Strategic Plan

4 -Year Plan

(2019 – 2024)

Citrus County Schools
Strategic Goals
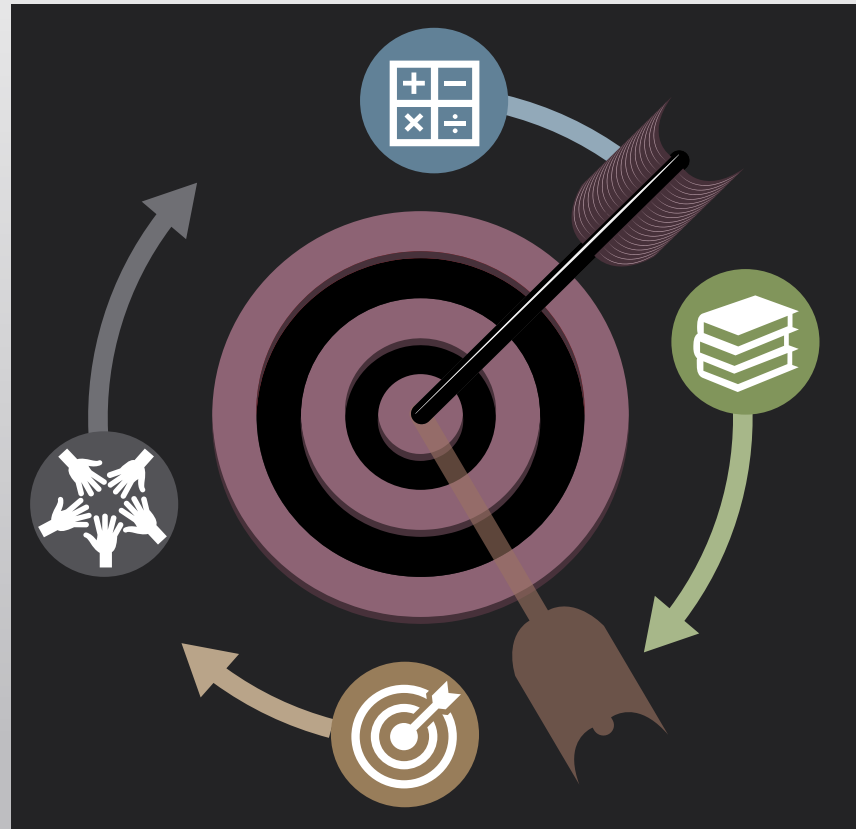

STUDENT ACHIEVEMENT

Increase the percent of students achieving grade-level or above grade-level performance.

LEARNING GAINS

Increase the percent of students making learning gains

ACHIEVEMENT GAP

Reduce the achievement gap among students with disabilities, economically disadvantaged students, and minority students.

ACCELERATION & COLLEGE/CAREER READINESS

Increase percent of graduates and middle schoolers who completed one or more accelerated outcomes or certifications

