



DCPS Annual Technology Plan

Alignment to Strategic Plan/District Targets

I. Develop Great Educators and Leaders

Strategies

Provide teachers and students with the tools and resources necessary to meet the demands of the Common Core Standards and students' individual needs.

Provide ongoing professional learning and support to develop all teachers, instructional leaders, and staff.

II. Engage Parents, Caregivers, & Community

Strategies

Establish and sustain a culture that is collaborative, transparent, and child-centric.

Create a welcoming, respectful, and responsive environment for all stakeholders that leads to open lines of communication.

III. Ensure Effective, Equitable, & Efficient Use of Resources

Strategies

Ensure the use of district funds is transparent, strategic, and aligned.

Distribute district-wide programs and resources in an equitable manner.

Deploy information technology that supports the academic needs of all students, teachers, and staff.

Executive Summary

The Duval County Public Schools (DCPS) Information Technology (IT) Division is responsible for determining hardware solutions and supporting software solutions for our schools and district offices. In addition, the division has been responsible for supporting our Enterprise Resource Planning System for Business (SAP) and our Student Information System (SIS). Continued alignment of user needs, assessments, software selection and implementation processes, and the evolution of technology delivery systems must be achieved to maximize technology effectiveness in both instructional and business environments.

This strategic planning tool is a dynamic document that is evolving as the needs of our user base continue to be re-defined, as educational requirements change, and as technological solutions emerge. Our goal is to provide superior technical services that will engage, empower, and educate our stakeholders to produce unprecedented academic results. Execution of the plan will require a consistent and committed cycle of funding across subsequent years to ensure the continued facility maintenance and growth in accordance with stated district goals for assessment, instruction, and ultimately student achievement.

DCPS District Technology Plan: Essential Components

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The following 10 components have been identified as essential for an effective strategic technology plan.

- I. Mission and Vision
- II. Background
- III. Needs Assessment
- IV. Goals
- V. Strategies
- VI. Funding Plan
- VII. E-Rate Technology Plan Addendum
- VIII. Technology Acquisition Plan
- IX. Access
- X. User Support Plan
- XI. Professional Development Plan
- XII. Program Evaluation
- XIII. Alignment With the Strategic Plan
- XIV. Attachments
 - Technology Contract List
 - Computer Hardware Status
 - QZAB II

I. MISSION AND VISION

Duval County Public Schools Technology Mission

Deploy and maintain information technology to provide educational excellence in every school, in every classroom, for every student, every day.

Duval County Public Schools Technology Vision

Every student is inspired and prepared for success in college or a career, and life.

Strategically, this vision will enable DCPS to more effectively:

- Align standards, curriculum, instruction, assessment, and professional development;
- Diagnose, prescribe, and assess students' learning experiences;
- Differentiate instruction to meet individual needs;
- Integrate effective technology tools;
- Improve data management;
- Increase communication internally and externally;
- Create more efficient ways of collaboration; and
- Provide a services-oriented architecture and infrastructure.

Operationally, this technology vision will be:



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- Implemented in DCPS classrooms;
- Monitored by Region Superintendents, Principals, School Technology Contacts, and Instructional Technology Staff; and
- Measured for success by student performance on formative assessments, state assessment, and user surveys.

Tactically, the following elements will be critical to actualizing our technology vision:

- District-wide standards for infrastructure including voice, data, video and electrical systems, network bandwidth, Internet access, and hardware and software platforms
- District-wide student to computer ratio of 1:1
- Computer Lifecycle Management Plan
- Professional development for staff to transparently integrate technology into learning environments for students
- Student collaboration in planning and executing future technology initiatives
- Student Information System that is a stable, reliable instructional management system
- Business ERP to meet user needs and maximize business efficiency
- Appropriate technology security and disaster recovery measures to ensure protection of assets and information

Instructionally, this technology vision will enable users to leverage technology to:

- address state instructional standards;
- increase student achievement;
- support the needs, goals, and learning styles of each student;
- provide equal educational opportunities for all learners;
- participate in worldwide learning communities for collaboration and resources;
- prepare students for success in college or a career; and
- develop lifelong learners who can utilize technology tools and resources to make responsible decisions for their learning and well-being.

Technology integration is the ultimate goal. To ensure that the district accomplishes this goal, Information Technology must work Curriculum and Instruction to deploy adequate technologies to establish 21st Century Learning Environments in all classrooms, for all students.



