



WORK GROUP REPORT

2016-17 Budget Recommendations

Final Report
May 9, 2016

Introduction

May 9, 2016

The Strategic Finance Plan has as its goal the aligning of resources to support key initiatives directed at teachers, leaders and students to develop students who are “C²Ready” – prepared for college and a career. On January 25, 2016, the Lake County School Board adopted its third Three-Year Strategic Finance Plan (SFP) to support this mission. With the approval, the SFP guides our annual budgeting process to ensure our instructional priorities are being funded and budget gaps are closed.

This document provides the recommendations for the district’s budget that align with the opportunities outlined in this SFP. It earmarks an investment of approximately \$25.78 million for the district’s instructional priorities from 2017-2019. These priorities will support long-term success for students, with the following projected costs:

- ELL and Struggling Students & Schools: \$3.61 million
- Investment in People (formerly Talent Development Pipeline): \$5.58 million
- Teacher Induction & Coaching Framework: \$1.27 million
- Leadership Advancement: \$0.66 million
- Program Evaluation and Innovation: \$0.53 million
- Personalized Learning for Teachers & Leaders: \$1.6 million
- Personalized Learning for Students: \$7.74 million

Additional Priorities:

- High School Testing/Supervision: \$1.59 million
- Academic Tutors: \$2.31 million
- International Baccalaureate: \$0.89 million

In addition to funding these priorities, the district has anticipated a significant budget gap for 2016-17 of approximately \$3.45 million. The SFP projects closing this gap as well as funding the priorities for a total of \$8.74 million for the 2016-17 school year.

The resource realignment strategies earmarked by the SFP for 2016–2017 comprise the following activities:

- Reassigning some capital-related expenses from the General Fund to the Capital Fund
- Realigning Entitlement and grants funding to support ELL and Struggling Students
- Realigning current self-funding professional development to support instructional priorities
- Standardization and consolidation of funding through strategic sourcing
- Ongoing analysis of discretionary spending
- Explore schedule efficiencies of transportation through routing software
- Research various school models and assess the effects of School Choice Bill (CS/CS/HB 7029)
- Perform a task analysis of clerical duties and responsibilities in conjunction with guidance counselor work group to promote cost savings and efficiencies
- Evaluate standard operating procedures for consistent quality control of athletic field surfaces and conditions
- Continue research for consolidation of central office and district organizational structure

Our goal has been to focus on the instructional priorities and realign resources so they are moved into the regular budget for 2016-17 in order to be implemented. The following pages outline the work plans for the Instructional Priorities and the Realignment Opportunities identified in the SFP. Each of the Work Groups includes a detailed budget for 2016-17. The document also provides a high-level look at the balancing of the budget between Instructional Priorities and Realignment Opportunities.

The Work Group Report: 2016-17 Budget Recommendations is a component of our Strategic Finance Plan process that captures our bold set of Instructional Priorities and redefines how we grow student achievement and support students in being “C² Ready.” This plan will continue our effort to positively transform teaching and learning in Lake County Schools.

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Instructional Priority – ELL and Struggling Students & Schools

The English Language Learners (ELLs) and Struggling Students & Schools initiative targets school needs for additional ELL support and provides assistance to those with the greatest number of Level 1 and Level 2 students by providing Acceleration Resource Teachers (ARTs), Academic Tutors and Literacy Teacher Assistants (TAs). Acceleration Resource Teachers work with students while delivering model lessons on a regular basis so teachers can grow in best practice while their students are provided special support. In addition, this Instructional Priority focuses on developing district-wide infrastructure to support ELLs and Struggling Students. Increased support has been phased-in to provide additional professional learning opportunities, on-site technical assistance and resources.

For additional detail refer to the updated Strategic Finance Plan provided to the Board on January 25, 2016.

Performance Return Metrics:

Goal: Increase Achievement	District FSA ELA 2014-15 Projected	District FSA ELA 2014-15 Actual	District FSA ELA 2015-16 Target	District FSA ELA 2016-17 Target	District FSA ELA 2017-18 Target	District FSA ELA 2018-19 Target
English Language Learners	*	14%	24%	34%	44%	54%

Goal: Decrease Amount	District FSA ELA 2014-15 Projected	District FSA ELA 2014-15 Preliminary	District FSA ELA 2015-16 Target	District FSA ELA 2016-17 Target	District FSA ELA 2017-18 Target	District FSA ELA 2018-19 Target
Level 1 Students	*	23%	18%	15%	15%	15%
Level 2 Students	*	26%	21%	18%	18%	18%

Goal: Increase Primary Readiness	District ELA 2014-15 Projected	District ELA 2014-15 Actual	District ELA 2015-16 Target	District ELA 2016-17 Target	District ELA 2017-18 Target	District ELA 2018-19 Target
ON Grade Level **	---	TBD	TBD	TBD	TBD	TBD

Goal: Decrease Amount	District FSA Math 2014-15 Projected	District FSA Math 2014-15 Preliminary	District FSA Math 2015-16 Target	District FSA Math 2016-17 Target	District FSA Math 2017-18 Target	District FSA Math 2018-19 Target
Level 1 Students	*	26%	21%	18%	18%	18%
Level 2 Students	*	27%	22%	19%	19%	19%

Goal: Increase Primary Readiness	District Math 2014-15 Projected	District Math 2014-15 Actual	District Math 2015-16 Target	District Math 2016-17 Target	District Math 2017-18 Target	District Math 2018-19 Target
ON Grade Level **	---	TBD	TBD	TBD	TBD	TBD

Goal: Increase Growth **	District FSA ELA 2014-15 Projected	District FSA ELA 2014-15 Actual	District FSA ELA 2015-16 Target	District FLA ELA 2016-17 Target	District FSA ELA 2017-18 Target	District FSA ELA 2018-19 Target
Lowest 25%	*	TBD	TBD	TBD	TBD	TBD

Goal: Increase Achievement	District Grad Rate 2014-15 Projected	District Grad Rate 2014-15 Actual	District Grad Rate 2015-16 Target	District Grad Rate 2016-17 Target	District Grad Rate 2017-18 Target	District Grad Rate 2018-19 Target
Graduation Rate (All Students)	85%	76%	85%	90%	95%	95%
Graduation Rate (ELL)	70%	57%	70%	80%	90%	95%

* Estimates not set due to transition from FCAT to FSA

** This metric is added or retitled for the 2015-16 year

Final detailed budget for implementation:

The district allocated approximately \$1 million to each of these two sets of programs in each of the three coming school years, for a total of \$6 million by 2018-20. The district determined precisely how to direct these funds through the program evaluation and innovation process.

Item	2015-2016 Budgeted	2016-2017 Estimated	2017-2018 Estimated	2018-2019 Estimated
1 ESOL Program Specialist @ \$68,435 for 216 days (Salary and Benefits)	\$68,435	\$70,488	\$72,603	\$74,781
1 Secretary II @ \$40,042 for 247 days (Salary and Benefits)	\$40,043	\$41,244	\$42,482	\$43,756
4 Regional ELL School Specialists @ \$55,763 for 196 days (Salary and Benefits)	\$223,052	\$229,744	\$236,636	\$243,735
19 School-Based Acceleration Resource Teachers @ \$55,763 for 196 days (Salary and Benefits)	\$1,059,497	\$1,091,282	TBD*	TBD*
15 Title I Paraprofessionals to support literacy for 30 hours a week @ \$23,210 plus Benefits	\$348,150	\$358,595	\$369,352	\$380,433
Substitutes for professional development	\$71,098	\$60,000	\$50,000	\$40,000
Supplies/materials for professional development	\$50,000	\$40,000	\$30,000	\$20,000
Program cost and consultants	\$50,000	\$40,000	\$30,000	\$20,000
In and out-of-county travel	\$5,000	\$5,000	\$5,000	\$5,000
Total Cost	\$1,915,275	\$1,936,352	\$836,073	\$827,705

* These columns have been changed from the Strategic Finance Plan 2017-2019 in order to determine sustainability of these positions

Item	2015-2016 Budgeted	2016-2017 Estimated	2017-2018 Estimated	2018-2019 Estimated
21 School-Based Academic Tutors for Kindergarten	Funded through general budget	---	---	---
21 School-Based Academic Tutors for 1 st Grade	---	\$750,000	\$772,500	\$795,675
Total Cost	---	\$750,000	\$772,500	\$795,675

Reference: Strategic Finance Plan 2017-2019 – pages 4, 5, 23, 24, 25

Instructional Priority – Investment in People (Formerly Talent Development Pipeline)

Lake County Schools recognizes the need to expand the Talent Development Pipeline to encompass all aspects of developing a high-quality workforce. With this in mind, we are developing an overarching work group with subcommittees that address the recruitment, retention and talent management of high-quality staff.