GRADUATION RATE

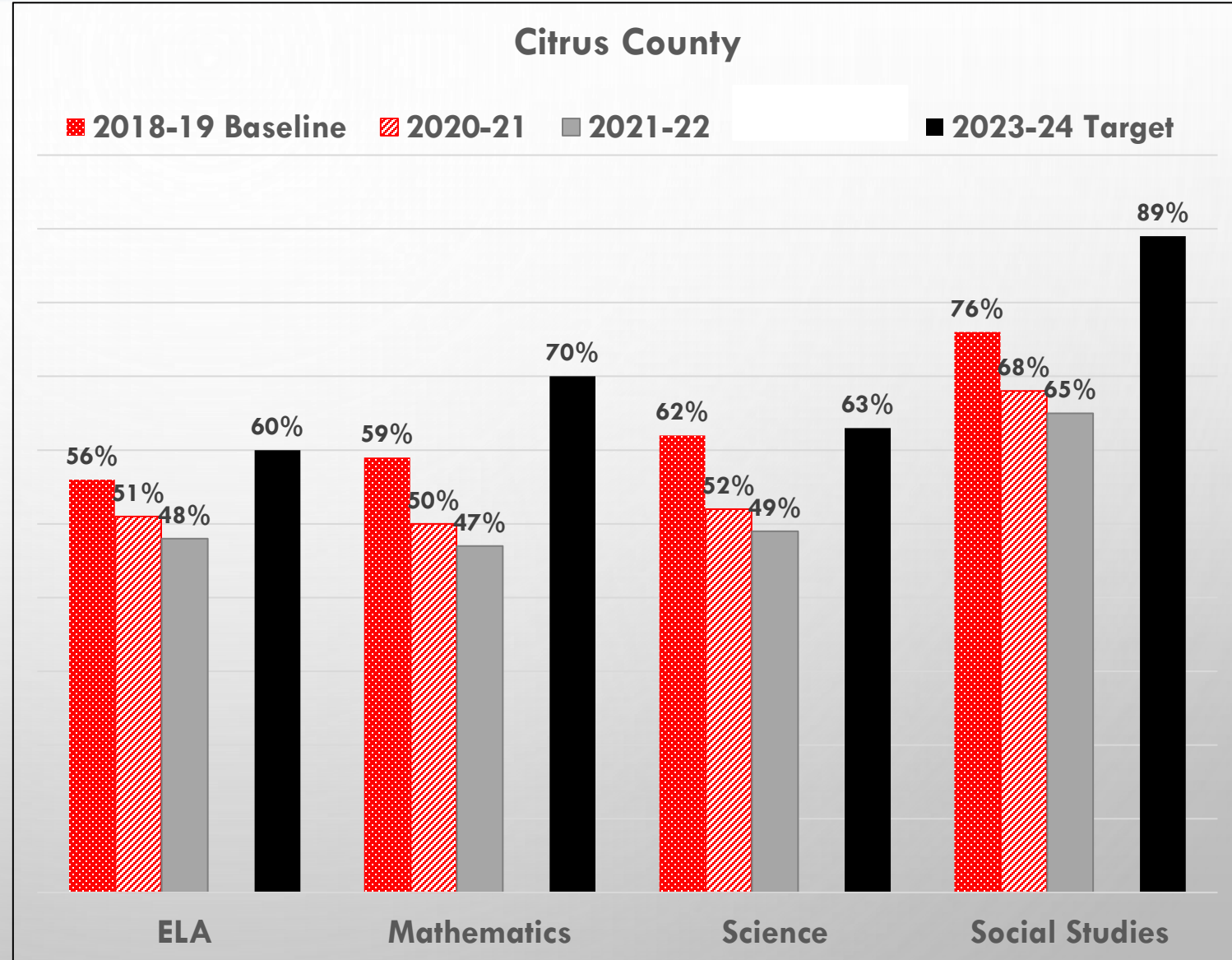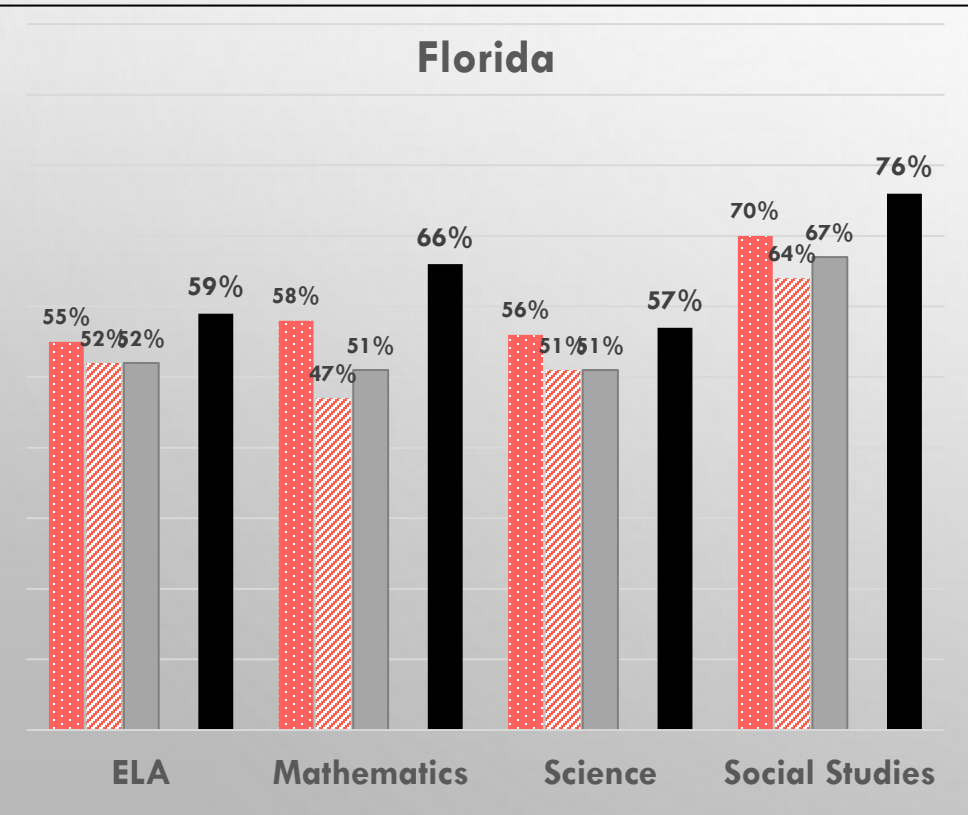Increase percent of students graduating with a standard diploma in 4 years

Vision: A community that improves the quality of life through educational opportunities.
Mission: Educate all students through relevant curriculum and experiences for life in an ever-changing world.

GOAL #1: STUDENT ACHIEVEMENT ON FLORIDA ASSESSMENTS

Increase the percent of students achieving grade-level or above performance on state standardized assessments by 2024.
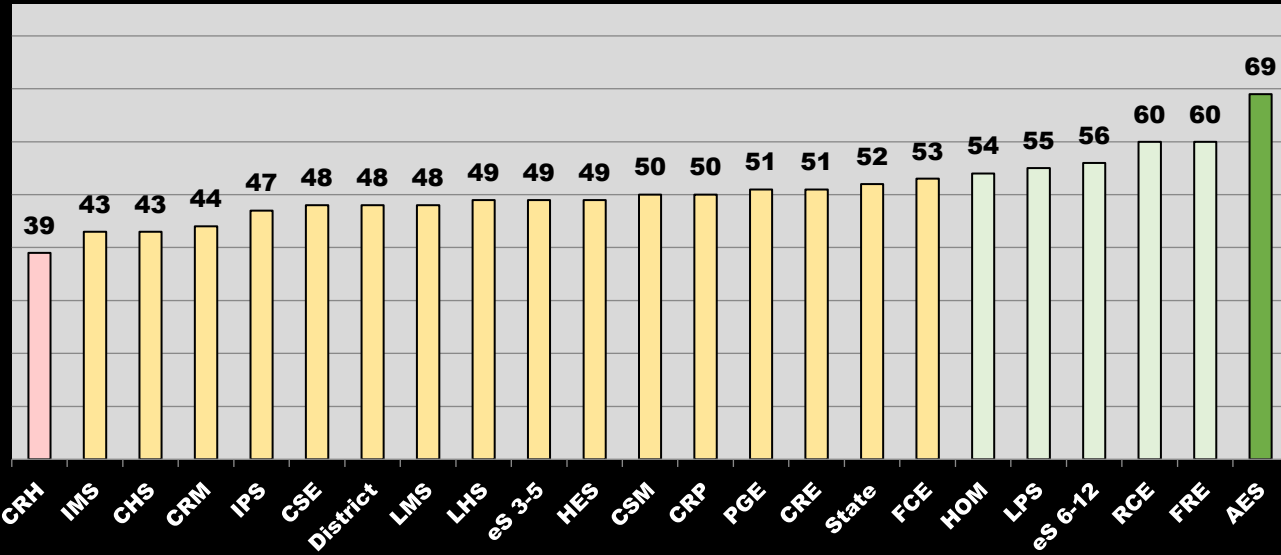
Citrus County's 2024 targets are based on district's historical growth rate from 2015 to 2019. When growth rate is below the State calculation, Citrus County applied the State's 2024 target.