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All stakeholders have a vested interest in preparing all students for success in college or a career. Externally, Information Technology has developed strong partnerships with business and community groups to integrate technology through:

- Collaborating on technical possibilities for Virtual Education and Multiple Pathways initiatives;
- Sharing resources, both human capital and financial;
- Developing mentoring and/or job shadowing opportunities for students;
- Promoting “real-life” applications of skills learned in the classroom; and
- Demonstrating and reinforcing the importance of lifelong learning.

Partnerships include the City of Jacksonville, Florida State College at Jacksonville, Magnet Schools, Microsoft, Apple, Lenovo and Hewlett Packard, Collaborative Solutions Inc, and Emtec, Inc. DCPS has realized great benefit from business partners which include cost savings, shorter implementation timeframes, enhanced technology capabilities, improved purchasing strategy, and ultimately a more transparent integration of technology solutions.

Background Information/Research

II. BACKGROUND INFORMATION

The DCPS Information Technology Division supports the needs of 160 schools (excluding Charters) in training, integration and use of Information Technology.

District Profile

Duval County is the 6th largest school district in Florida and the 22nd largest district in the nation with a student population of 125,164 student as of January 2015. The district covers a geographical area of 841 square miles and has 195 schools.

Duval County District Facts for School Year 2014-2015

School Facts

- 103 Elementary Schools
- (2) K-8 Schools
- 24 Middle Schools
- (2) 6-12 Schools
- 19 High Schools



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- 34 Charter Schools
- 5 Exceptional Centers
- 6 Alternative Schools
- 1 Virtual School

Student Demographics

- 125,624 students
- 44% African American, 37% Caucasian, 10% Hispanic, 5% Multi-racial, 5% Asian/Pacific Islander
- Graduation Rate 74% Federal Formula
- 21,576 exceptional education students (mentally, physically, emotionally handicapped, learning disabled or gifted)
- Average Expenditure per pupil-- \$7,291

Staff Facts

- 13,113 employees--(includes full-time and part-time) making the district one of the largest employers in the county
- 8,284 teachers

Planning Process

The technology planning process has been a collaborative effort involving community and business leaders, school leaders, teachers, district staff, consultants, and technology vendors. These stakeholders have contributed intellectual capital, conducted audits and assessments, participated in action research, piloted new hardware solutions, offered resources including human capital, leading DCPS to be reflective and strategic regarding our technology future.

Planning Process Timeline

Our planning process is detailed below to illustrate the depth of our collaboration and planning.

09/14—Established the District Digital Planning Team to work on the Digital Classroom Plan for FLDOE.

09/14—Engaged Gartner to provide professional services to provide technology leadership insight and advice on key decisions

10/14—Submitted the Digital Classroom Plan to FLDOE

01/15—Attended Florida Educational Technology Conference (FETC) to collaborate with and learn from other technology leaders



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02/15—DCPS Information Technology Leadership began the Technology Plan revision process

04/15—Concluded a series of meetings with key business leaders to gain insight and advice regarding how we might more effectively use our technology resources

05/15—Presented updated Technology Plan to DCPS School Board

III. NEEDS ASSESSMENT

Determination of Need:

In planning for the evolving role of the IT Department and in prioritizing which initiatives will ultimately support the District's goal of accomplishing our strategic plan targets, and support the drive to increase student achievement, the following Strengths, Weaknesses, Threats, and Opportunities (SWOT) Analysis was conducted.

SWOT Analysis:

Strengths:	1. Communication • Increased use of SharePoint (Weekly Briefing, IT Weekly Briefing, Department Sites) 2. Infrastructure Development • Upgrades to Bandwidth for student and admin 3. Assessment and Data Enhancement • Implement Performance Matters • School Reporting features of Achieve 3000, i-Ready, and Carnegie Learning 4. Student Programming and Expansion of Devices • QZAB II 5. Human Capital • Converted 25 contracted positions to full time employees
Weaknesses:	1. Rapid growth and integration of instructional technology has increased the need for additional field and technical support. 2. Equipment was deployed to classrooms without adequate professional development 3. Limited standardization of instructional technology resulting in disparate systems and inefficient use of funds 4. Lack of high density wireless system in all schools. 5. Increased number of spam emails to outlook accounts under Microsoft 365
Opportunities :	1. Establish standardization of instructional technology (i.e. student devices, teacher devices, presentation utilities, classroom response system, and interactive presentation devices) 2. QZAB II will allow the District to provide high density wireless for all schools which coupled with recently expanded bandwidth will adequately support the transition to 2:1 or 1:1 devices 3. Education Portal will allow for a single sign on access for all stakeholders increasing transparency and frequency of communication