A new subcommittee for recruitment and retention of high-quality staff began meeting in January 2016 to formulate goals, objectives and metrics for the committee. The results will be included in the next update of the Strategic Finance Plan.

Talent Development Pipeline:

The district has provided transparent pathways and clear processes for promotion and increased responsibility for teachers through the creation of a talent development pipeline. The pipeline is aligned with the staff compensation system to provide incentives for instructional staff members to improve instruction and gain more responsibility.

For additional detail refer to the updated Strategic Finance Plan provided to the Board on January 25, 2016.

Performance Return Metrics:

Performance Return Metrics	2014-15 Projected	2014-15 Actual	2015-16 Target	2016-17 Target	2017-18 Target	2018-19 Target
Goal: Increased Retention Rate in Title I Schools	81%	84%	85%	86%	86%	88%
Goal: Increased Retention Rate of Effective Teachers in Title I Schools (Percent Retained Annually)	70%	84%	87%	89%	91%	93%
Goal: Increased Retention Rate of Highly Effective Teachers in Title I Schools (Percent Retained Annually)	80%	87%	89%	91%	93%	95%
Goal: Increased Retention Rate in Critical Shortage Areas	80%	84%	85%	86%	87%	88%
Goal: Percent of Administrators reporting that Pipeline helps retain Effective Teachers	65%	67%	75%	90%	95%	96%
Goal: Percent of Teachers reporting that Pipeline contributes positively to motivation to improve instructional practices	65%	TBD	75%	90%	95%	96%

Final detailed budget for implementation:

Item	2015-2016 Budgeted	2016-17 Estimated	2017-18 Estimated	2018-19 Estimated
Manager of Employee Compensation and Evaluation (Salary and Benefits)	\$104,000	\$107,120	110,334	\$113,644
Compensation and Evaluation Analyst (Salary and Benefits)	\$95,000	\$97,850	\$100,786	\$103,809
Bonus/Supplements for Highly Effective and Effective Teachers *	\$1,445,000	\$1,550,000	\$1,650,000	\$1,750,000
Recruitment Bonuses *				
Critical Shortage Bonuses *				
Leadership Opportunities *				
Total Cost	\$1,644,000	\$1,754,970	\$1,861,120	\$1,967,453

** Amount bargained annually*

Reference: Strategic Finance Plan 2017-2019: Pages 6, 7, 26, 27

Instructional Priority – Teacher Induction & Coaching Framework

This priority provides a district framework for instructional coaching and high-quality teacher induction support for all new teachers. Research is clear that the most important factor in improving student achievement is the quality of the classroom teacher. Through this priority, Lake County Schools will be able to increase teacher effectiveness and new teacher retention. This priority is based on the work of the New Teacher Center and Marzano/Learning Sciences International. Through these nationally recognized, research-based organizations, our instructional coaches will develop a deep repertoire of coaching skills that impact teacher practice to improve student learning outcomes.

For additional detail refer to the updated Strategic Finance Plan provided to the Board on January 25, 2016.

Performance Return Metrics:

Performance Return Metrics	2014-15 Projected	2014-15 Actual	2015-16 Target	2016-17 Target	2017-18 Target	2018-19 Target
Goal: Percent of first-year teachers retained	75%	73%	75%	77%	79%	81%
Goal: Percent of first-year teachers with student performance measures rated Highly Effective/Effective	93%	93%	95%	97%	99%	99%
Goal: First-year teacher instructional practice scores (2.5 to 3.49 is Effective)	3.01	3.03	3.1	3.15	3.2	3.25
Goal: Percent of first-year teachers rated Effective or Highly Effective (Summative)	98%	97%	98%	98%	98%	98%
Goal: Percent of first-year teachers who reported coaching influenced their teacher practice	87%	88%	89%	91%	93%	95%
Goal: Percent of first-year teachers who reported coaching impacted their students' learning	86%	87%	88%	90%	92%	94%
Goal: Percent of administrators who reported LCS Teacher Induction Program influenced school's growth in advancing teacher practice	73%	86%	88%	90%	92%	94%

Final detailed budget for implementation:

Item	2015-16 Budgeted	2016-17 Estimated	2017-18 Estimated	2018-19 Estimated
Program Specialist for 216 days (Salary and Benefits)	\$68,435	\$70,488	\$72,603	\$74,781
3 District Instructional Coaches for 196 days @ \$55,763 (Salary and Benefits)	\$167,289	\$172,308	\$177,477	\$182,801
Consultant fees	0	0	0	0
Professional Development costs	0	\$22,000	\$22,000	\$22,000
Year 2 PL Cohort A	\$68,300	\$68,300	\$68,300	\$68,300
Year 1 PL Cohort B	\$64,500	64,500	\$64,500	\$64,500
Train-the-Trainer Academy	\$3,000	\$3,000	\$3,000	\$3,000
Professional Development materials	0	\$3,000	\$3,000	\$3,000
Online coaching tools	0	0	0	0
In-county travel for Coaches	0	\$5,500	\$5,500	\$6,000
Computer set-up	0	\$5,000	0	\$5,000
Supplies for Coaches	0	\$500	\$500	\$500
Total Cost	\$371,524	\$414,596	\$416,880	\$429,882

Reference: Strategic Finance Plan 2017-2019 – pages 8, 28, 29, 30

Instructional Priority - Leadership Advancement

LCS principals as the instructional leaders of schools are central to student achievement. Lake County Schools has a significant need for the development of assistant principals and new principals. Additionally, ongoing professional learning opportunities are needed for established principals and district leaders. This strategy will increase teacher effectiveness and ultimately support growth in student achievement through the focused development of strong instructional leaders.

For additional detail refer to the updated Strategic Finance Plan provided to the Board on January 25, 2016.

Performance Return Metrics:

Performance Return Metrics	2014-15 Projected	2014-15 Actual	2015-16 Target	2016-17 Target	2017-18 Target	2018-19 Target
Goal: Percent of Principals rated Highly Effective on the LEADS evaluation *	41%	60%	TBD	TBD	TBD	TBD
Goal: Percent of Principals rated Effective on the LEADS evaluation *	59%	40%	TBD	TBD	TBD	TBD
Goal: Percent of Assistant Principals rated Highly Effective on the LEADS evaluation *	18%	37%	TBD	TBD	TBD	TBD
Goal: Percent of Assistant Principals rated Effective on the LEADS evaluation *	82%	63%	TBD	TBD	TBD	TBD
Goal: Percent of Principals whose FLDOE school grade is a "C" or higher	84%	89%	TBD	TBD	TBD	TBD

** The data reflects the Leadership Practice Score only. The LEADS committee revised the scoring system for the 2016-2017 and is awaiting FLDOE approval. Metrics will be updated in the SFP for 2018-2020 upon receipt of the 2015-2016 actual data.*

Final detailed budget for implementation:

Item	2015-16 Budgeted	2016-17 Estimated	2017-18 Estimated	2018-19 Estimated
Director of Leadership (Salary and Benefits)	\$130,000	\$133,900	\$137,917	\$142,054
District professional development	\$23,000 Summer Institute Stipends for Principals to bring Aspiring Leaders & tapping new talent	\$23,750 Mini-conference, Summer Institute, NISL materials	\$23,750 Mini-conference, Summer Institute, NISL materials	\$23,750 Mini-conference, Summer Institute, NISL materials
Clerical support	Partially funded through general budget	\$45,000	\$46,350	\$47,741
Travel for professional development	\$5,000	\$5,000	\$5,000	\$5,000

In-county travel for principal mentorship support	\$2,500	\$2,500	\$2,500	\$2,500
Materials/equipment for replacement	\$1,250	\$1,000	\$1,000	\$1,000
Computer set-up	\$1,500	\$1,000	---	---
Communications	\$750	\$750	\$750	\$750
Total Cost	\$164,000	\$212,900	\$217,267	\$222,795

Reference: Strategic Finance Plan 2017-2019- Pages 9, 31, 32

Instructional Priority – Program Evaluation and Innovation

The program evaluation and innovation process provides a framework for rigorously evaluating existing and proposed programs to ensure the best return on investment to facilitate student achievement. The district focuses on implementing the program evaluation process with fidelity and with culturally embedding a standardized method of work that includes clearly assigned ownership of actions and clear timelines for high-impact decision-making. This process will ensure the best return on investment for district funds to maximize student achievement and district operations.

For additional detail refer to the updated Strategic Finance Plan provided to the Board on January 25, 2016.

Performance Return Metrics:

Performance Return Metrics	2014-15 Projected	2014-15 Actual	2015-16 Target	2016-17 Target	2017-18 Target	2018-19 Target
Goal: Number of Program Evaluations of Instructional Priorities	7	7	7	7	7	7
Goal: Program Evaluations on additional high profile/high investment programs	4	5	5	6	7	8
Goal: Percentage of ROI calculations determined to be positive returns	60%	TBD	75%	90%	90%	90%
Goal: Percentage of identified performance metrics for monitored programs showing improvement	50%	TBD	65%	75%	80%	85%
Goal: Stakeholder satisfaction regarding integrity of evaluation process	100%	TBD	100%	100%	100%	100%
Goal: Stakeholder satisfaction related to effectiveness of program monitoring	100%	TBD	100%	100%	100%	100%

Final detailed budget for implementation:

Item	2015-16 Budgeted	2016-17 Estimated	2017-18 Estimated	2018-19 Estimated
Program Innovation and Evaluation Specialist (Salary and Benefits)	\$87,065	\$89,677	\$92,367	\$95,138
Program Innovation and Evaluation Analyst (Salary and Benefits)	\$71,510	\$73,655	\$75,865	\$78,141
Professional Development - Support	\$3,000	\$3,000	\$3,000	\$3,000
Statistical Software	0	\$3000	\$3000	\$3000
In-county travel	\$3,500	\$3,500	\$3,500	\$3,500
Out-of-county travel	\$3,000	\$3,000	\$3,000	\$3,000
Supplies and materials	\$500	\$500	\$500	\$500
Total Cost	\$168,575	\$173,332	\$178,232	\$183,279

Final detailed budget for International Baccalaureate (IB) Implementation:

Item	2015-16 Budgeted	2016-17 Estimated	2017-18 Estimated	2018-19 Estimated
IB Program Manager (Salary and Benefits)	---	\$130,000	\$133,900	\$137,917
IB Program Costs - teacher training, fees, textbooks (Two Schools)	---	---	\$250,942	\$239,993
Total Cost	---	\$130,000	\$384,842	\$377,910

Reference: Strategic Finance Plan 2017-2019- Pages 10, 11, 33, 34

Instructional Priority - Personalized Learning for Teachers and Leaders

Lake County Schools must support teachers and leaders in meeting the demands of the new Florida Standards. As the standards are implemented in schools, the capacity to address the individual needs of our teachers and leaders is being severely tested. Hence the need to create structured systems that drive personalized professional learning. This Instructional Priority couples with the innovative Professional Development (iPD) grant that has been awarded to our district by the Bill and Melinda Gates Foundation. The outcomes for this priority are: (1) Ensure all teachers have ample time within the school day for collaboration (without sacrificing quality student learning) focused on core instructional work, (2) Provide multi-modal access to high-quality PD content based on teachers' needs and student results, (3) Provide all teachers with frequent opportunities and multiple sources of feedback on their instructional practice, (4) Assess the impact of professional development content and experiences, and (5) Established an ad hoc committee to examine bell schedules to maximize student instructional and teacher planning time.

For additional detail refer to the updated Strategic Finance Plan provided to the Board on January 25, 2016.

Performance Return Metrics:

Performance Return Metrics		2014-15 Projected	2014-15 Actual	2015-16 Target	2016-17 Target	2017-18 Target	2018-19 Target
Goal: Percent of School Master Schedules reflecting Structured Collaborative Professional Development Time for teachers		25%	28%	35%	50%	75%	75%
Goal: Percent of Schools Implementing the Lesson Study Cycle through Professional Learning Communities		15%	30%	40%	50%	75%	75%
Goal: Percent of Teachers who report Professional Development needs are met *		30%	45%	50%	60%	70%	70%
Goal: Percent of Teachers who report using at least 3 different modalities that match their Professional Development needs *		40%	73%	75%	77%	79%	81%
Goal: Percent of Florida Standards Teachers reporting support provided to students, teachers and leadership **	Students	25%	26%	20%	20%	20%	20%
	Teachers	60%	54%	65%	70%	70%	70%
	Leadership	15%	20%	15%	10%	10%	10%

**Based on MDRC survey data that targeted middle and high schools during the 2014-15.*

*** FSTs are intended to support teachers and school redesign therefore an adjustment to the metrics to reflect their prescribed duties was warranted.*

Final detailed budget for implementation:

Item	2015-16 Budgeted	2016-17 Estimated	2017-18 Estimated	2018-19 Estimated
1 Digital Content Systems Architect*	\$100,000	\$103,000	\$106,090	\$109,273
11 Florida Standards Teachers for select Middle and High Schools for 196 days @ \$55,763 (Salary and Benefits)**	\$613,393	\$631,795	TBD	TBD
Collaborative Funds for Additional Planning Time for Teachers***	\$125,000	\$125,000	\$100,000	\$75,000
Software to support Personalized Learning for Teachers and Leaders****	\$115,000	\$115,000	\$115,000	\$115,000
Total Cost	\$953,393	\$974,795	\$321,090	\$299,273

* Position approved by the Board on 4/27/2015 and hired on 10/2/2015.

** Continuation of fourth year under consideration to support full implementation of standards-based instruction

*** Reflects funding shift to Florida Standards Teachers and a continuation of funding for teacher collaboration at the 2016-2017 amount.

**** Currently exploring software alternatives to PD360/Edivate after Program Evaluation recommended discontinuing the program.

Reference: Strategic Finance Plan 2017-2019 - Pages 12, 13, 35, 36, 37

Instructional Priority - Personalized Learning for Students

Personalized Learning for Students is integrated with the Next Gen Systems grant provided by the Bill and Melinda Gates Foundation. This Instructional Priority helps fulfill the district need of teaching all of our Lake County students in a way that will prepare them for success in college and/or career. By providing a learning environment that is personalized based on the individual student's likes, interests, and needs, we can move into a system in which all students find success.

For additional detail refer to the updated Strategic Finance Plan provided to the Board on January 25, 2016.