Florida

	2018-19 Baseline	2020-21	2021-22	2023-24 Target
ELA	55%	52%	52%	59%
Mathematics	58%	47%	51%	66%
Science	56%	51%	51%	57%
Social Studies	70%	64%	67%	76%

Citrus County

	2018-19 Baseline	2020-21	2021-22	2023-24 Target
ELA	56%	51%	48%	60%
Mathematics	59%	50%	47%	70%
Science	62%	52%	49%	63%
Social Studies	76%	68%	65%	89%

*Pursuant FDOE Emerg Ord No. 2020-EO-1, spring K-12 statewide assessment test administrations for the 2019-20 school year were canceled

ACHIEVEMENT

ELA – Grades 3-10

CRH	IMS	CHS	CRM	IPS	CSE	District	LMS	LHS	eS 3-5	HES	CSM	CRP	PGE	CRE	State	FCE	HOM	LPS	eS 6-12	RCE	FRE	AES
39	43	43	44	47	48	48	48	49	49	49	50	50	51	51	52	53	54	55	56	60	60	69

Math – Grades 3-8 & Algebra/ Geometry EOCs

CRH	eS K-5	LHS	CHS	CRP	eS 6-12	CRM	IMS	HES	District	CRE	CSM	CSE	State	FCE	IPS	LMS	LPS	HOM	FRE	PGE	RCE	AES
29	31	34	37	41	43	45	45	46	47	48	50	51	51	52	52	54	58	59	60	62	66	70

Science – Grades 5 & 8 and Biology EOC

Legend:
- >61%
- 54% to 61%
- 41% to 53%
- 32% to 40%
- <32%

CeS K-5	IPS	IMS	CRP	RCE	CRM	PGE	CRE	LMS	District	LPS	CSM	State	CRH	FCE	CSE	HES	HOM	FRE	CHS	eS 6-12	LHS	AES
17	31	37	37	41	41	42	45	45	49	49	50	51	51	51	54	54	55	56	57	59	66	89

Social Studies – Civics & US History EOC

CRH	CRM	IMS	CeS 6-12	DISTRICT	State	CHS	CSM	LHS	LMS
56	63	63	64	65	67	67	68	69	72

GOAL #2: STUDENT LEARNING GAINS
(LEARNING GAINS WILL NOT BE CALCULATED FOR THE 2022-23 SCHOOL YEAR.)

Increase the percent of students making learning gains on state standardized assessments by 2024.