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	4. IT Technical Services is engaged in the continued adaptive redesign of technology infrastructure and support processes, including the adoption of multiple platform systems, in response to rapidly changing instructional needs 5. Continue alignment of user needs with software selection, implementation processes, and of evolving technology systems must be achieved to maximize technology effectiveness in both instructional and business environments. 6. Continue to focus on student-centered architectures that employ tools to more effectively engage, empower, and educate students and staff for future opportunities 7. Continue efforts to provide automation, self-help, user training, and increased efficiencies in service delivery are critical for sustained success in the effective use of technology throughout the district. 8. Establish a technology model classroom to be utilized as a training facility for district staff 9. Partnering with Curriculum and Instruction to ensure that the integration of technology is a meaningful component within all curriculum training and monthly coaches meetings 10. Establish a technology user group consisting of principals and district staff
Threats:	1. Life cycle management plan is dependent upon funding 2. Need to develop a succession plan that allows for cross training opportunities for key personnel that will be retiring over the next three years

In addition to the internal SWOT analysis, district technology needs are assessed through the:

- **Florida Innovates Technology Resource Inventory**
 - This annual survey solicits responses from K-12 principals and technology coordinators about how technology is used in schools, and includes questions about technology planning, infrastructure, and available equipment.
- **Project Management Oversight Process**
 - Technology needs are assessed through the district project management process. Major projects are largely initiated at the District level as a result of District data analysis. The Superintendent's Leadership Team monitors alignment and prioritization of technology initiatives with national and state standards as well as alignment with the District Strategic Plan.
- **Information Technology Committee Feedback**
 - The following committees provide additional voice and input from users at an operational level. These committees assist in identifying and assessing needs of users. During these meetings, users have the opportunity to express concerns with existing technology and new business needs.
- Enterprise Resource Planning (ERP) - SAP
- Student Information System (SIS)
- School Technology Contacts

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IV. GOALS

Short-term goals:

- Implement an Enterprise SharePoint Portal for all District Stakeholders: teachers, parents, students and partners.
- Implement Focus—the new Student Information System (SIS)
- Collaborate with service providers on district mission so their products are aligned and integrated with the District's Strategic Plan
- Complete the QZAB II project which establishes 21st Century Learning Environments in 100 schools
- Complete high density wireless overlays in all schools
- Establish a model technology classroom as a training facility for district level staff
- Provide adequate resources to support the District's Blended Learning Initiative
- Provide professional development opportunities for teachers and academic coaches on the effective use of programs, appropriate implementation protocols, and student performance monitoring systems
- Provide ongoing and effective technical support for all deployed equipment
- Train technology support staff on appropriate installation and support of systems
- Maintain compliance with established multi-year life cycle management plan for systems and hardware deployed throughout DCPS, to include Operating Systems, Application Software, Hardware, Peripherals, Customized DCPS Images, etc.
- Utilize Mobile Device Management to deploy instructional applications to end-users
- Implement Employee Self Service/Manager Self Service for all DCPS employees
- Implement cost effective solutions for Enterprise Systems including Cloud Services
- Secure proofpoint secure messaging gateway to minimize fishing emails and stop excess spam from entering employees email boxes

Long-term goals:

- Implement a district wide student to device ratio of 1:1
- Analyze, design, and implement a multiyear network improvement plan to address future growth and utilization needs at the school sites district-wide
- Analyze, modify, and refresh DCPS standards related to electrical, data, wireless, and telephone construction, with direct reference to established Institute of Electrical and Electronics Engineers (IEEE) and Building Industry Consulting Service International (BICSI) standards, in support of evolving educational needs
- Provide maintenance retrofits to all schools not meeting the district standards for voice, data, video, wireless, and electrical needs for technology.
- Develop, implement, and maintain ongoing professional development training opportunities for staff consistent with the need for Level I, II, and III support for deployed multi-platform systems and hardware