Performance Return Metrics:

Performance Return Metrics	2014-15 Projected	2014-15 Actual	2015-16 Target	2016-17 Target	2017-18 Target	2018-19 Target
Student Feedback on Survey *	---	---	TBD Feb. 2016	---	---	---
NWEA Student Formative Assessment Scores **	---	---	Baseline TBD	---	---	---
Goal: Launch Schools – Planned and Consistent scale-up ***	---	---	5	6	6	23
Goal: Planning Schools – Planning and Consistent scale-up	8	8	9	7	6	18

* Researching appropriate survey tool, timeliness of distribution and potential alignment with Personalized Learning for Teachers and Leaders.

** Awaiting contract approval to begin baseline testing.

*** Planning year, no schools ready for launch until 2015-16

Final detailed budget for implementation:

Item	2015-16 Budgeted	2016-17 Estimated	2017-18 Estimated	2018-19 Estimated
Administrator on Special Assignment to oversee work (Salary and Benefits)	\$107,000	\$110,210	\$113,516	\$116,922
3 Innovative Learning Specialists for 215 days (Salary and Benefits)	\$181,791	\$187,245	\$192,862	\$198,648
PL Program Manager to Co-Lead the District Initiative	Grant Funded	Grant Funded	TBD	TBD
Fiscal Assistant (Salary and Benefits)	Grant Funded	Grant Funded	\$45,000	\$46,350
Planning funds for six schools.	\$120,000	\$120,000	\$102,000	\$90,000
Implementation funds for six-eight launch schools (includes salary and benefits for 8 PL Facilitators at \$65,000 per school plus other implementation funds)	Grant Funded	\$1,350,000 (8 PL Facilitators @ \$520,000)	\$2,550,000 (8 PL Facilitators @ \$520,000)	\$2,280,000 (8 PL Facilitators @ \$520,000)

Personalized Learning Launch Funds (See chart below for detail)	\$500,000	---	---	---
Technology Systems	\$80,000	\$80,000	\$80,000	\$80,000
Total Cost	\$1,008,706	\$1,847,455	\$3,083,378	\$2,811,920

Cohort implementation and funding timeline

Cohort II (11 of 40 Schools)	2016-17 Launch Year 1	2017-18 Launch Year 2	2018-19
School 1	\$168,750	\$168,750	---
School 2	\$168,750	\$168,750	---
School 3	\$168,750	\$168,750	---
School 4	\$168,750	\$168,750	---
School 5	\$168,750	\$168,750	---
School 6	\$168,750	\$168,750	---
School 7	\$168,750	\$168,750	---
School 8	\$168,750	\$168,750	---
Cohort III (17 of 40 Schools)		Launch Year 1	Launch Year 2
School 1	---	\$200,000	\$200,000
School 2	---	\$200,000	\$200,000
School 3	---	\$200,000	\$200,000
School 4	---	\$200,000	\$200,000
School 5	---	\$200,000	\$200,000
School 6	---	\$200,000	\$200,000
Cohort IV (23 of 40 Schools)			Launch Year 1
School 1	---	---	\$180,000
School 2	---	---	\$180,000
School 3	---	---	\$180,000
School 4	---	---	\$180,000
School 5	---	---	\$180,000
School 6	---	---	\$180,000
Total Cost	\$1,350,000	\$2,550,000	\$2,280,000

Reference: Strategic Finance Plan 2017-2019 - Pages 14, 15, 38, 39, 40

Realignment Opportunities

Historically, the purpose of Realignment Opportunities has been to identify cost savings that would support investments as part of the Strategic Finance Plan's rolling process. During three years of implementation, work group members began to identify an additional category of cost-benefit: cost avoidance. Cost avoidance will reduce future costs, allowing for repurposing of existing resources and capitalizing on efficiencies.

Realignment Opportunity	Current Status	Budgeted 2015-16
Capital Expenditure Realignment	<ul style="list-style-type: none"> Reassigned some capital-related expenses from general fund to capital fund 	<ul style="list-style-type: none"> \$2,000,000
High School Schedule	<ul style="list-style-type: none"> Implemented 7-period day at high schools 	<ul style="list-style-type: none"> \$4,700,000
Consolidated Purchasing	<ul style="list-style-type: none"> Implemented Purchasing Card Program Modified janitorial supplies purchasing Reduced maintenance inventories 	<ul style="list-style-type: none"> \$850,000
IDEA Funding (non-recurring)	<ul style="list-style-type: none"> Reduction in funding for 2015-2016 required restructuring to remove federal funding 	<ul style="list-style-type: none"> \$0
Maintenance: lawn care	<ul style="list-style-type: none"> Evaluated cost savings from outsourcing lawn service for high-school athletic fields 	<ul style="list-style-type: none"> \$85,000
Management discretion	<ul style="list-style-type: none"> Continue to pursue additional operational and central office efficiencies 	<ul style="list-style-type: none"> \$476,867
Transportation: bell schedule & software	<ul style="list-style-type: none"> Increase efficiencies from implementation of routing software 3-tiered bus schedule will remain, however, start-and-stop times have been adjusted to provide teachers with additional prep time 	<ul style="list-style-type: none"> \$300,000
Administrative salary	<ul style="list-style-type: none"> Implemented new administrative salary schedule providing incremental savings Developing performance measures for district-level administrators 	<ul style="list-style-type: none"> \$325,000
Athletics transportation	<ul style="list-style-type: none"> Reduced funding for athletics transportation 	<ul style="list-style-type: none"> \$116,750
Clerical	<ul style="list-style-type: none"> Perform a task analysis to consider realignment of clerical resources at both the central office and schools 	<ul style="list-style-type: none"> \$0
Guidance counselors	<ul style="list-style-type: none"> Perform a task analysis to review alignment of counselor responsibilities to the state frameworks and best practices 	<ul style="list-style-type: none"> \$90,966
Self-Funding PD (General/Title I and II)	<ul style="list-style-type: none"> Realigned current professional development funding to support instructional priorities 	<ul style="list-style-type: none"> \$1,269,759
Total Realignments		<ul style="list-style-type: none"> \$10,214,342

As presented in the following pages, the majority of available cost savings have been identified and reallocated. During the 2016-2017 school year, stakeholder groups will need to determine new opportunities to generate additional realignment opportunities for future cost savings.

Realignment Opportunities – Cost Savings

Realignment Opportunity – Self-Funding across PD Initiatives

The purpose of this opportunity was to evaluate the coordination among multiple federal project dollars to reduce potential redundancies, allowing those funds to be repurposed to support Instructional Priority Opportunities.

Budget Recommendation:

Item	2015-16 Budgeted	2016-17 Estimated	2017-18 Estimated	2018-19 Estimated
Self-Funding Professional Development to support ELL & Struggling Students: <ul style="list-style-type: none"> Provide funding through Title I to support 13 Acceleration Resource Teachers and 15 Paraprofessionals to support literacy Provide funding through Title II to support 6 Acceleration Resource Teachers 	\$1,296,759	\$1,296,759	\$1,296,759	\$1,296,759

Reference: Strategic Finance Plan 2017-2019 – Page 20

Realignment Opportunity – Strategic Sourcing and Business Initiatives (Formerly Consolidated Purchasing/Classroom Support)

Strategic Sourcing will include standardization and consolidation opportunities. This work group will be reorganized to reflect sourcing initiatives with regular district-wide “Purchasing Roundtable” committee meetings. The Business Initiative approach will recommend new initiatives and monitor established initiatives such as the E-payable program and the forthcoming storage and delivery of cold food-storage items and canned goods from the warehouse. Additional realignment opportunities will be investigated.

Budget Recommendation:

Item	2015-16 Budgeted	2016-17 Estimated	2017-18 Estimated	2018-19 Estimated
Increase amount of payments made with district purchasing cards	\$300,000	\$150,000	\$200,000	\$250,000
Centralized purchasing of janitorial supplies	\$100,000	---	---	---
Reduction of maintenance inventory balances	\$450,000	---	---	---
Print management/strategic sourcing	---	\$250,000	\$250,000	\$250,000
Repurpose/Business Initiative	---	\$130,000	\$130,000	\$130,000
Textbooks/Business Initiative	---	\$9,000	\$9,000	\$9,000
Total Cost	\$850,000	\$539,000	\$589,000	\$639,000

Reference: Strategic Finance Plan for 2017-2019 – Page 19

Realignment Opportunity - Transportation

This work group will determine bus schedule efficiencies realized from the implementation of routing software. Savings started to be realized in 2014-15, due to more efficient planning. However, some technical issues occurred and are being addressed. Potential savings are under review for 2016-17.