Citrus County's 2024 targets are based on district's historical growth rate from 2016 to 2019. When growth rate is below the State calculation, Citrus County applied the State's 2024 target.
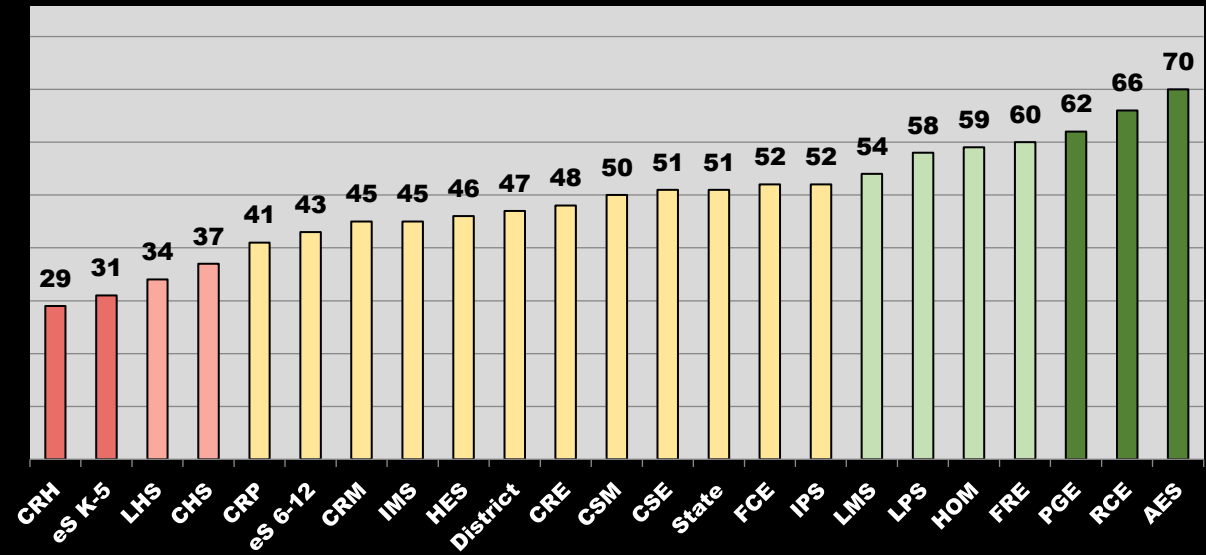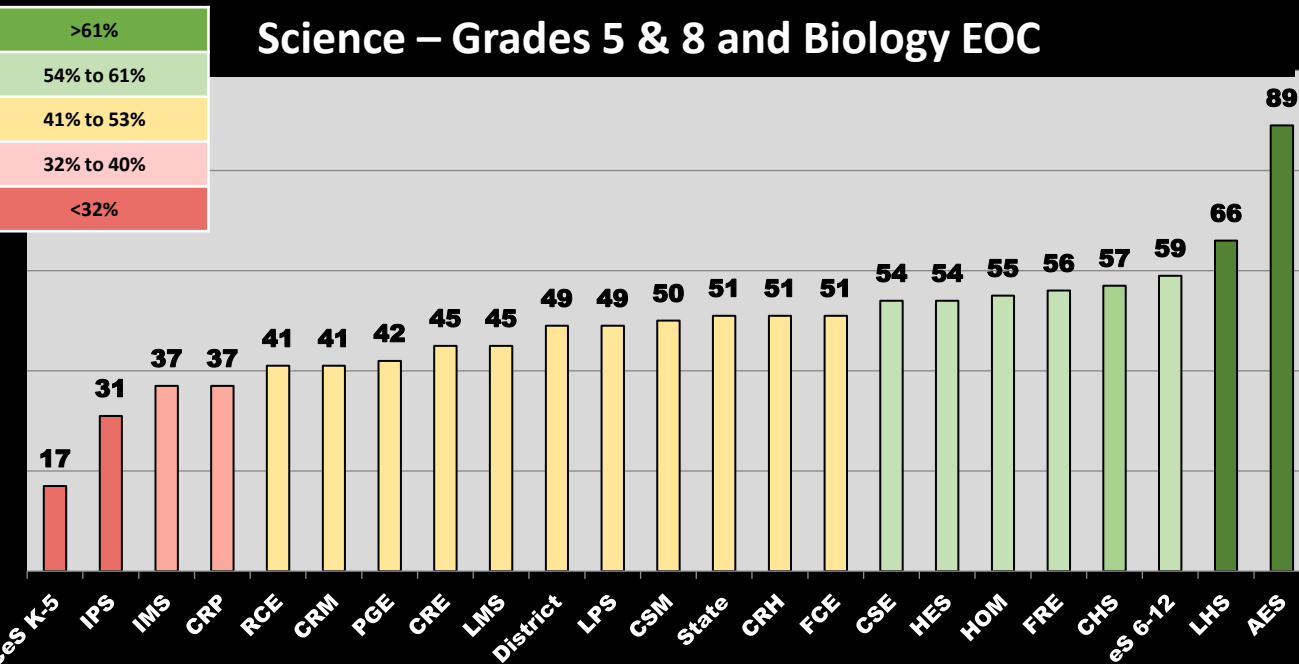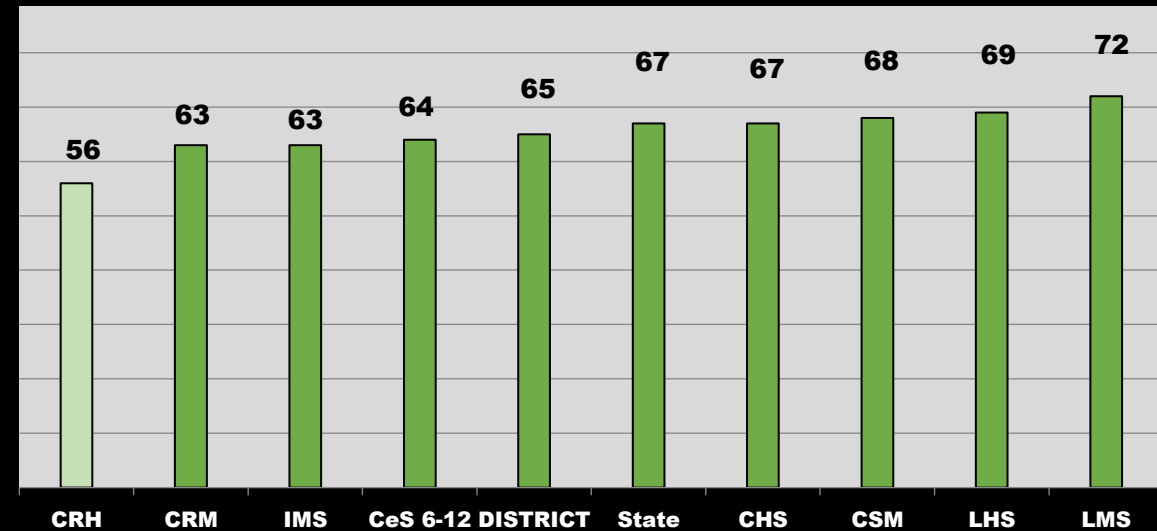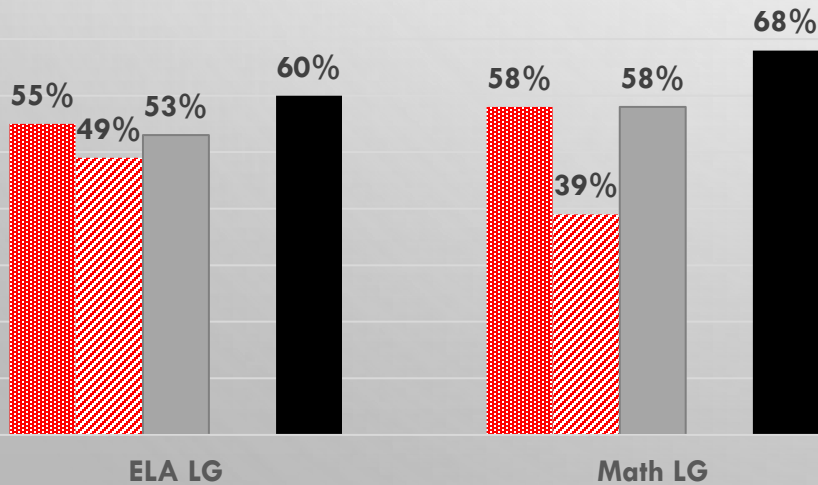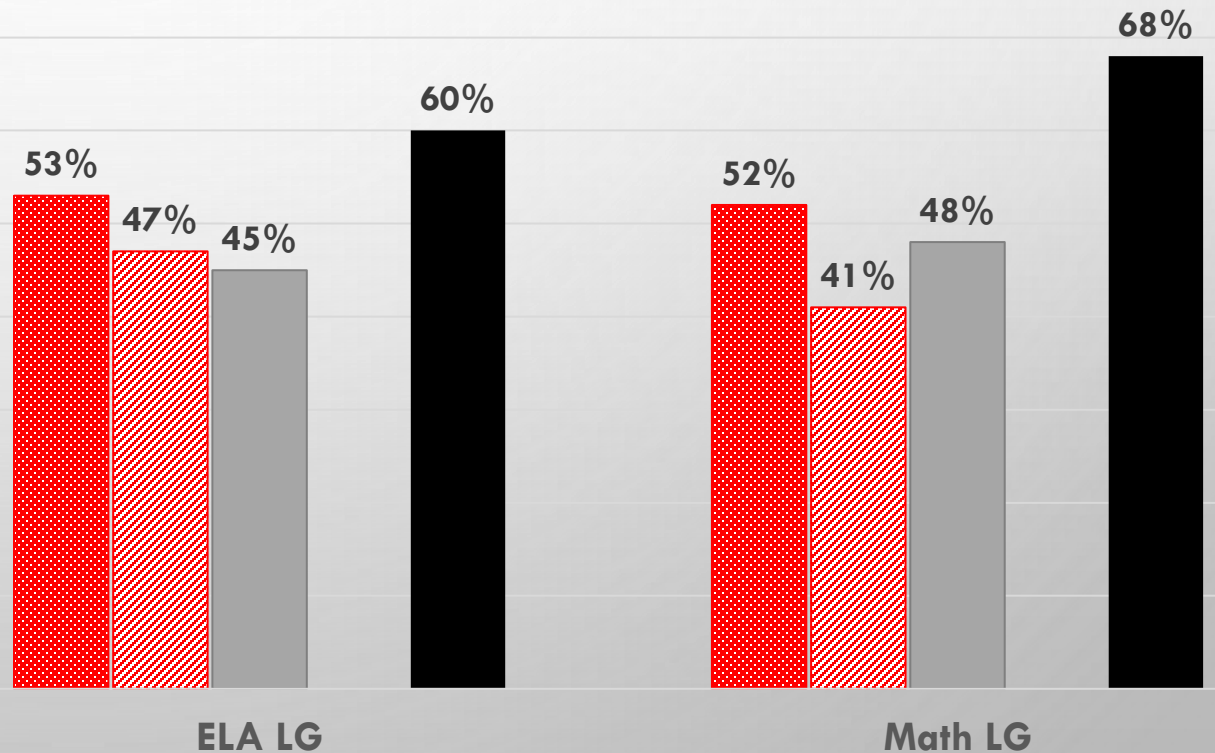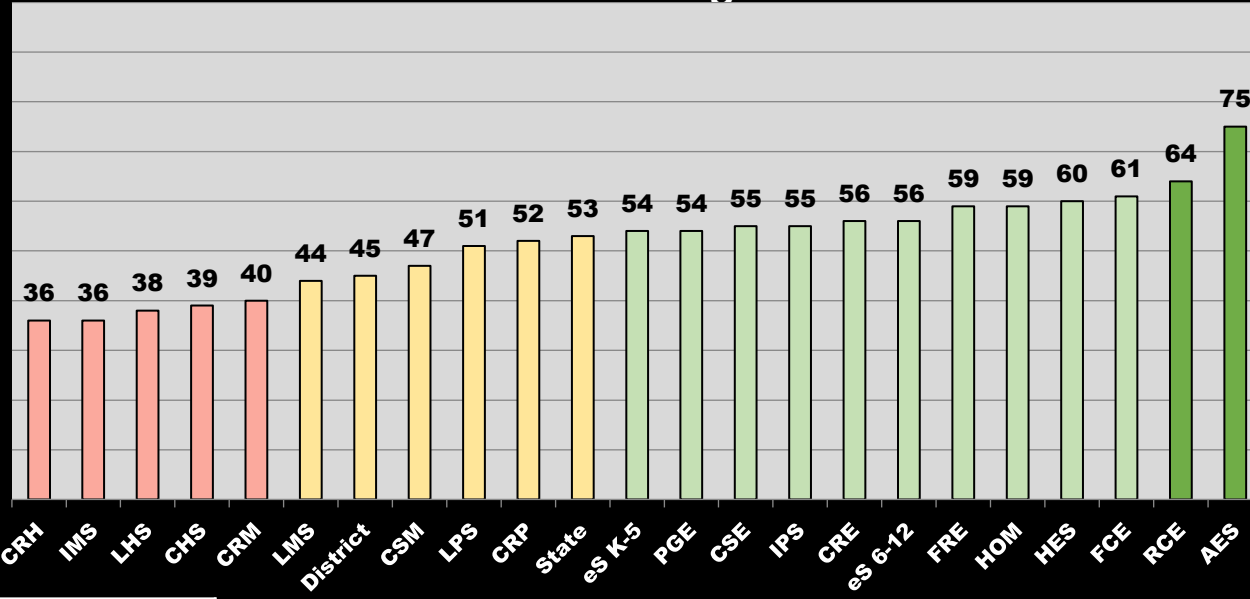
Florida