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V. STRATEGIES

Strategies	Timeline		Outcomes
	Start Date	End Date	
Complete the remaining infrastructure, HD wireless, for QZAB II schools	12/2014	12/2017	100 schools will have new infrastructure and high density wireless to support teachers and students.
Complete the remaining infrastructure and HD wireless for schools not included in the QZAB projects	12/2014	12/2017	16 schools not included in QZAB I or QZAB II
Complete the deployment of 2:1 student devices (1:1 devices for middle schools), teacher devices, and support technology for core classrooms (interactive monitors) to QZAB II schools	12/2014	12/2017	100 QZAB schools will have a minimum of 2:1 student/computer ratio, teacher laptops will be refreshed, and core teachers will have interactive monitors, audio enhancement, document cameras and student response systems.
Complete the deployment of 1:1 student devices, teacher devices, and support technology for the 4 middle schools not included in QZAB I and II			4 Middle schools will have a 1:1 student/computer ratio, teacher laptops will be refreshed, and core teachers will have interactive monitors, audio enhancement, document cameras and student response systems.
The District will begin the development of Teacher, Student, Parent, and Partner portals to increase access to "on time" data through a simplified single portal system in collaboration with Microsoft.	12/2014	03/2016	- The District will deploy the portals with continual updates to functionality and information sources. - Portals will be developed concurrently in order to meet the 18 month development timeline.



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Provide training for the implementation of the FOCUS Student Information System (SIS)	11/2014	08/2015	Provide training to specific user groups including: • Teachers • Administrators • Support Staff • Parents • Students Training will consist of face to face and online modules.
Provide training and support for the Data Dashboards	08/2014	07/20/15	Provide training to specific user groups including: • Teachers • Administrators • Support Staff • Parents (portal) • Students (portal) Training will consist of face to face and online modules.
Funding Plan	07/2015	06/2016	Planned funding for district-wide technology includes the following sources: • District Capital Funds • Technology Operating Funds • E-Rate Rebates • QZAB Funds • Various Project Funds

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Information Technology will support Academic Services, Curriculum and Instruction, and schools, to leverage technology to support differentiated instruction	06/2015	Ongoing	• Provide a digital multimedia educational environment for students. • Promote the effective use of telecommunications and information technology to implement the Florida Standards. • Enable differentiated instruction for students through the provision of aligned diagnostic and curriculum solution packages.
Improve Data Management for Teaching and Learning	06/2015	Ongoing	The following activities will support the learning initiatives: • Provide online gradebook and planning tool for teachers. • Provide parents access to view student information; grades, attendance, homework assignments, and discipline, via the Internet. • Investigate content and knowledge management in order to better support information flow to learning communities. • Provide Virtual Education opportunities for students.
Increase Professional Development	06/2015	Ongoing	Plans to increase technology skills and integrate technology

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			in the classroom and media center include: • Developing and acquiring new programs and software that promote the integration of technology into everyday curricular needs • Researching innovative software and hardware which demonstrate the potential for measurable academic growth • Integrating technology as a meaningful component within all curriculum training utilizing district-level coordination of training and support • Ensuring adequate facilities, instructors, materials, equipment, and funding are available for staff development • Identifying and acquiring technology-based professional development delivery systems that are cost effective and maximize teacher time and increase instructional effectiveness • Putting in place a system for follow-up and evaluation of all training offered to serve as a basis for determining effectiveness and future needs
Teacher Trainings	06/2015	Ongoing	• School Technology Contact Training – Training is offered as an online course



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			to eliminate TDEs and to allow for flexibility. The training materials and quiz will be available in Blackboard the district's LMS. Topics include the integration of technology, state and district technology initiatives, and hardware maintenance and troubleshooting. STCs deliver the information acquired and provide staff development for teachers and staff at the school site. • Specialized Technology Training – Training is provided to supplement the needs for grant implementation and to support district initiatives.
Training for All DCPS Personnel	06/2015	Ongoing	Continued operation of support systems is crucial to the success of the professional training programs. The Information Technology Division provides training to all DCPS personnel in the use of the following systems: • SAP—District ERP • Focus—Student Information System/Teacher Gradebook
Implement IT customer support surveys to promote increased accountability and provide feedback regarding serves provided and culture	09/2014	Ongoing	Collect and analyze feedback by region allowing for a review of perceptions in the field. Surveys will focus on: • Quality of service • Timeliness of service



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			• Communication regarding problems encountered and timeline for resolution (next steps) • Completion of “exit slip” prior to leaving with administrator or STC to inform them of the states/progress made regarding an open repair issue
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VI. FUNDING PLAN

Funding Sources

Planned funding for district-wide technology includes the following sources:

- District Capital Funds
- Technology Operating Funds
- E-Rate Rebates
- QZAB Funds
- Various Project Funds

The District determines final funding allocations on a yearly basis in accordance with the District budget cycle; however, long-range Technology funding is discussed and reviewed in advance of the regular budget planning sessions. Technology funding is usually committed by the School Board during the January and February Board meetings in order to meet the E-Rate submission window. The final Technology budget is then confirmed as part of the traditional budget approval process in August and September of each year. Information Technology manages infrastructure funding, Curriculum and Instruction manages funds related to software professional development, and individual divisions manage funding for internal technology projects.