Reference: Strategic Finance Plan 2017-2019 – Page 20

Realignment Opportunities – Efficiencies and Cost Avoidance

Realignment Opportunity – School Models

This work group was established to examine magnet school models, collegiate high schools, International Baccalaureate (IB), class size/school choice, CTE Academics, zone waivers, academic anchors, boundaries and Voluntary Pre-Kindergarten (VPK).

For the 2016-17 school year the district will begin the planning process to consider implementation of the IB program as reflected in the Strategic Finance Plan. (For further detail refer to the Program Evaluation and Innovation section of this report.)

As discussed under Transportation, adjusted bell schedules will provide teachers with additional prep time. However, we are assessing any potential increase in costs associated with this change.

Due to legislative changes, this work group will continue research on school models and assess the effects of School Choice Bill (CS/CS/HB 7029). A steering committee has been established and will guide subcommittees that will identify strategies and pathways of the overall school model approach to be considered for implementation.

Reference: Strategic Finance Plan 2017-2019 – Page 18

Realignment Opportunity – Clerical Staffing

This initiative continues in a research phase. Tentative findings reveal higher-level efficiencies through the implementation of Skyward. Recommendations will be made once Skyward is more fully implemented. A Task Analysis regarding clerical responsibilities is in progress and aligned with an analysis of Teacher Assistant and Guidance Counselor duties.

Reference: Strategic Finance Plan 2017-2019 – Page 20

Realignment Opportunity – Guidance Counselors

In 2014-15, the school allocation formula was adjusted to move towards equity for school sites. State and district counselor frameworks were reviewed to bring counselor responsibilities into alignment. A Task Analysis regarding current responsibilities and duties is in progress in conjunction with Clerical and Teacher Assistant analysis to further identify best practices and efficiencies.

Budget Recommendation:

Item	2015-16 Budgeted	2016-17 Estimated	2017-18 Estimated	2018-19 Estimated
Used allocation formula to equalize Guidance Counselors between schools; reduction of 1.5 Counselors	\$90,966	\$90,966	\$90,966	\$90,966

Reference: Strategic Finance Plan 2017-2019 – Page 20

Realignment Opportunity – Athletic Field Maintenance Care

This work group will determine by school and grade level the field types that comprise the district's 79.1 acres of athletic turf. The purpose is for consistent quality control of field surfaces and conditions. Standard Operating Procedures (SOP) will be evaluated and created.

Reference: Strategic Finance Plan 2017-2019 – Page 20

Realignment Opportunity – Central Office for District Staff/ Consolidated Title I Offices/District Organizational Structure

In 2015-16, an exploration of the costs and efficiencies gained through a centralized location for the offices of all district departments was conducted. This analysis included real estate, efficiency, infrastructure, and space usage. Based on its findings, the work group concluded that cost savings from consolidation and sale of available properties did not appear to generate funds for construction of a new facility. Analysis will continue to research efficiencies. Research will continue regarding opportunities for consolidation as well as a district organizational structure.

LAKE COUNTY SCHOOLS - STRATEGIC FINANCE PLAN SUMMARY 2015-16 THROUGH 2018-19
Total Savings

	Realignment Opportunities Budget			
	2015-16	2016-17	2017-18	2018-19
Shift of Expenses out of General Fund (\$M)				
Capital Expenditures	2.00	2.50	2.50	2.50
Realignment within General Fund (\$M)				
High School Schedule	4.70	4.70	4.70	4.70
Consolidated Purchasing	0.85	0.54	0.59	0.64
IDEA Funding	-	-	-	-
Maintenance - Lawn Care	0.08	TBD	TBD	TBD
Management Discretion	0.48	0.48	0.48	0.48
Transportation	0.30	0.30	0.30	0.30
Administrative Salaries	0.33	0.38	0.42	0.42
Athletic Transportation	0.12	0.12	0.12	0.12
Clerical	2015-16			
Guidance Counselors	2015-16	0.09	0.09	0.09
Completion of FST Assignments	2017-18			
Other TBD Ideas	2017-18			
Other TBD Ideas				
Other TBD Ideas	2015-16	-		
Total Realignments	8.95	9.11	9.20	9.25
Additional Savings (\$M)				
Self-Funding PD (TITLE I / TITLE II) (Moved from Investment Opportunities)	1.27	1.27	1.27	1.27
Total Savings	10.22	10.38	10.47	10.52

Total Investments

	Investment Opportunities Budget			
	2015-16	2016-17	2017-18	2018-19
Baseline				
Roll Forward (GAP)- Estimated	(1.79)	(3.45)	(8.37)	(12.47)
Instructional Priorities Costs				
Roll Forward from previous year	0.94	2.00		
ELL / Struggling Students and Schools	(1.91) *	(1.94)	(0.84)	(0.83)
Investment in People	(1.65) *	(1.75)	(1.86)	(1.97)
Teacher Induction & Coaching	(0.37) *	(0.42)	(0.42)	(0.43)
Leadership Advancement	(0.16) *	(0.22)	(0.22)	(0.22)
Program Evaluation & Innovation	(0.17) *	(0.17)	(0.18)	(0.18)
Pers. Learning (Teachers/Leaders)	(0.96) *	(0.98)	(0.32)	(0.30)
Pers. Learning (Students)	(1.00) *	(1.85)	(3.08)	(2.81)
Total Investment Priorities	(6.22)	(7.33)	(6.92)	(6.74)
Additional Investments (\$M)				
Additions:				
High School Testing Facilitator/Supervision	(0.42)	(0.53)	(0.53)	(0.53)
Academic Tutors (additional 21 for First Grade)		(0.75)	(0.77)	(0.79)
International Baccalaureate		(0.13)	(0.38)	(0.38)
Total Additional Investments	(0.42)	(1.41)	(1.68)	(1.70)
Total Investments	(6.64)	(8.74)	(8.60)	(8.44)
Total Including Baseline Gap and Roll-Forward	(7.49)	(10.19)	(16.97)	(20.91)
Potential Roll Forward for Investments in Instructional Priorities (Gap)	2.73	0.19	(6.50)	(10.39)

Lake County Schools

Summary of Realignment and Investment Opportunities for 2016-17

Realignment Opportunities		Investment Opportunities	
	Approved SFP 2016-17	Approved SFP 2016-17	Recommended Budget 2016-17
Shift of Expenses out of General Fund			
Capital Expenditures	2,500,000		
Realignment within General Fund			
High School Schedule	4,700,000		
Consolidated Purchasing	600,000		
IDEA Funding	-		
Maintenance - Lawn Care	-		
Management Discretion	475,000		
Transportation	300,000		
Administrative Salaries	375,000		
Athletic Transportation	116,750		
Clerical	2015-16		
Guidance Counselors	2015-16		
Other TBD Ideas	2015-16		
Total Realignments (Projected)	9,066,750		
Self-Funding PD (TITLE I/ TITLE II) (Moved from Investment Opportunities)	1,269,759		
Total	\$ 10,336,509		
Instructional Priorities Costs			
Roll Forward (GAP)- Estimated	(1,336,832)		
Net Roll Forward (GAP)	(1,336,832)		
Roll Forward from previous year	2,500,000		
ELL / Struggling Students and Schools	(1,936,352)		
Talent Development Pipeline	(1,754,970)		
Teacher Induction & Coaching	(414,596)		
Principal Induction & Development	(212,900)		
Program Evaluation & Innovation	(173,332)		
Pers. Learning (Teachers/Leaders) Self-Funding Across PD Initiatives (Moved to Realignment Opportunities)	(974,795)		
Pers. Learning (Students)	(1,847,455)		
Total: Priorities Only	(7,314,400)		
Additions:			
High School Testing Facilitator/Supervision	(530,000)		
Academic Tutors (additional 21 for First Grade)	(750,000)		
International	(200,000)		
Total Additional Investments	(1,480,000)		
Total Investments	(8,794,400)		
Total Including Baseline Gap and Roll Forward	(7,631,232)		
Roll Forward for Year 2 Investments in Instructional Priorities (Gap)	\$ 2,705,277		
			\$ 186,664

