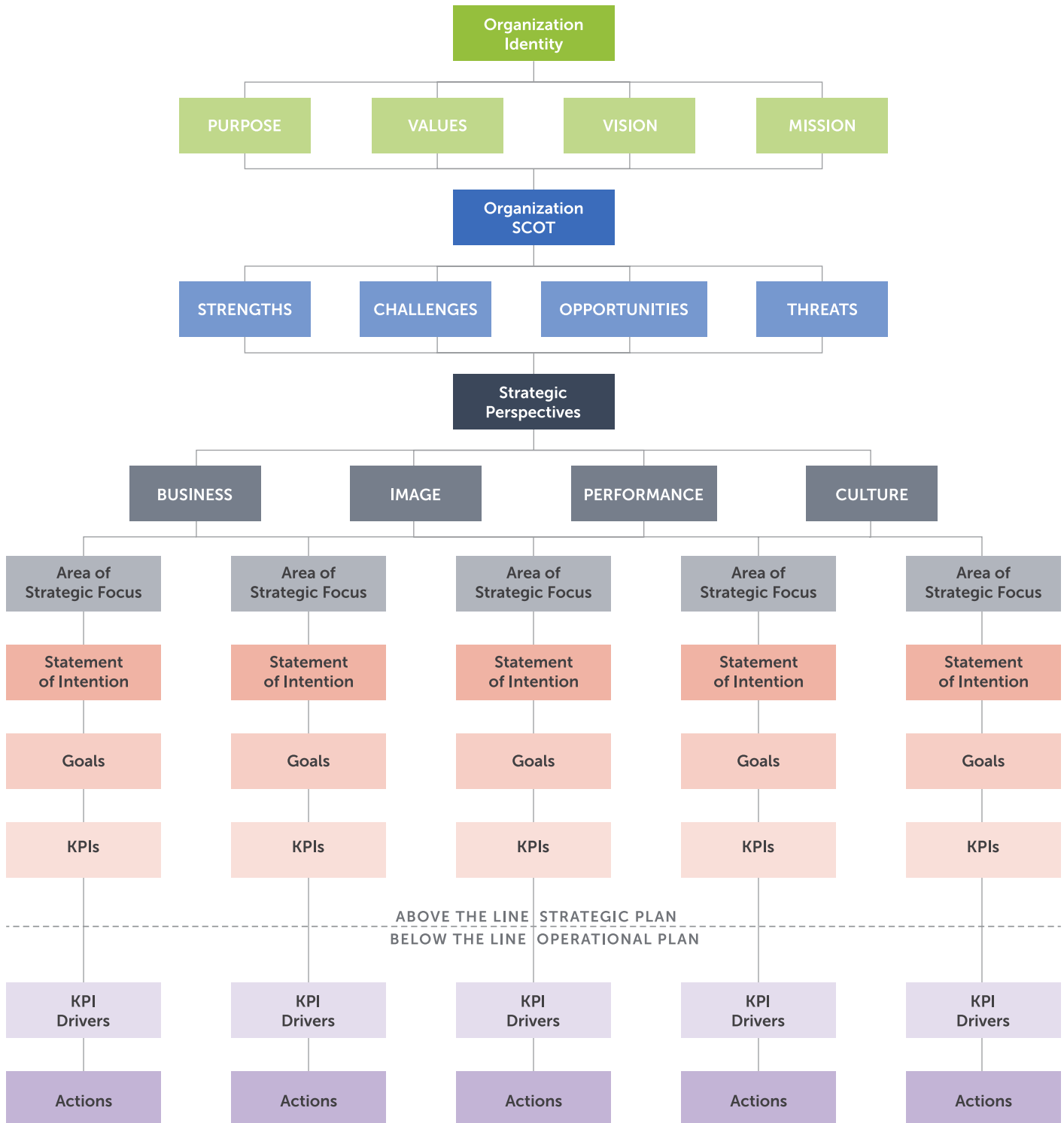


FIGURE 2: CASCADE MODEL



PART III. 2022-2027 ESCAMBIA COUNTY PUBLIC SCHOOLS STRATEGIC PLAN

IN THIS SECTION:

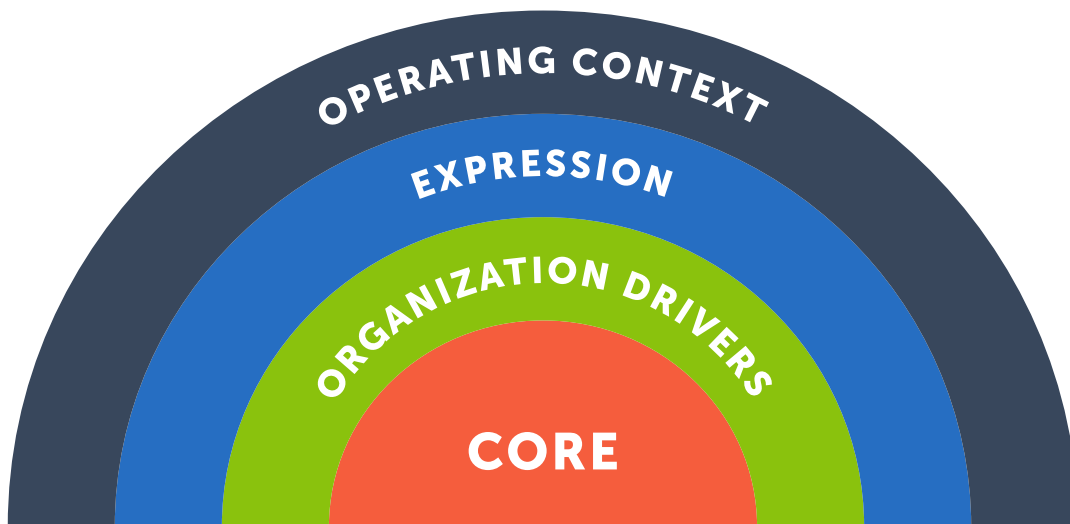
- 01. IDENTITY MAP
- 02. ESCAMBIA COUNTY PUBLIC SCHOOLS: IDENTITY MAP
- 02. AREAS OF STRATEGIC FOCUS



01. The Identity Map

The Identity Map defines the narrative of the organization. It provides clarity about how the organization defines itself and wants to be seen by others, answering the questions that are central to its healthy growth and development: Who are we, where are we going, what impact do we want to make, and how do we want to present ourselves to the world? As such, it defines the focus of Integral Strategic Planning.

The Identity Map consists of three nested rings. The first ring is the Core, which typically remains stable over time. The second ring includes the Organization Drivers, defining how purpose and values are brought to life. The third ring consists of the elements of Expression, which defines how the organization will build trust and advocacy through communications. All three rings live within the Operating Context, which are the external factors that influence decisions.



1. Core
Purpose Statement, Values

2. Organization Drivers
Vision, Mission, Unique Value Proposition, Aspirational Reputation Statement

3. Expression
Positioning Statement, Personality

4. Operating Context
Competition, Market Trends, Economy

FIGURE 3: IDENTITY MAP

02. Escambia County Public Schools: Identity Map

 CORE  ORGANIZATION DRIVERS  EXPRESSION

PURPOSE

Why do we exist?

A purpose statement reflects the deep motivations that propel all aspects of the organization.

Our purpose is to inspire, empower and graduate students ready to contribute to society as productive, responsible citizens.

VALUES

What guiding principles are central to our culture?

Values are fundamental truths or propositions that serve as the foundation for a system of beliefs that guide behaviors and decisions.

Impact. We believe education is a noble mission with the power to build community and transform lives.

Can-Do Attitude. We are fueled by passion, determination, and resiliency. We are tenacious in our commitment to achieving our goals—believing we can tackle whatever comes our way—and displaying a willingness to do so.

Integrity. We demonstrate honesty and commitment to ethical principles through our decision-making and our interactions with all people.

Community Engagement. We believe together we achieve more; thus, we commit to strengthening our collective impact through collaboration with employees, parents, students and community members to advance the best interests of every student we have been entrusted to educate.

Excellence. We reject mediocrity and embrace a steadfast commitment to working toward the highest standards of personal and professional excellence. We reinforce this commitment by rewarding and recognizing excellence.

Respect. We believe in treating all people with decency and dignity; thus, we listen and honor diverse voices and perspectives in service to advancing the mission of our organization.

Inclusion. We believe that our differences unite and propel us to be the best we can be. We open a seat at the table for diverse voices, ensuring people of all genders, sexual orientations, social, economic, and ethnic backgrounds, including those with disabilities, are welcomed members of the Escambia County Public Schools community.

02. Escambia County Public Schools: Identity Map (CONTINUED)

■ CORE ■ ORGANIZATION DRIVERS ■ EXPRESSION

VISION

What do we aspire to become?

The vision sets the destination an organization is striving to reach and thus serves as the focus of the organization's strategy.

United for every student to succeed.

MISSION

What will we do to support our vision & purpose?

The mission articulates what the organization commits to doing to reach its desired future.

Our public schools provide equal access to quality education that embraces the uniqueness and potential of each student.

We live this mission through our actions:

We engage all stakeholders in a shared commitment to our purpose and vision.

We create a safe, equitable, and accessible learning environment.

We empower students to break through barriers and overcome challenges to achieve their fullest potential.

We build learning environments that facilitate closing the achievement gap and increasing the learning proficiency of all students.