The Information Technology funding plan establishes tentative budget allocations. These allocations are used for long range Technology planning but are subject to review and adjustment each year. The allocations provided in FY 2015 and expected for FY 2016– FY 2018 include:

Funding Source	14/15	15/16	16/17	17/18
Capital Funds	\$9.8M	\$10.9 M	\$12.9 M	\$15.4 M



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Operating Funds	\$19.1 M	\$19.1 M	\$19.1 M	\$19.1 M
E-Rate Funds	\$3.0 M	\$2.9 M	\$2.7 M	\$2.5 M
QZAB II Funds	\$57.0 M			
Special Capital Projects--non-QZAB Schools	\$6.3 M			
Special Capital Projects—HS Interactive Monitors	\$4.2 M			

The funds allocated are sufficient to provide services and equipment purchases in support of the FY 2015 E-Rate submissions.

In addition, funding for recurring district-wide telecommunications services such as Centrex, Data (Frame Relay, High Speed Ethernet, and Sonnet/Fiber) are budgeted annually in the district operations budget for telecommunications through the duration of the related contracts.

District Initiatives Currently Supported (FY 2014-2015)

Capital Funds

Computer Refresh/Upgrades	\$ 4,842,771
School Infrastructure Upgrades	\$ 2,307,000
Student Information System Upgrades	\$ 846,200
Identity Management	\$ 1,300,000
Enterprise Systems refresh/upgrades	\$ 350,000
Telephone System Replacements	\$ 200,000
Total	\$ 9,845,971

Operating Funds

Salaries/benefits	\$ 10,508,365
Contractor Support	\$ 633,062



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Licensing/rentals	\$ 4,713,357
Maintenance/Supplies/Training	\$ 3,225,596
Total	\$ 19,080,380

VII. E-RATE TECHNOLOGY PLAN ADDENDUM

The district E-Rate Plan is developed based on the District's approved Technology Plan. The E-Rate Plan Addendum is submitted separately identifying eligible services and/or equipment for which the district is requesting E-Rate discount funding.

Telecom Services, Internet Access, and Internal Connections

Our Telecom Services include:

- Local and long-distance telephone services
- Wireless services for Students and DCPS Police School Resource Officers
- Basic telecommunications maintenance and technical support services

Our Internal Connections include:

- Internal voice and data circuit connectivity from the District office to all sites to accommodate the needs of the District and State of Florida Technology Guidelines
- Internet access to resources for day to day student and staff utilization and linkage to remote resources utilized by teachers and students in school

Goals and Strategies

Overall goals are described in Section 4. Providing equitable technology access, support, and training district-wide is a DCPS goal that supports the use of the internal connections that provide telecom services and Internet access.

Budget

Telecommunications Services for voice, data, Fiber Ring protection, Network Electronics and Telephone Maintenance services are budgeted 100% at the district level, which covers all discounted and non-discounted E-Rate costs. This ensures that all existing telecommunications services will continue even if E-Rate funding is not approved.

VIII. TECHNOLOGY ACQUISITION PLAN

Appropriate Technologies for Educational Goals and Materials



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The acquisition of technology to support the district's strategic and operational goals is our first priority. With the Executive Director of Information Technology reporting to the Assistant Superintendent of Accountability and Assessment, we have developed a formal collaboration with Curriculum and Instruction, to share intellectual capital and financial resources to ensure a united, focused, decision-making process that has resulted in a new, aggressive hardware and software initiative that is instructionally driven based on need.

QZAB Schools

The QZAB II project impacts 100 DCPS schools. This project focuses on building 21st Century learning environments to engage and empower our students for success in college or a career. All schools have will be enhanced with retrofits (as needed), new wireless infrastructure, mobile devices, access to digital content, multimedia teaching tools, and professional development for technology integration.

Infrastructure for Teaching and Learning

Information Technology will provide a reliable, easy to use computing infrastructure where both teachers and students will have access to the Internet, local digital educational content, and research-based diagnostic and instructional technology resources in the classrooms.

