



FIRST 100 DAYS



Superintendent
Dr. Mark Shanoff

November 2023

EVERY
DAY IS
DAY
ONE!



Accomplishments



Community Feedback



First 100-Days Key Takeaways



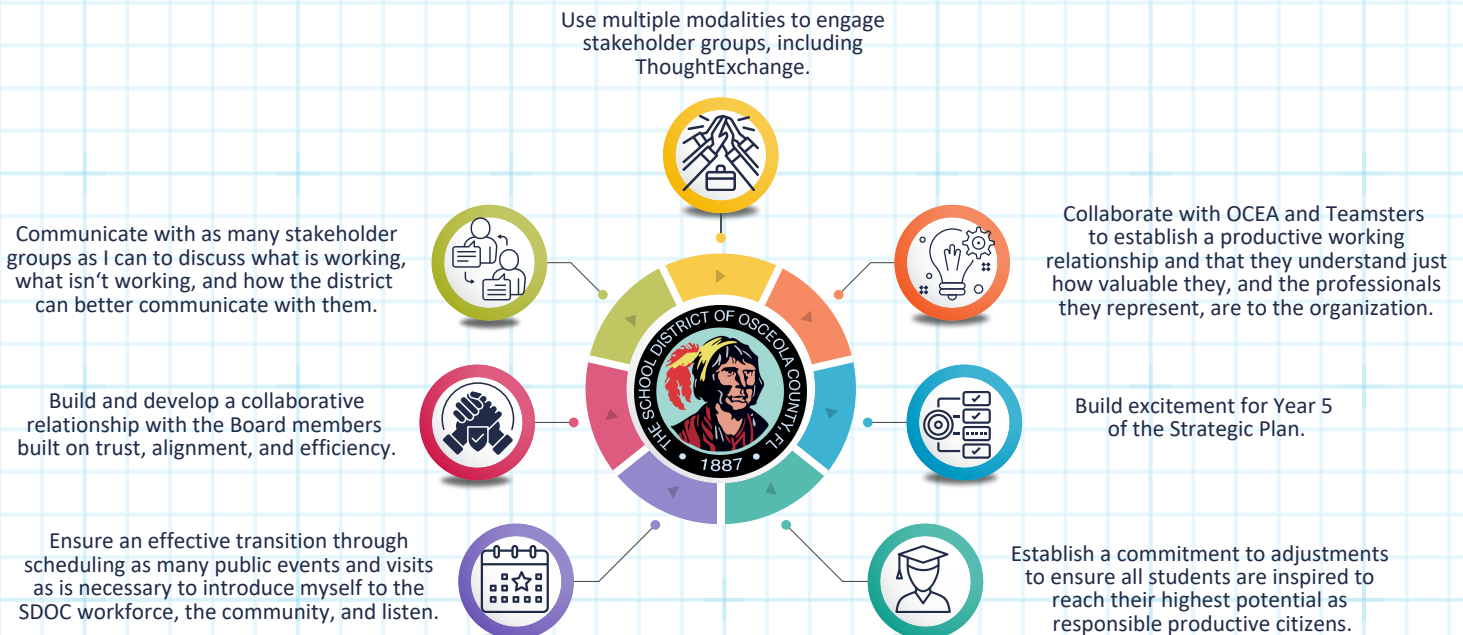
Next Steps

Dear SDOC Families, Employees, and Community Members:

In my first 100 days as the Superintendent of the Osceola School District, I have seen time and time again why Osceola is such a special place.

Thank you for joining me on this journey towards educational excellence, which is built on the strong foundation of student success and a positive culture for our employees to thrive. As outlined in my 100-day entry plan, my goal remains to foster a culture of innovation and collaboration with the School Board and all stakeholders. Through strategic planning, community engagement, and a strong focus on professional development, we will collaboratively identify and initiate positive changes that will lead to improved student outcomes, enhanced teacher and staff support, and an overall transformation of the educational experience for all children and families. I am extremely proud of the progress we've made together in these first 100 days, as it sets the stage for a new era of educational advancement in the Osceola School District.

Dr. Mark Shanoff
Superintendent



Entry Plan Goals

My activities in the first 100 days included:

- Visits to every school
- Regular one-on-one meetings with Board Members
- Weekly meetings with senior leadership
- Meet & Treats with employees and community stakeholders
- ThoughtExchange surveys
- Community roundtables
- Presentations to community groups
- Superintendent's Student Advisory Group
- Monthly meetings with principals
- Monthly meetings with local governmental managers and leaders
- Job shadowing employees

I used each of these activities to identify things that were going well within the district, what areas could be improved, and how the district could best enhance communication efforts to reach stakeholders. The ThoughtExchange platform allowed participants to not only share their own thoughts, but also to rate thoughts of others. Below you will find a summary of the highest-rated thoughts shared by participants across the county.