- ELA LG: 55% (2018-19 Baseline), 49% (2020-21), 53% (2021-22), 60% (2024 Target)
- Math LG: 58% (2018-19 Baseline), 39% (2020-21), 58% (2021-22), 68% (2024 Target)

Citrus County

Legend: 2018-19 Baseline | 2020-21 | 2021-22 | 2024 Target

- ELA LG: 53% (2018-19 Baseline), 47% (2020-21), 45% (2021-22), 60% (2024 Target)
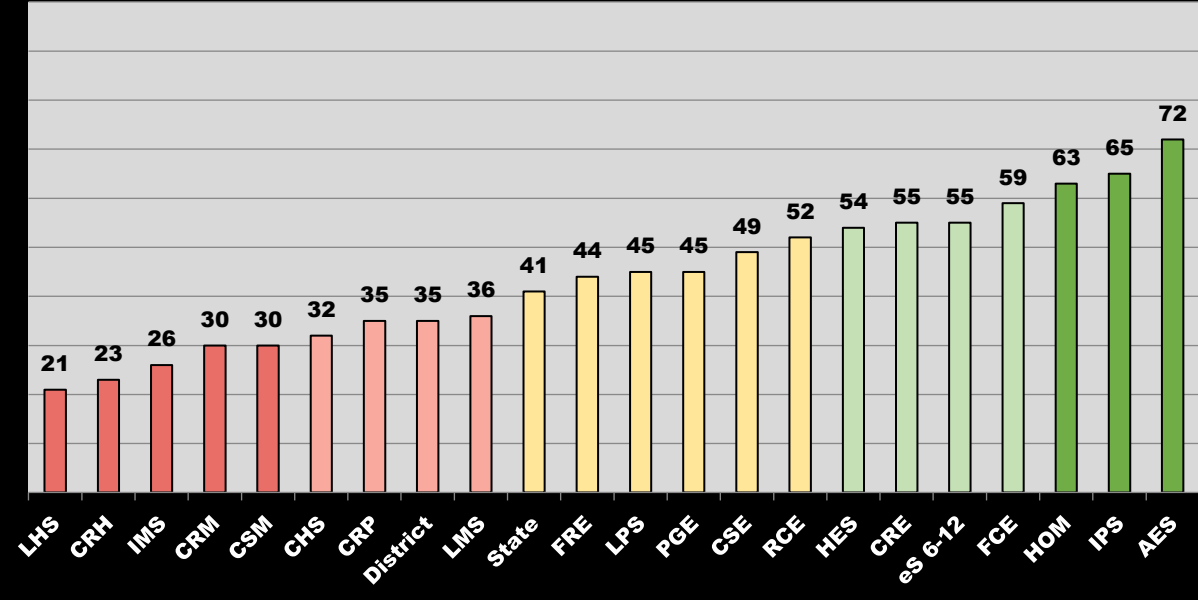- Math LG: 52% (2018-19 Baseline), 41% (2020-21), 48% (2021-22), 68% (2024 Target)