The technical environment will continue to be upgraded over the next three years:

- All schools will have a minimum of 1 GB internal LAN
- Elementary schools will have a minimum of 150 MB external WAN; Middle schools will have a minimum of 500MB external WAN; High schools will have a minimum of 1GB external WAN
- The goal is for student to CPU ratio to be 1:1 (while maintaining at a minimum of 2.75:1 computer-to-student ratio required for state testing)
- Students will have access to approved differentiated instructional learning systems
- Students and teachers will have a process to request new education technology aligned with district goals
- All DCPS administrators, teachers, students, staff, parents, and community stakeholders will have access to applicable district resources through an Enterprise SharePoint Portal.

Instructional Technology Software

Information Technology will support Curriculum and Instruction, and schools, to leverage technology to:

- Provide a digital multimedia educational environment for students
- Promote the effective use of telecommunications and information technology to implement the Florida Standards
- Enable differentiated instruction for students through the provision of aligned diagnostic and curriculum solution packages

Data Management for Teaching and Learning

Information Technology will coordinate with appropriate divisions, schools, support organizations, and parents to leverage technology towards improved collaboration and information flow between learning communities and increased web based learning. Operationally, Information Technology will improve web and phone capability



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between the schools district and parents, enable increased communication between the schools and learning communities, and improve district distance learning capability.

The following activities will support the learning initiatives:

- Provide online gradebook and planning tool for teachers (Focus)
- Provide parents access to view student information; grades, attendance, homework assignments and discipline via the Internet
- Investigate content and knowledge management in order to better support information flow to learning communities
- Provide Virtual Education opportunities for students

Academic Performance

Plans for instructional software and technology based education materials will be based on a new architecture. This learning architecture will focus on our end users and the skills and knowledge they will need to be successful in college and a career. To this end, our plan to provide a digital multimedia environment for our stakeholders, will include, but not be limited to:

- Infrastructure and hardware to support teaching and learning needs and goals
- Instructional software that diagnoses, prescribes, and evaluates student performance with an emphasis on differentiated instruction
- Integrated data management system for teaching, learning, and leading (Performance Matters)

Hardware and Software Deployment Timetables

Deployment of hardware and software is managed by a Life Cycle Management Process as well as the availability of funding. This plan is reviewed and adjusted as needed.

Acquisition Process

The technology acquisition policy and process will be driven by national and state standards aligned with district curriculum, instruction, and assessment initiatives. While we want to encourage proactive use at all levels, we recognize the need to have a standard that maximizes time, money, and academic return on investment. As the district acquires new technology solutions, Information Technology is committed to engaging, empowering, and educating our end users in every step of the process.

Acquisition Workflow

The Technology Capital budget is reviewed and approved each year to ensure the budget priorities are in alignment with school curriculum and the objectives of the Florida Standards. Information Technology then purchases equipment in accordance with the budget priorities. Once technology is purchased, it is assigned to individual schools for custody, management, and use. While Information Technology operationally supports the equipment, use of technology shifts to the purview of the local schools upon receipt of the equipment. DCPS maintains a school inventory of major technology available in each school.

Curriculum and Instruction maintains a number of education programs. All major curriculum programs have basic required technology, which varies from very little to extensive depending on the program. Curriculum and Instruction periodically evaluates each program for effectiveness and the results of this review are cycled back into the next year's budget process. A technology program manager will serve an active resource to the division of Curriculum and Instruction to ensure alignment and prioritization of technology needs.



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Acquisition Strategy Adjustments

New developments and opportunities are addressed as major mid-course corrections. New developments or opportunities are usually identified as a result of a user-identified need, but could also be identified by senior leadership as a result of policy change, program review, or outside analysis. Regardless of the cause for the mid-course correction, the process remains the same. The request is passed to the Leadership Team for review. Since Technology Capital is fully budgeted prior to the start of each Fiscal Year, mid-course opportunities must either identify new funds or compensating offsets.

Technical Guidance to School and District Personnel

Information Technology assigns a Regional Information Officer (RIO) to each of our schools. These service coordinators are responsible for the planning, implementation, and operational support of all instructional learning systems and technology systems at the school and region level, as well as district business offices. Technical Services provides additional support via the helpdesk and Regional support staff. This face-to-face customer service helps build trusting relationships, provides desk-side teaching and learning, and maximizes the use of technology tools. School principals and School Technology Contacts receive weekly electronic briefings highlighting services, professional development, and new initiatives.

IX. ACCESS

Equitable and Effective Access

Similar to the majority of other major school districts, DCPS is faced with a highly diverse student population, school buildings that vary widely both in age and in their ability to accommodate technology, and tight budgets. In order to ensure technology access at all schools, DCPS continues to deploy battery operated laptops to teachers and both wired data ports and wireless access points to enable all classrooms to have Internet access. The district has a long term deployment plan to continue to modernize the infrastructure systems in these schools in the future, as well as provide computers, at a minimum of a 2.75:1 student to computer ratio.