All the responses received can be found by visiting: <https://bit.ly/DrShanoff>

Question #1:

What is one thing that the school district is doing well?

Employees

- Providing a salary increase for employees this school year
- Implementing new student cell phone policy in schools
- Utilizing numerous platforms to provide excellent communication to stakeholders
- Nurturing a strong sense of community centered around schools, partnerships, and engagement
- Shadowing employees allows Superintendent to value contributions of each role in our success
- Continuing laser focus on importance of work and attendance
- Ensuring students are put first, always

Parents/Students/Community

- Ensuring the safety and security of students in school
- Supporting an extremely diverse community
- Employing high-quality teachers, staff and administrators who care
- Providing strong communication and community outreach
- Partnering with Osceola County and Valencia for tuition free college/vocational training for Seniors
- Offering many innovative programs and acceleration opportunities for students
- Keeping students on track for graduation and future success

Question #2:

What is one opportunity where the school district could improve?

Employees

- Making veteran teachers feel appreciated and valued
- Addressing salary compression for all employees
- Continuing to increase pay for all employees
- Improving employee health insurance options and plans
- Supporting teachers and staff when dealing with extreme student behaviors
- Strengthening Exceptional Student Education services and support
- Holding students accountable for their behaviors

Parents/Students/Community

- Increasing educator salaries
- Prioritizing teacher recruitment and retention
- Improving how schools handle student behavior and bullying
- Helping parents understand and find ways to become involved in their child's education
- Improving the transportation of students to and from school
- Enhancing the quality of school meals
- Increasing the communication between teachers and parents

Question #3:

What is one idea on how the school district could better communicate with you?

Employees

- Coordinating efforts between departments before communication is sent out
- Providing the rationale behind decisions
- Visiting campuses to meet with employees
- Providing opportunities for two-way communication and questions
- Providing clear expectations
- Communicating directly to staff
- Creating a district directory of where to go for information and assistance

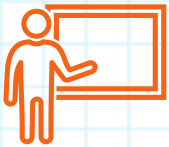
Parents/Students/Community

- Providing more opportunities for teachers and parents to meet face-to-face to discuss student progress
- Ensuring all school websites are updated regularly and easy to navigate
- Hosting Question and Answer sessions for parents
- Providing regular communication from teachers to parents
- Sending out emails from schools to students and parents
- Promoting school activities and meetings to all parents



All the responses received can be found by visiting <https://bit.ly/DrShanoff>

Highlights of First 100 Days:



Teaching, Learning, and Leading

- A districtwide approach with very specific and strategic School Improvement Planning supports for each school K-12 to ensure plans meet the needs of the Federal Index improvement requirements.
- Each school principal at the 52 district schools K-12 and 26 charter schools presented an overview of the School Improvement Plans in the form of "State of the School" to highlight successes and identify needs.
- Learning Walks have been completed in over 450 elementary, middle, and high school classrooms by the end of the first quarter.
- Reflective visits have been completed at 26 charter schools and next steps have been identified.
- Coaching Instructional Rounds have been conducted at all grade levels in support of school-based coaches.
- Math, ELA, Science, and Social Studies curriculum maps have been revised and improved to include more guidance on lesson delivery, planning protocols, checks for understanding, and more writing instruction K-12.
- Instructional and intervention materials have been updated to comply with updates in state statutes.
- SDOC districtwide AVID (K-12) has three National Demonstration Schools which have hosted demonstration days with more than 55 educators from across the state showcasing instructional strategies and AVID implementation.
- All middle school intensive reading classes are utilizing HD Word to close the reading gap for struggling readers and build confidence in older students, after a pilot in just a few classes last year.
- 104 Instructional Mentors have 770 new teacher caseloads at 52 schools, and the Foundations in Coaching training was provided for the Instructional Mentors and Instructional Coaches. Advanced Coaching Institute training is in progress.
- Nine high schools have successfully transitioned to Cambridge AICE Psychology from AP Psychology.
- The ESE Department has initiated a monthly virtual parent workshop in conjunction with the Parent Education Network focused on strategies and resources for use with children with disabilities.