Learning Gains & Bottom Quartile Learning Gains

ALL ELA Learning Gains

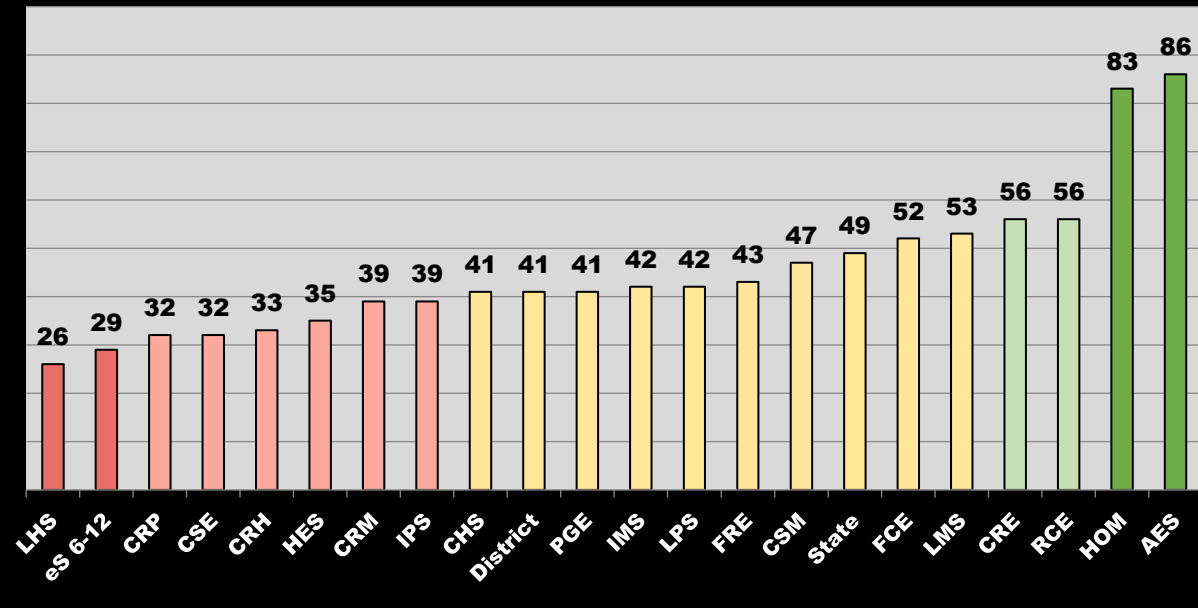| School	Value
CRH	36
IMS	36
LHS	38
CHS	39
CRM	40
LMS	44
District	45
CSM	47
LPS	51
CRP	52
State	53
eS K-5	54
PGE	54
CSE	55
IPS	55
CRE	56
eS 6-12	56
FRE	59
HOM	59
HES	60
FCE	61
RCE	64
AES	75

Bottom Quartile ELA Learning Gains

School	Value
LHS	21
CRH	23
IMS	26
CRM	30
CSM	30
CHS	32
CRP	35
District	35
LMS	36
State	41
FRE	44
LPS	45
PGE	45
CSE	49
RCE	52
HES	54
CRE	55
eS 6-12	55
FCE	59
HOM	63
IPS	65
AES	72

Legend:
- >61%
- 54% to 61%
- 41% to 53%
- 32% to 40%
- <32%

ALL Math Learning Gains

School	Value
LHS	31
CRH	36
IMS	39
CRM	43
CRP	43
CHS	45
District	48
IPS	49
eS K-5	50
CSM	51
HES	53
LPS	53
CSE	54
eS 6-12	54
FCE	54
FRE	55
PGE	55
RCE	55
LMS	57
State	58
CRE	64
AES	71
HOM	76

Bottom Quartile Math Learning Gains

School	Value
LHS	26
eS 6-12	29
CRP	32
CSE	32
CRH	33
HES	35
CRM	39
IPS	39
CHS	41
District	41
PGE	41
IMS	42
LPS	42
FRE	43
CSM	47
State	49
FCE	52
LMS	53
CRE	56
RCE	56
HOM	83
AES	86
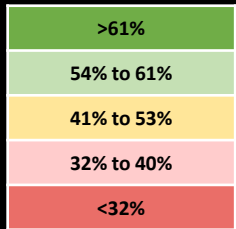
GOAL #3: CLOSING THE ACHIEVEMENT GAP- 2021-22
Gap Percentage Points Among Subgroup Proficiency- State vs District

Reduce achievement gap between the percent of students achieving grade-level or above performance in the four core subject areas by subgroup when compared to the state average.

District's achievement gap is better (less) than the state.

District's achievement gap is worse (greater) than the state.

ELA	State	District
African Amer & White	28	23
Hispanic & White	14	5
ED & Non-ED	22	17
SWD & Non-SWD	36	38
ELL & Non-ELL	23	24

Social Studies	State	District
African Amer & White	24	15
Hispanic & White	13	8
ED & Non-ED	17	17
SWD & Non-SWD	33	37
ELL & Non-ELL	26	29

Math	State	District
African Amer & White	31	26
Hispanic & White	16	5
ED & Non-ED	20	16
SWD & Non-SWD	30	34
ELL & Non-ELL	16	11

Science	State	District
African Amer & White	32	34
Hispanic & White	18	9
ED & Non-ED	22	17
SWD & Non-SWD	34	38
ELL & Non-ELL	27	24

Graduation Rate (2020-21)	State	District
African Amer & White	4.7	14.9
Hispanic & White	2.4	2.1
ED & Non-ED	6.8	5.7
SWD & Non-SWD	8.9	19.0
ELL & Non-ELL	4.4	<10

2022 FEDERAL PERCENT INDEX
CS&I AND TS&I

The Florida Department of Education will provide support to school districts to reduce the achievement gap by increasing student achievement in CS&I and TS&I schools.

- A school is identified for **Comprehensive Support & Improvement (CS&I)** if it earns a D or F school grade, has an overall Federal Index of 40 percent or less, or has a graduation rate of 67 percent or lower.