Technology resources are centrally managed by Information Technology, which leverages the purchasing power of DCPS to gain the best price for technology equipment. The equipment is assigned to schools on a managed lifecycle plan and funded based on district priorities. Individual schools also have some limited capability to use other sources of funds, such as Title I and school improvement funds to purchase additional technology to supplement what is provided by the District.

Special needs students are serviced by the Assistive Technology Department that works with Information Technology to identify and secure needed services. Divisional coordination enables the IT staff to gain elevated computer privileges when necessary to install special needs equipment and software for students.

Duval County is rich in access to external instructional service and programming providers, such as public libraries, charter schools, remote teaching sites, home school connections, online products, and other services. DCPS directly supports Florida Virtual School, direct digital connection to charter schools, after-hour school programs, and Internet access from district computers. A Bring Your Own Device (BYOD) network will be implemented for school year 2015-2016 district wide and allows students and staff with a DCPS network account to utilize their own device on the DCPS wireless network.



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Data driven decision making is supported by a variety of databases and reports. The primary school performance analysis tool is Performance Matters.

The concept of centralized access to all information in one location is being addressed by the development of a District Education Portal that will give all stakeholders access to applicable role-based data. The Education Portal will allow disparate data sources to be virtually combined and provide the end user a “single pane of glass” view. Users will be able to access information pertinent to their needs within the district. The Student Information System and the Data Warehouse which encompasses many data sources into one application will provide the necessary data to the Education Portal.

Acceptable Use

Both students and employees are required to sign an Acceptable Use Policy (AUP) prior to gaining access to District computer systems. The employee AUP is posted on the Outlook Web Access home page (<https://webmail.duvalschools.org>) and the student AUP is contained within the student handbook provided to every student the first week of school each year. In the 2014-2015 school year, secondary students (grades 6-12) had digital access to the Code of Conduct through Gagggle, the district’s student communication and collaboration tool. Employees or other users are required to read and agree to the AUP as part of the initial account creation process.

Both AUP policies address protection for the confidentiality of students, protection of intellectual property rights, licensing agreements and legal/ethical standards for sharing of resources with other educational entities, and maintain the integrity of systems, programs, and information resources. The AUP also provides guidance to students prohibiting them from accessing inappropriate matter on the Internet and World Wide Web; including so-called “hacking,” and other unlawful activities by minors online.

Building principals are responsible for ensuring that teachers are trained so that network users under their supervision are knowledgeable about this policy and district guidelines, procedures, and controls. In particular they monitor computer use for the safety and security of minors when using direct electronic communications. DCPS authorizes use of electronic mail and chat rooms by students through Gagggle, the district’s student communication and collaboration tool. Information Security monitors and reports on access to inappropriate material and attempts to bypass network security systems, whether successful or unsuccessful. Parents and guardians assume risks by consenting to allow their child to participate in the use of the Internet.

Technology Protection Measure

DCPS first installed Internet Filter software in 1996. The software is upgraded regularly, consistently enhancing our ability to monitor and block children from harmful Internet activity. Any user attempting to access a prohibited website will be rejected and a block page will be sent back to the user. The filter also logs all website access attempts. This creates a comprehensive list of all internet sites requested/accessed by anyone from within the DCPS network. The logs are periodically reviewed and then reported by category of Internet violation and sorted by user name and IP address. The reports, containing a brief explanation of the user’s Internet activities, are distributed only to the Executive Director of Information Technology, the Chief of DCPS Police, and either the Office of Professional Standards or the principal of the school where the violation took place. When possible the individual student or student’s names are provided.

X. USER SUPPORT PLAN



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Strategy

Extreme customer service is our goal. To this end, we aspire to provide personal, one-on-one support where possible. The successful integration of technology into DCPS is highly dependent on the ability of the District to provide the human resources necessary to support the technology and its administrative functions. Currently the district has 51 technology support specialists to install, troubleshoot, repair and maintain over 100,000 computers, printers and network devices.

Technology Support services include:

- Centralized hardware and software standards
- Leveraging of district buying power to lower acquisition costs
- Service Desk
- Regional Information Officers (RIO)
- Software and hardware support
- Field server support

One of the primary advantages to the centralization of district oversight of technology is the ability to develop and adopt standards for the purchase of both hardware and software. DCPS directly purchases most technology hardware for new schools or retrofitted schools. Individual schools may also purchase equipment in accordance with District standards. DCPS hardware and software standards include requirements for support and maintenance. This policy provides the district with consistent platforms, improves interoperability, and allows for consistent results during planned migrations to new software and hardware platforms.