We deliver a future-focused curriculum with options, choices, and resources that equip students to successfully compete for jobs in the ever-changing marketplace.

We graduate students ready to make a positive difference in their families, their communities, and the world.



02. Escambia County Public Schools: Identity Map (CONTINUED)

■ CORE ■ ORGANIZATION DRIVERS ■ EXPRESSION

UNIQUE VALUE PROPOSITION

What makes us different?

The UVP defines the unique offering provided to stakeholders that competitors cannot claim.

We are the *public education* school system for the people of Escambia County focused on ensuring every child in our community has access, support, encouragement and education options needed to achieve their fullest potential.

ASPIRATIONAL REPUTATION STATEMENT

What do we want to be known for?

The aspirational reputation statement articulates the beliefs we want others to hold about our organization.

We are known as an exemplary, high-performing school system that embraces and nurtures the whole child. The public schools in Escambia County are the most desired schools to send your child to and the best place to work.

We have earned a reputation for setting the standard for Florida Education. This reputation has emerged because we have excelled at meeting the physical, emotional, and academic needs of a diverse community. Our success is built on the foundations of student academic proficiency, teaching excellence, strategically aligned resource allocation, and ownership by all stakeholders of our shared goals.

POSITIONING STATEMENT

Why do we matter?

Positioning statement is a brief description of how the organization fills the particular needs of its stakeholders.

In service to the people who make up the communities of Escambia County, our public schools provide an inclusive, innovative, and safe learning environment based on a diverse curriculum that empowers every child to reach their full potential.

We believe public education is the great equalizer of opportunity for all and critical to the future of our community and our society. Educating our children is a team effort, thus we are committed to standing united for every student to succeed; fostering the collaboration, determination, and commitment needed from teachers, staff, and the community to realize our greatest aspirations. The fruits of our efforts are demonstrated by the transparent, measurable, and sustainable achievement of our goals.

02. Escambia County Public Schools: Identity Map (CONTINUED)

■ CORE ■ ORGANIZATION DRIVERS ■ EXPRESSION

PERSONALITY EXPRESSION

What image do we want to project?

How we want to be perceived.

Visual Brand

Professional, innovative, contemporary, distinguishable, approachable, expert.

Emotional Attributes

Determined, resilient, trustworthy, selfless, relatable, proud, motivated, safe, inspiring, collaborative, family/community, determined, hopeful.

Tone of Voice and Verbal Expression

Open, confident, knowledgeable, authentic, conversational, compassionate, inspirational/motivational, empowering/encouraging.

Experience

Respectful, team-oriented, collaborative, confident, compassionate, encouraging, advocates, dedicated.

“

We cannot afford to wait. The children that are in school now, it's not fair to wait to try to develop a strategic plan... they need our help now, right now. And this is the first step to that.”

CAPT. TIM KINSELLA

Commanding Officer of Naval Air Station Pensacola

03. Areas of Strategic Focus

The following areas of strategic focus will serve as guideposts over the next five years—defining outcomes which indicate we are living our mission and values and advancing our shared vision. Each of the five areas include a statement of intention capturing the aspiration for the area of focus, the goals defining what we are working toward and the key performance indicators measuring movement toward our goals.

Work teams—composed of subject matter experts in each area of focus—will provide insights to further define the performance drivers and actions required to achieve the organization’s goals. The work of these teams is facilitated by a framework that ensures the strategic goals are operationalized in a consistent and supportive manner to ensure alignment throughout the organization.



01

Area of Strategic Focus #1: Students

All students graduate ready to become productive citizens



Statement of Intention

We uphold a “student first” approach to preparing today’s learners for tomorrow’s opportunities. By providing inspirational, world-class instruction, we will close the achievement gap while supporting the development of well-rounded students.

Key Performance Indicators (KPIs)

- Graduation rates
- Pre and Post-graduation activity planning

Goals

- Close the academic achievement gap throughout the school system
- Support the intellectual, social, emotional and physical development of all students (whole student)
- Deliver highly effective instruction and provide innovative, engaging and challenging curriculum and programs

 ABOVE THE LINE STRATEGIC PLAN
 BELOW THE LINE OPERATIONAL PLAN

Tracking Progress

Progress toward KPI’s will be tracked utilizing various measurements based on focused targets. The frequency of reporting will be recommended by subject matter expert work groups.

Drivers

The following examples have been identified as drivers that will influence the key performance indicators above. This list will be further developed and defined by teams of subject matter experts.

- Proficiency rates and learning gains based on state testing results in math and English language arts
- Achievement gap between student sub-groups based on state testing results in math and English language arts
- Acceleration rate
- Students enrolled in PSAT and other college preparatory courses and assessments
- Students enrolled in CTE programs with Earned Certifications
- Student health and wellness measures

02

Area of Strategic Focus #2: Employees

Healthy Culture that Supports High-Performing Teachers, Leaders and Staff



Statement of Intention

We create a positive organizational climate where employees feel encouraged, supported and valued. Through our commitment to collaboration, professional development and amplifying experts within our ranks, we will increase employee engagement and commitment.