Lake County Schools

Summary of Realignment and Investment Opportunities for 2015-16 through 2018-19

Realignment Opportunities					Investment Opportunities				
	Budget					Budget			
	2015-16	2016-17	2017-18	2018-19		2015-16	2016-17	2017-18	2018-19
Capital Expenditures	Shift of Expenses out of General Fund					Baseline			
	2,000,000	2,500,000	2,500,000	2,500,000		(1,790,000)	(7,452,011)	(10,780,414)	(14,961,397)
							5,308,600	3,757,239	3,887,006
							(1,312,000)	(1,351,360)	(1,391,901)
Realignment within General Fund						Instructional Priorities Costs			
High School Schedule	4,700,000	4,700,000	4,700,000	4,700,000	Roll Forward from previous year	940,000	2,500,000		
Purchasing Efficiencies	850,000	539,000	589,000	639,000	ELL / Struggling Students and Schools	(1,915,275) *	(1,936,352)	(836,073)	(827,705)
IDEA Funding	-	-			Talent Development Pipeline	(1,644,000) *	(1,754,970)	(1,861,119)	(1,967,453)
Maintenance - Lawn Care	85,000	TBD	TBD	TBD	Teacher Induction & Coaching	(371,524) *	(414,596)	(416,880)	(429,882)
Management Discretion	476,867	475,000	475,000	475,000	Leadership Advancement	(164,000) *	(212,900)	(217,267)	(222,795)
Transportation	300,000	300,000	300,000	300,000	Program Evaluation & Innovation	(168,575) *	(173,332)	(178,232)	(183,279)
Administrative Salaries	325,000	375,000	425,000	425,000	Pers. Learning (Teachers/Leaders)	(953,393) *	(974,795)	(321,090)	(299,273)
Athletic Transportation	116,750	116,750	116,750	116,750	Self-Funding Across PD Initiatives (Moved to Realignment Opportunities)				
Clerical	2015-16				Pers. Learning (Students)	(1,008,706) *	(1,847,455)	(3,083,378)	(2,811,920)
Guidance Counselors	2015-16	90,966	90,966	90,966	Total: Priorities Only	(6,225,473)	(7,314,400)	(6,914,039)	(6,742,306)
					Additions:				
					High School Testing Facilitator/Supervision	(425,376)	(530,000)	(530,000)	(530,000)
Other TBD Ideas	2017-18				Academic Tutors (additional 21 for First Grade)		(750,000)	(772,500)	(795,675)
Other TBD Ideas					International Baccalaureate		(130,000)	(384,842)	(377,910)
Other TBD Ideas	2015-16								
Total Realignments (Projected)	8,944,583	9,096,716	9,196,716	9,246,716	Total Investments	(6,650,849)	(8,724,400)	(8,601,381)	(8,445,891)
Self-Funding PD (TITLE I/ TITLE II) (Moved from Investment Opportunities)	1,269,759	1,269,759	1,269,759	1,269,759	Total Including Baseline Gap & Roll Forward	(7,500,849)	(9,679,811)	(16,975,916)	(20,912,183)
					Potential Roll Forward for Investments in Instructional Priorities (Gap)	\$ 2,713,493	\$ 686,664	\$ (6,509,441)	\$ (10,395,708)
Total	10,214,342	10,366,475	10,466,475	10,516,475					

Lake County Schools

Summary of Realignment and Investment Opportunities for 2015-16 through 2018-19

Realignment Opportunities					Investment Opportunities				
	Budget 2015-16	Incremental 2016-17	Incremental 2017-18	Incremental 2018-19		Budget 2015-16	Incremental 2016-17	Incremental 2017-18	Incremental 2018-19
Shift of Expenses out of General Fund					Baseline				
Capital Expenditures	2,000,000	500,000	-	-	Roll Forward (GAP)- Estimated Positions Included in Baseline GAP New Positions	(1,790,000)	(7,452,011) 5,308,600 (1,312,000)	(10,780,414) 3,757,239 (1,351,360)	(14,961,397) 3,887,006 (1,391,901)
Realignment within General Fund					Instructional Priorities Costs				
High School Schedule	4,700,000	-	-	-	Net Roll Forward (GAP)	(1,790,000)	(3,455,411)	(8,374,535)	(12,466,292)
Purchasing Efficiencies	850,000	(311,000)	50,000	50,000	Roll Forward from previous year	940,000	1,560,000	(2,500,000)	-
IDEA Funding	-	-	-	-	ELL / Struggling Students and Schools	(1,915,275) *	(21,077)	1,100,280	8,368
Maintenance - Lawn Care	85,000	(85,000)	-	-	Talent Development Pipeline	(1,644,000) *	(110,970)	(106,149)	(106,334)
Management Discretion	476,867	(1,867)	-	-	Teacher Induction & Coaching	(371,524) *	(43,072)	(2,284)	(13,002)
Transportation	300,000	-	-	-	Leadership Advancement	(164,000) *	(48,900)	(4,367)	(5,528)
Administrative Salaries	325,000	50,000	50,000	-	Program Evaluation & Innovation	(168,575) *	(4,757)	(4,900)	(5,047)
Athletic Transportation	116,750	-	-	-	Pers. Learning (Teachers/Leaders) Self-Funding Across PD Initiatives (Moved to Realignment Opportunities)	(953,393) *	(21,402)	653,705	21,817
Clerical					Pers. Learning (Students)	(1,008,706) *	(838,749)	(1,235,924)	271,459
Guidance Counselors	90,966	-	-	-	Total: Priorities Only	(6,225,473)	(1,088,927)	400,361	171,733
Other TBD Ideas					Additions:				
Other TBD Ideas					High School Testing Facilitator/Supervision	(425,376)	(104,624)	-	-
Other TBD Ideas					Academic Tutors (additional 21 for First Grade)		(750,000)	(22,500)	(23,175)
					International Baccalaureate		(130,000)	(254,842)	6,932
Total Realignments (Projected)	8,944,583	152,133	100,000	50,000	Total Investments	(6,650,849)	(2,073,551)	123,019	155,490
Self-Funding PD (TITLE I / TITLE II) (Moved from Investment Opportunities)	1,269,759				Total Including Baseline Gap & Roll forward	(7,500,849)	(3,968,962)	(10,751,516)	(12,310,802)
Total	10,214,342	152,133	100,000	50,000	Potential Roll Forward for Investments in Instructional Priorities (Gap)	\$ 2,713,493	\$ (3,816,829)	\$ (10,651,516)	\$ (12,260,802)
		10,366,475	10,466,475	10,516,475					