- An ESE Advisory Committee has been established.
- Spotlight videos have been initiated and embedded into the Mathematics Curriculum Unit Plans to highlight critical math content and instructional strategies for each unit in elementary and expanding to middle and high school courses.
- Eleven new school leaders became fully credentialed in Observation & Evaluation Protocols.
- Testing Coordinators at the schools have been trained to facilitate the state FAST assessments and the new district STAR assessment.
- New paperless K-12 student-athlete online registration platform has been implemented.
- Over 9,679 Choice applications have been accepted this school year to meet the individual needs of our students.
- The Empowering Families Institute through the Multicultural Education Department has been expanded to 10 schools.
- Nine high schools and three middle schools are providing the Latinos In Action course to empower Latino youth to lead and strengthen their communities through college and career readiness.
- Paxton/Patterson Labs are being fully implemented as an elective at all middle and K-8 schools for hands-on career exploration.
- Osceola Technical College (oTECH) program enrollment has increased with 277 Dual Enrollment students from high schools.
- Adult Learning Center of Osceola (ALCO) enrollment has almost doubled to 2,810 in 2023-2024 from 1,005 in 2022-2023.
- A districtwide College and Career Fair was held for high school students with over 100 colleges and businesses across the nation represented.
- The Career and Technical Education Department has performed a needs assessment on all programs to ensure industry certification alignment and program rigor.
- Disney has been engaged and donated \$50,000 to begin a Hospitality and Tourism pipeline.
- A \$500,000 Resiliency Grant was awarded to Student Services to support schools with improving attendance and related incentives.
- A \$950,000 Congressional Grant was awarded to Poinciana High for their Business Academy.
- The district administered the FAST PM 1 and STAR for all grades K-10 and standards analysis reports are available for schools to monitor for each assessed benchmark on the FAST assessment.



School Operations

- A new Point-of-Sale back-of-house system has been implemented in the School Nutrition Services division.
- The staffing situation in Transportation has improved despite an increase of 19 routes.
- The Maintenance team has been able to minimize major disruption to the schools by mobilizing quickly for HVAC issues and installing emergency chillers to ensure schools could operate as normal.
- Teams from the Custodial and Ancillary Services Department completed their annual inspections at all schools, and have met with head custodians and plant managers monthly to share best practices to support their teams at the school level.
- Transportation has filled 10 newly-approved small vehicle operator positions to drive district-owned vans to help reduce the need for private vendor transportation.
- A partnership has been created between SDOC and the Sheriff's Office to manage enforcement and an in-house program of the new Stop Arm Camera legislation.
- Maintenance has numerous sales tax-supported projects underway across the district at various schools.



Facilities

- Island Village Elementary opened with no major issues.
- Four of Gateway High's new buildings, cafeteria, and parking areas were opened and are functioning well.
- Space reconfiguration projects at Narcoossee Middle (144 student stations) and Celebration High (142 student stations) were completed.
- Kitchen renovation projects at Horizon Middle, Chestnut Elementary, and Discovery Intermediate were completed.
- The Parking/Stacking project at Poinciana High opened for traffic, and we have seen significant improvements to the traffic that is backed up on to Poinciana Blvd.

- Neptune Elementary School student drop-off loop was completed.
- HVAC projects at Cypress Elementary and PATHS were completed.
- Work is continuing on the secure lobby projects.
- The re-cabling project at Kissimmee Middle was completed.
- Roofing work, retention pond work, and a permanent transformer has been set at K8-BB (Knightsbridge Area) as the interior of the school accelerates.
- Construction on the lift station to support K8-CC (Sunbridge Area) began.
- All the walls have been tilted at NeoCity Academy, and walls are being lifted for St. Cloud High's building addition.
- Environmental mitigations and owner-direct purchase orders are underway for the Transportation East Facility.
- Design is underway for K8-DD (Roan Bridge Area).
- Sites are being prepared and mitigated for K8-AA (Kindred Area), HS-AAA (Nova Road Area), and Transportation West.
- Redistricting Plans for 2024-2025 are underway for the Board's review and approval.
- Two school capacity mitigation agreements were executed for K-8 sites in the Bella Tara and Green Island developments.
- Three properties were closed on for future school sites in the Kindred (K-8), Edgewater (HS), and Tohoqua (HS) developments.
- Work is underway for the Osceola County School for the Arts comprehensive project.
- The request for proposal for the Reedy Creek Elementary School comprehensive project has been advertised.



Business and Finance

- Board approval has been given for the Annual Financial Report and Program Cost Report for FY 2023.
- The Annual Budget for FY 2023-2024 was approved.
- Compensation increases were ratified by the unions and approved by the School Board.
- Capital revenue forecasts have been revised as recommended by the Business Advisory Board.
- Appropriate funding for land purchases and a second Transportation Facility were approved.
- Three different plan designs were provided as part of the district's Health Services Plan, with two of the three remaining at no cost to employees.
- Reduced premiums for dependent coverage is now offered with the Health Center plan option.
- The district held its first Small Business & Veteran Town Hall and Vendor Opportunity Fair.
- A firm for ERP Consultant Services has been selected.
- The Audit Advisory Committee has prioritized topics to be recommended for inclusion in the internal audit plan.