Goals

- Unify employee commitment and ownership of our mission
- Effectively recruit and retain employees committed to our mission
- Support a positive organizational climate

Key Performance Indicators (KPIs)

- Employee Engagement Assessments

 ABOVE THE LINE STRATEGIC PLAN
 BELOW THE LINE OPERATIONAL PLAN

Tracking Progress

Progress toward KPI's will be tracked utilizing various measurements based on focused targets. The frequency of reporting will be recommended by subject matter expert work groups.

Drivers

The following examples have been identified as drivers that will influence the key performance indicators above. This list will be further developed and defined by teams of subject matter experts.

- Employee recruitment
- Employee retention
- Employee learning and professional progression
- Climate survey data

03

Area of Strategic Focus #3: Leadership

Unified, Results-focused Leadership



Statement of Intention

We elevate the performance of the entire school system by breaking down silos to leverage our combined efforts. By aligning our goals through consistent and transparent communication, we will increase teamwork, responsiveness and efficiencies to drive exceptional outcomes.

Goals

- Align school and department-based planning with the district-level strategic plan and key performance indicators
- Align systems to increase responsiveness, efficiency and results
- Communicate performance improvements proactively and with transparency

Key Performance Indicators (KPIs)

- Leadership Alignment Assessments

 ABOVE THE LINE STRATEGIC PLAN
 BELOW THE LINE OPERATIONAL PLAN

Tracking Progress

Progress toward KPI's will be tracked utilizing various measurements based on focused targets. The frequency of reporting will be recommended by subject matter expert work groups.

Drivers

The following examples have been identified as drivers that will influence the key performance indicators above. This list will be further developed and defined by teams of subject matter experts.

- State of Division Report
- School/department review process
- Key metrics dashboard
- Effectiveness of unified internal communications

04

Area of Strategic Focus #4: Business

Financial and Operational Stewardship



Statement of Intention

We prioritize resources in the best interest of all students and the community. By operating in a strategic, responsible and transparent manner, we will demonstrate our commitment to being good stewards of taxpayer dollars.

Goals

- Align, develop and allocate resources as guided by the district vision
- Demonstrate financial efficiency and transparency
- Operate safe, secure and well-managed facilities
- Optimize operational support systems

Key Performance Indicators (KPIs)

- Operational Efficiency and Effectiveness
- Financial Efficiency and Stability, Prioritization of Resources

 ABOVE THE LINE STRATEGIC PLAN
 BELOW THE LINE OPERATIONAL PLAN

Tracking Progress

Progress toward KPI's will be tracked utilizing various measurements based on focused targets. The frequency of reporting will be recommended by subject matter expert work groups.

Drivers

The following examples have been identified as drivers that will influence the key performance indicators above. This list will be further developed and defined by teams of subject matter experts.

- Departmental efficiency and effectiveness metrics
- School district funding
- Employee salaries and benefits
- Financial condition
- Expenditures per pupil
- 3rd party safety and security reviews
- Operational support systems measures

05

Area of Strategic Focus #5: Community

Informed, Engaged Stakeholders as Advocates

**Statement of Intention**

We build the success of our schools on the foundational support from our community of stakeholders. By continuously creating avenues for communication, engagement and advocacy, we will increase pride in, and support for, our schools.

Goals

- Position Escambia County Public Schools as the first choice for education and employment
- Promote community-wide advocacy and investment to support student success
- Build community pride in, and support for, Escambia County Public Schools

Key Performance Indicators (KPIs)

- Stakeholder Perception and Engagement Assessments

 ABOVE THE LINE STRATEGIC PLAN
 BELOW THE LINE OPERATIONAL PLAN

Tracking Progress

Progress toward KPI's will be tracked utilizing various measurements based on focused targets. The frequency of reporting will be recommended by subject matter expert work groups.

Drivers

The following examples have been identified as drivers that will influence the key performance indicators above. This list will be further developed and defined by teams of subject matter experts.

- Parent satisfaction
- Volunteerism and mentoring
- Business partnerships
- Effectiveness of integrated communications

PART IV. CONTINUOUS IMPROVEMENT PROCESS

The approved key performance indicators will be programmed into a public dashboard showcasing progress, and will serve as the basis for developing the action plans for each division.

The completed strategic plan and dashboard will be rolled out to employees and the public during the 2022/2023 school year.

As the plan is implemented into operations, the process of continuous improvement will allow for monitoring of the performance drivers to improve progress toward the strategic aims of the organization.

You can follow our progress at thefutureofECSD.org.