Lake County Schools

Summary of Staffing Related to Realignment and Investment Opportunities

Realignment Opportunities					Investment Opportunities					
	Admin	Instructional	Professional	Managerial	Classified	Admin	Instructional	Professional	Managerial	Classified
Realignment within General Fund 2014-15						Staffing for Instructional Priorities 2014-15				
High School Schedule Teachers		(72.00)				ELL / Struggling Students and Schools				
Maintenance - Lawn Care						ESOL Program Specialist	1.00			
Custodians						Regional ELL School Specialists	4.00			
						Acceleration Resource Teachers	21.00			
						Secretary II				1.00
						Paraprofessionals to Support Literacy				15.00
Net Realignment Opportunities 2014-15	-	(72.00)	-	-		Substitutes for Teacher PD - TBD				
Actual		(72.00)				Teacher Induction & Coaching				
						District Instructional Coaches	3.00			
						Program Specialist	1.00			
						Program Evaluation & Innovation				
						Program Innovation & Evaluation Specialist		1.00		
						Program Innovation & Evaluation Analyst		1.00		
						Pers. Learning (Teachers/Leaders)				
						Innovative Learning Specialist (ILS)				
						IT Tech Support				
						Florida Standards Teachers		13.00		
						Substitutes for Teacher Collaboration - TBD				
						Pers. Learning (Students)				
						Innovative Learning Specialist (ILS)		2.00		
						Extended Days for 2 Technical Trainers				
						High School Schedule				
						Testing Facilitators (Certified)		8.00		
						Virtual Learning Lab Facilitators				8.00
						Net Investment Opportunities 2014-15	-	46.0	10.0	25.0
						Actual 2014-15		45.0		24.0
Realignment within General Fund 2015-16						Staffing for Instructional Priorities 2015-16				
High School Schedule		(2.00)				Talent Development Pipeline				
Guidance Counselors		(1.50)				Manager of Employee Compensation		1.00		
Athletic Field Custodians						Compensation & Evaluation Analyst			1.00	
						Digital Content Systems Architect				
Net Realignment Opportunities 2015-16	-	(3.50)	-	-		Pers. Learning (Students)		1.00		
Actual		(3.50)				Innovative Learning Specialist (ILS)				
						Coordinator on Special Assignment	1.0			
						Leadership Advancement				
						Director of Leadership	1.0			
						Secretary II				1
						Net Investment Opportunities 2015-16	2.0	1.0	2.0	1.0
						Actual 2015-16	2.0	1.0	2.0	1.0
Realignment within General Fund 2016-17						Staffing for Instructional Priorities 2016-17				
						IB Program Manager			1.00	
						Academic Tutors (First Grade)				
						Personalized Learning Facilitators		8.0		
						Net Investment Opportunities 2016-17		8.0	-	1.0
						Actual 2016-17		8.0	-	1.0
						Net Investment Opportunities 2016-17				
						Actual 2016-17				
Cumulative Realignment within General Fund						Cumulative Realignment within General Fund				
2014-15 through 2016-17						2014-15 through 2016-17				
Net Realignment Opportunities		(75.5)	-	-	(16.8)	Net Investment Opportunities	2.0	55.0	12.0	2.0
Actual		(75.5)	-	-	-	Actual	2.0	54.0	2.0	2.0

Appendix A: Work Groups

Instructional Priorities Working Groups

ELL & Struggling Students & Schools

Executive Sponsor: Bill Miller (Chief Academic Officer)

Leader: Kati Pearson (Director, Teaching and Learning)

Working group membership:

- Robin Neeld (Title III Program Specialist)
- Juan Dillion (ESOL Program Specialist)
- Andrea Nelson (MTSS Program Manager)
- Julie Staton (Program Specialist, Differentiated Accountability)
- Rehana Insanally (Program Specialist, Differentiated Accountability)
- Liz West (Director, Federal Compensatory Education)
- Judy Miller (Director, Exceptional Student Education)
- Bonita Blair (ESOL Teacher, East Ridge High School)
- Rob McCue (Principal, Clermont Middle School)
- Barbara Longo (Principal, Oak Park Middle School)
- Leah Fischer (Principal, Seminole Springs Elementary School)

Investment in People

Executive Sponsor: Laurie Marshall (Chief of Staff)

Leader: Andrea Guogas (Project Manager, Evaluation and Compensation)

Working group membership:

- Laurie Marshall (Chief of Staff)
- Marilyn A. Doyle (Chief of Administration)
- Michelle Hoppenstedt (Director, Human Resources)
- Stuart Klatte (President, LCEA)
- Julie Summerlin (Director; Career, Adult & Community Education)
- Maureen Slovak (Ad Hoc Member)
- Linda Shepherd-Miller (Principal, Lake Minneola High School)
- TBD (Program Specialist, Academic Services Unit)
- TBD (Middle School Administrator)
- TBD (Elementary Administrator)

Recruitment and Retention of High-Quality Staff subcommittee (Membership to be determined)

Talent Development Pipeline subcommittee (Membership to be determined)

Teacher Induction and Coaching Framework

Executive Sponsor: Bill Miller (Chief Academic Officer)

Leader: Amy Cockcroft (Director, Professional Development and Leadership)

Working group membership:

- Letizia Haugabrook (Administrative Coordinator, Federal Programs)
- Kathy Halbig (Coordinator, Personalized Learning for Students)
- Randy Campbell (Principal, Umatilla High School)
- Andrea Guogas (Project Manager, Evaluation and Compensation)
- Elizabeth Feld (Instructional Coach)
- Theresa Frisby (Instructional Coach)
- Linda Conner (Program Specialist)
- Judy Davis (Instructional Coach)
- Natalie Heitman (Literacy Coach, Gray Middle School)
- Stacia Tatum (Instructional Coach)
- Karen Hart (Assistant Principal, Lost Lake Elementary School)
- Abigail Crosby (Assistant Principal, Windy Hill Middle School)
- Midge Abston (Assistant Principal, Seminole Springs Elementary School)
- Robin Meyers (Principal, Lake Hills School)
- Melonee Ferguson (Florida Standards Teacher, Clermont Middle School)

Leadership Advancement

Executive Sponsor: Marilyn A. Doyle (Chief of Administration)

Leader: Wayne Cockcroft (Director of Leadership)

Working group membership:

- Laurie Marshall (Chief of Staff)
- Michele Hoppenstedt (Director, Human Resources)
- Amy Cockcroft (Director, Professional Development and Leadership)
- Jon Owens (Principal, Eustis Middle School)
- Pam Chauteneuf (Principal, Gray Middle School)
- Steve Benson (Principal, South Lake High School)
- Linda Shepherd-Miller (Principal, Lake Minneola High School)
- Jacob Stein (Principal, Mount Dora Middle School)
- Bill Gagnon (Assistant Principal, Beverly Shores Elementary School)
- Laine Obando (Assistant Principal, Pine Ridge Elementary School)
- Marta Ramirez (Assistant Principal, Eustis High School)

Program Evaluation and Innovation

Executive Sponsor and Leader: Dr. Kathleen Gingras (Director, Planning, Evaluation and Accountability)

Working group membership:

- Carol MacLeod or designee (Chief Financial Officer)
- Bill Miller (Chief Academic Officer)
- Melissa DeJarlais (Supervisor, Strategic Initiatives & Grant Acquisitions)
- Creed Wheeler or designee (Executive Director, Information & Instructional Technology Services)
- Laurie Marshall or designee (Chief of Staff)
- Jan Tobias (Director, Student Services)
- Naomi VanAmberg (Program Specialist, Federal Programs)
- Judy Miller (Director, Exceptional Student Education)
- Jeffrey Cooper (Program Innovation and Evaluation Specialist)

(Ad Hoc members: Principal Representatives and District Staff as needed for innovation submissions and program evaluations)

International Baccalaureate Development Committee (Under Program Evaluation and Innovation)

- Bill Miller (Chief Academic Officer)
- Membership to be determined

Personalized Learning for Teachers & Leaders

Executive Sponsor: Amy Cockcroft (Director, Professional Development and Leadership)

Leader: Andrea Pyatt (iPD Facilitator)

Working group membership:

- Seth Edwards (iPD Design Expert)
- Kathy Halbig (Coordinator, Personalized Learning for Students)
- Melissa DeJarlais (Supervisor, Strategic Initiatives & Grant Acquisitions)
- Michael Geoffrion (Teacher, Eustis High School)
- Dennis Doherty (Teacher, Windy Hill Middle School)
- Latonya McDuffie (Teacher, Beverly Shores Elementary School)
- Stuart Klatte (President, LCEA)
- Julie Robinson-Lueallen (Principal, East Ridge High School)
- Randy Campbell (Principal, Umatilla High School)
- Charlie McDaniel (Principal, East Ridge Middle School)
- Susan Jordan (Assistant Principal, Leesburg Elementary School)
- Pascha Weaver (Teacher, Eustis Heights Elementary School)
- Walt Frisby (Teacher, Mount Dora Middle School)
- Neysa Olivares (Teacher, Leesburg High School)

Bell Schedule Committee (Ad hoc under PL for Teachers and Leaders)

- Bill Miller (Chief Academic Officer)
- Membership to be determined

Personalized Learning for Students

Co-Executive Sponsor: **Bill Miller** (Chief Academic Officer) and **Creed Wheeler** (Executive Director, Information and Instructional Technology Services)

Leader: **Kathy Halbig** (Coordinator, Personalized Learning for Students)

Working group membership:

- Laurie Marshall (Chief of Staff)
- Sherri Owens (Communications Officer)
- Kathlene Jarvis (Director of Secondary Curriculum and Instruction)
- Amy Cockcroft (Director, Professional Development and Leadership)
- Missy Broker (Innovative Learning Specialist)
- Jayne Chapuis (Innovative Learning Specialist)
- Sabrina Beg (Teacher, Lost Lake Elementary School)
- Heather Livengood (Teacher, Tavares Middle School)
- Justin Crouch (Teacher, Umatilla High School)
- Kinetrai Kelley-Truitt (Assistant Principal, Carver Middle School)
- Brent Frazier (Assistant Principal, East Ridge High School)
- Laine Obando (Assistant Principal, Pine Ridge Elementary School)
- William Roberts (Principal, Windy Hill Middle School)
- Nancy Velez (Principal, Eustis High School)
- Heather Gelb (Principal, Leesburg Elementary School)
- Clinton Pownall (Community Member/Business Owner)
- Bill Giffing (Community Member)
- Student Representative (Lake Minneola High School)
- Student Representative (Eustis Middle School)

Realignment Opportunities Working Groups**Self-funding across PD Initiatives**

Executive Sponsor: **Bill Miller** (Chief Academic Officer)

Co-Leaders: **Bill Miller** (Chief Academic Officer) and **Carol MacLeod** (Chief Financial Officer)

Working group membership:

- Amy Cockcroft (Director, Professional Development and Leadership)
- Melissa Lyford (Administrative Coordinator, Exceptional Student Education)
- Laura Wright (ESE School Specialist, Mount Dora Middle School)
- Trella Mott (Principal, Tavares Middle School)

- Kay Sawchuk (Principal, Eustis Elementary School)

School Models

Executive Sponsor: Marilyn A. Doyle (Chief of Administration)

Co-Leaders: Doreathe Cole (Director of Elementary Curriculum and Instruction) and **Kathlene Jarvis** (Director of Secondary Curriculum and Instruction)

Working Group Membership:

- Carol MacLeod (Chief Financial Officer)
- Julie Summerlin (Director; Career, Adult and Community Education)
- Janice Tobias (Director, Student Services)
- Harry Fix (Director, Growth Planning)
- Bill Miller (Chief Academic Officer)
- Melissa DeJarlais (Supervisor, Strategic Initiatives & Grant Acquisitions)
- Kati Pearson (Director, Teaching and Learning)
- Liz West (Director, Federal Compensatory Education)
- Judy Miller (Director, Exceptional Student Education)
- Sherri Owens (Communications Officer)
- Melissa Lyford (Administrative Coordinator, Exceptional Student Education)
- TBD (Principal, elementary school)
- TBD (Principal, middle school)
- TBD (Principal, high school)

Steering Committee Membership: TBD

Subcommittee Membership: TBD

Strategic Sourcing and Business Initiatives (formerly Consolidated Purchasing/ Classroom Support)

Executive Sponsor: Carol MacLeod (Chief Financial Officer)

Co-Leaders: Pam Hayes (Purchasing Manager) and **Karen Briggs** (Director, Finance)

Working group membership:

This group will be reformed with fewer members. The Consolidated Purchasing Working Group, which had the Procurement Roundtable as members, was too large. It is recommended that the new group include school and department members on a rotating basis, depending on the users of the commodity, service or initiative being discussed.

Clerical Staffing

Executive Sponsor: Laurie Marshall (Chief of Staff)

Leader: Michele Hoppenstedt (Director, Human Resources)

Working group membership:

- Tom Mock (Director, Internal Audit)
- Kim Cronin (SEIU)
- Jessica Hopperton (Data Entry, Virtual School)
- Kimberly Jarvis (Principal, Groveland Elementary School)
- Angela Jones (Administrative Assistant to Chief of Operations)
- Diane Lingerfelt (Fiscal Assistant, Risk Management)
- Charlene Moyer (HR Specialist)
- Jennifer Pease (School Secretary, Carver Middle School)
- Julie Summerlin (Director; Career, Adult & Community Education)
- Yvette Kinsler (Clerical Assistant)

Guidance Counselors

Executive Sponsor: Update: Marilyn A. Doyle (Chief of Administration)

Leader: Jan Tobias (Director, Student Services)

Working group membership:

- Kristine Hawkins (Administrative Coordinator, Student Services)
- Kenneth Lyford (Program Specialist, Student Services)
- Cheri Burgess (School Counselor, South Lake High School)
- Denise Burry (Parent)
- Michelle Carpenter (Parent)
- Pam Chateaufort (Principal, Gray Middle School)
- Mollie Cunningham (Principal, Carver Middle School)
- Priya Duryee (Program Specialist, Student Services)
- Melissa Lyford (Administrative Coordinator, Exceptional Student Education)
- Tonya Mass (Program Specialist, Testing and Evaluation)
- Caroline O'Conner (School Counselor, Windy Hill Middle School)
- Stacy Pallitto (School Counselor, Tavares Elementary School)
- Angela Ratter (Program Specialist, Student Services)
- Debra Rogers (Principal, Umatilla Elementary School)
- Nanci Schwartz (Parent)
- Paula Wicker (Program Manager, Testing and Evaluation)

Transportation

Executive Sponsor: John Carr (Chief of Operations)

Leader: Scott Pfender (Supervisor, Transportation)

Working group membership:

- Lauren DeRidder (Risk Manager)
- Kim Varnadore (SAC Representative, Mount Dora High School)
- Beth Shaver (SAC Representative, Grassy Lake Elementary School)
- Mike Woods (Planner, Metropolitan Planning Organization)
- Linda Monroe (Bus driver, Lake Ridge lot)
- Kim Cronin (SEIU)
- Lori Maddox (Transportation Operations Manager)
- Karen Oates (Assistant Principal, Mount Dora Middle School)
- Charles Feld (Assistant Principal, East Ridge High School)
- Keith Hunt (Assistant Principal, Windy Hill Middle School)

Athletic Field Maintenance Care Group

Executive Sponsor and Leader: John Carr (Chief of Operations)

Working group membership:

- Will Davis (Manager of Geographic INFO SYTMS)
- Mike Corr (Director, Maintenance)
- Gary Rogers (Grounds Manager)
- Donald Hogan (District Athletic Director)

Central Office for District Staff/Consolidated Title I Offices/District Organizational Structure

Executive Sponsor and Leader: John Carr (Chief of Operations)

Working Group Membership:

- Will Davis (Manager of Geographic INFO SYSTMS)
- Carol MacLeod (Chief Financial Officer)
- Tom Mock (Director, Internal Audit)
- Kelly Randall (Senior Planner)
- Rusty Dosh (Manager, Innovative Learning)