- A school that is not identified for CS&I but has an underperforming subgroup (any subgroup with a Federal Index at or below 40 percent), is identified for **Targeted Support & Improvement (TS&I).**

School Name	2019 ESSA Category	*2021 ESSA Category (if counted)	2022 ESSA Category	Federal Percent of Points Index - All Students	Overall Federal Percent of Points Below 41%?	Graduation Rate at or Below 67%?	Total Number of Subgroups Missing the Target	2022 - Subgroups Below 41%
ACADEMY OF ENVIRONMENTAL SCIENCE	TS&I			76	NO		0	
CENTRAL RIDGE ELEMENTARY SCHOOL	TS&I		TS&I	54	NO		2	Multiracial, SWD
CITRUS ESCHOOL 6-12			TS&I	49	NO		2	Black, SWD
CITRUS ESCHOOL K-5			CS&I	40	YES		3	White, SWD, ED
CITRUS HIGH SCHOOL	TS&I		TS&I	49	NO	NO	2	Black, SWD
CITRUS SPRINGS ELEMENTARY SCHOOL	TS&I		TS&I	49	NO		2	Multiracial, SWD
CITRUS SPRINGS MIDDLE SCHOOL	TS&I		TS&I	50	NO		3	Black, SWD, ELL
CREST SCHOOL	CS&I		CS&I	22	YES		3	White, SWD, ED
CRYSTAL RIVER HIGH SCHOOL	TS&I		TS&I	43	NO	NO	4	Black, Multiracial, SWD, ED
CRYSTAL RIVER MIDDLE SCHOOL	TS&I		TS&I	44	NO		3	Black, Hispanic, SWD
CRYSTAL RIVER PRIMARY SCHOOL	TS&I		TS&I	41	NO		5	Black, Hispanic, Multiracial, SWD, ED
CYPRESS CREEK TREATMENT CENTER	CS&I		CS&I	5	YES	YES	2	Black, SWD
FLORAL CITY ELEMENTARY SCHOOL	TS&I			55	NO		0	
FOREST RIDGE ELEMENTARY SCHOOL	TS&I		TS&I	51	NO		3	Black, SWD, ELL
HERNANDO ELEMENTARY SCHOOL	TS&I		TS&I	50	NO		2	Black, SWD
HOMOSASSA ELEMENTARY SCHOOL	TS&I			64	NO		0	
INVERNESS MIDDLE SCHOOL	TS&I		TS&I	43	NO		5	Black, Multiracial, SWD, ED, ELL
INVERNESS PRIMARY SCHOOL			TS&I	48	NO		2	Black, Multiracial
LECANTO HIGH SCHOOL	TS&I		TS&I	48	NO	NO	2	Black, SWD
LECANTO MIDDLE SCHOOL	TS&I		TS&I	52	NO		2	SWD, ELL
LECANTO PRIMARY SCHOOL	TS&I		TS&I	50	NO		2	Multiracial, SWD
PACE CENTER FOR GIRLS	CS&I		CS&I	21	YES		1	ED
PLEASANT GROVE ELEMENTARY SCHOOL			TS&I	50	NO		1	SWD
ROCK CRUSHER ELEMENTARY SCHOOL	TS&I		TS&I	56	NO		2	Black, SWD
SRMI @ RENAISSANCE CENTER	CS&I		CS&I	0	YES	YES	2	White, ED

Due to COVID-19 pandemic, schools kept the same school identifications as determined in 2019 for the 2020 and 2021 school years.

2022-23 District-Wide Initiatives

ALL

- **BEST ELA & Math Standards**
- **NEW FAST Progress Monitoring Process**
- **Supports** *(Virtual Coaching, Tech Time, Remind, BenQ)*
- **Canvas Training & Support**
- **Literacy Leadership Team**
- **Partnership with FDOE State Regional Literacy Directors/RAISE Schools**
- **Math Vertical Alignment Committee**
- **BEST Math Curriculum Implementation**
- **Implement BEST ELA Curriculum adopted in 2022**
- **Observation Tool Redesign**
- **K-12 District-Wide Walkthrough Tools**
- **District-Provided Tiered Support for Schools**
- **Best Practices in Inclusive Education (BPIE)**
- **Sonday System (dyslexia)**
- **Summer School Expansion**
- **Weekly Collaborative Planning**
- **Teacher Induction Program (TIP)**

Elementary

- **Early Childhood:**
  - *Young 5 Program*
  - *Kindergarten Paraprofessionals*
  - *Early Childhood Committee*
- **Integrated Literacy Framework** *(small group, UDL)*
- **iReady** *(extended support)*
- **Science of Reading Training**
- **Reading Intervention: Lexia**
- **Aligned Curriculum Process**
- **Accelerated Math 3rd Grade Course**
- **After-School Tutoring (K-3)**
- **RAISE & ESSA Subgroups- State Literacy Director Support**
- **Elementary SRMI (Gr 4-5)**
- **Best Practices Handbook for Teachers (via Canvas)**
- **Science- Departmentalization & Formative Assessments**
- **Book, Line, & Thinkers!**

Leadership

- **Best Tech Practices for Productivity, Efficiency, Collaboration to build organizational change**
- **Content Area Leadership Training (ELA/Math- BEST)**
- **Potential Leadership Program (PLP)**
- **Administrator Mentors**
- **SAC Training/Professional Learning**
- **Discipline Professional Learning**
- **Apple Certified Teachers & Coaches**

Secondary

- **Learning Focused Approach-** *Max Thompson (Middle)*
- **Interventions:** IXL, Lexia, Achieve, ALEKS
- **Middle School After-School Enrichment Program**
- **Post-secondary achievement**
  - *Monitor FASFA, Bright Futures*
- **Acceleration**
  - *Expand certifications to non-CTE courses (Ducks Unlimited)*
  - *Accelerated Math Courses (6th & 7th)*
  - *Increase Ag certification in Middle Schools*
  - *Increase CTE Opportunities: CHS (Construction); CRHS (EKG & Vet-Tech); LHS (Welding)*
  - *ASVAB opportunities*
  - *Skyward Monitoring Practices*
- **Graduation Rate**
  - *Summer School; After-School Tutoring*
  - *In-District ACT-NCR & SAT-CR (state-provided)*