Human Resources

- Over 800 employees have been hired and onboarded since summer.
- Over 90 new hires were a result of a new Facebook recruiting campaign.
- District recruiters held a HirePalooza, attended Job Fairs, were present at district Meet & Treats, and presented Steps To Become A Teacher workshops to attract candidates.
- The district has averaged a 96% fill rate for teacher absences and vacancies across the district with Kelly Services.
- SDOC worked collaboratively with OCEA to submit its School Board-approved instructional salary distribution plan to the Florida Department of Education by the deadline.
- Recruitment Specialists placed and met with teacher interns to discuss employment opportunities.
- SDOC entered into a new agreement with University of St. Augustine for Health Sciences to accept interns from the Speech Language Pathologist program to fill critical shortage positions.



Student Services

- The department has expanded and repurposed resources to provide more comprehensive service to schools to help decrease discipline incidents.
- SDOC expanded the relationship with Eckerd Connects to support behavioral interventions in middle schools.

- The JUMP program has been developed with the Sheriff's Office for students in lieu of suspension.
- Activities to decrease chronic absenteeism are underway as the district worked with the Education Foundation to obtain a \$500,000 resiliency grant for addition staffing and student incentives.



Community Relations

- Comprehensive communications plans were developed for a variety of back-to-school topics.
- An Administrators Welcome Back event was held for principals and department heads across the district.
- Superintendent Shanoff has begun his Student Advisory Group to ensure students have a voice.
- All employees watched a district video on the first day of pre-planning to set the tone for the new school year.
- District and school websites have been updated and reconfigured to ensure easy navigation.
- A series of Meet and Treats were held across the district with Dr. Shanoff at 10 high schools to gather employee and community input.
- Tens of thousands of teacher recruitment postcards were mailed out to attract highly-effective educators in nearby counties and retired educators to come work in Osceola.
- The OASIS office has provided background checks and clearance for over 10,000 school volunteers this school year.
- The Partners In Education Office collaborated with the Central Florida Hotel and Lodging Association on a collection drive of work and interview attire for high school and adult education students.
- The Community Relations Department secured a \$50,000 donation from Disney for the Career and Technical Education Department to begin a Hospitality Pipeline Program.
- "Shanoff Shadows" has kicked off, whereby the Superintendent job shadows a different employee in the district twice a month.
- Dr. Shanoff films a new video message to share with the community each week called "Marking Excellence."
- SDOC has kicked off Dr. Shanoff's podcasts, which come out twice a month.
- Every Monday, employees receive the Monday 5 in their emails, which is a quick-read newsletter from Dr. Shanoff about important topics in the district.
- Dr. Shanoff has held two community Roundtables - one with the faith-based community and one with the Puerto Rican Chamber of Commerce.
- The district's Partners In Education program had over 40 businesses in attendance at its Business Partner Expo for schools.



Information Technology

- SDOC supported Osceola County in securing \$15 million in Infrastructure Act funding to bring broadband infrastructure to rural areas of the county.
- Kronos Time Keeping is now live and operating in a parallel environment for all Transportation drivers and attendants.
- Over 1,600 new laptops have been received and deployed to various schools, and 800 existing laptops have been redeployed to various schools based on enrollment.
- The online student registration application and re-enrollment system has been updated, fully replacing the hybrid paper version.
- Over \$1.6 million was received for Category 2 E-Rate funding.
- Media Specialists reviewed 225,000 titles for classroom libraries.
- The Information Services Department held pre-verification meetings with schools in preparation for DOE Survey 2 FTE.

Moving Forward

Next Steps

- We will use the ThoughtExchange Feedback to help build our strategic plan.
- We will create smaller employee focus groups around areas of greatest opportunity to improve.
- We will thoroughly review Elementary and Secondary School Emergency Relief Fund (ESSER) and American Rescue Plan Act (ARP) related initiatives for greatest Academic Return on Investment (AROI).
- Employ a review process for determining Academic Return on Investment (AROI).
- Establish Owner Direct Purchasing (ODP) targets for our construction program.
- Continue hardening of school sites and expand security protocols on campuses.
- Expand recruiting efforts nationally and internationally.
- Develop continued business partnerships that allow for students in specific academic pathways to intern.
- Continue active listening events throughout the district on various topics including safety, security, curricular areas, professional development, and health care.
- Strengthen relationships with the local Chambers, faith-based community, government entities, and civic organizations.
- Develop Return On Investment (ROI) metrics for Board agenda items to provide better transparency around need.
- Continued collaboration between business units within SDOC and Teaching, Leading, and Learning.
- Build out another accelerated pathway with AICE Cambridge within our high schools.



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The talent is here. The district leadership, the district staff, the school-based leadership, and the school-based staff are dedicated professionals who deserve trust.

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Developing strong relationships is a critical component to student success and teacher/staff morale.

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FIRST 100 DAYS



"Our collaboration over the next several months will generate enthusiasm in our community, confidence among our team members, and ultimately lead to the best outcomes we have ever had. You have my word that my heart, my head, and my belief are all in for Osceola County Schools."

-Dr. Shanoff in his entry plan reflecting on the importance of the first 100 days as Superintendent