Standards for both software and hardware are reviewed annually, and updated to provide the latest technology capabilities for students and staff. Additionally, schools and district staff are counseled by the Division of Technology staff in all technology related purchasing decisions. These staff members are provided on-going training opportunities allowing them to stay current regarding emerging technologies. It is important to note that the total cost of computer ownership over the life of the equipment is much more important than the initial cost of acquisition.

Technology Support Services

Technology support services include the Service Desk, Regional Information Officers (RIO), Software Support, Hardware Repair, and Field Server Support.

Service desk—(6) S150 Computer Specialists, (4) S151s Senior Computer Specialists, (4) Data Entry Clerks

The Service desk acts as the gateway into Information Technology by providing remote support for all technology applications and equipment. In addition to remote support, this team provides on-site assistance via “Depot” services located at the front entrance of the Information Technology Division at the Team Center location.

DCPS has a centralized Service desk within the Information Technology Division providing telephone assistance and on-site support from 7:00am to 5:00pm. The Service desk is able to provide support for hardware and software problems, remote assistance, and first contact resolution through the use of remote tools or written work orders for problems that need on-site repair. Work orders are tracked and evaluated on whether problems



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have been resolved in a timely and efficient manner. Repair and maintenance of out of warranty equipment is handled by the Computer Repair Department. This employee group works in coordination with the Regional Information Officers to provide schools with daily technology support. User support is also available for software application questions. The volume of contacts to the Service desk averages approximately 50,000 incidents per year. The Service desk currently provides an 88% Customer satisfaction rating with a 50% first call resolution rate.

Regional Information Officers (RIO)—5 coordinators

Information Technology assigns a RIO to each of our academic regions and our District administrative offices. The RIO is responsible for the planning, implementation, and operational support of all instructional learning systems and technology systems at the school and district level.

Software and Hardware Support—(23) S150 Computer Specialist, (5) S151 Senior Computer Specialists, (6) S852 Hardware Repair Technicians

The Support team provides field response and support for all technology systems including computers, printers, network electronics, infrastructure, and servers. The District supports approximately 80,000 pieces of technology hardware including 13 Operating Systems, three (3) major business systems, and 250 approved applications; making DCPS one of the largest Technology Enterprises in northeast Florida.

Field Server Support—(3) S151 Senior Computer Specialists

The Field Server Support team is the primary troubleshooter for server hardware, software, and configurations in the field. They are responsible for supporting all instructional learning systems deployed throughout the District.

Enterprise Management

Data Center Operations—(14) S151 Senior Computer Specialists

The Enterprise Operations group provide support in 5 functional areas:

1. Enterprise Data Center and Disaster Recovery (3)
2. Device Management (5)
3. Identity Management (2)
4. Active Director and Federated Services (2)
5. Messaging and Email (2)

The Enterprise Data Center and Disaster recovery team provide Data Center support for 2 active Data Centers managing servers, virtualization, and storage for mission critical systems. This group also provides disaster recovery support for those systems located in DCPS facilities. The device Management group currently is responsible for management of over 75,000 computers. This group is responsible for software delivery and patch management of all DCPS computers. The identity management group maintains an enterprise system based on Microsoft Forefront Identity Management for the provisioning and decommissioning of accounts for staff, students, and parents. Active Director and Federated services group makes sure that every user can login and gain access to the resource they need based on their role as staff, student, or parent. This group is also responsible for setup and coordination of single sign on with DCPS hosted solutions. The messaging and Email



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group is responsible for the management of the Office 365 Email system providing email and messaging support for district personnel.

Network Operations Center (NOC)—3 S151 Senior Computer Specialists

The district has established a Network Operations Center (NOC) that provides daily support for centralized mission critical systems, administrative applications, and equipment. The NOC is equipped with network management tools such as Spectrum e-Health and Network Physics for monitoring specific applications from the client to the server and troubleshooting tools including OpNet ACE for trace captures which identify specific performance issues.

The NOC team, performs many varied daily duties including the oversight of network system installations and upgrades, and management of local area/wide area network communications hardware and software. They also monitor and support a total of 1,320 servers and 4,500 network devices in the DCPS Enterprise.

XI. PROFESSIONAL DEVELOPMENT PLAN

Professional Development is an ongoing challenge with the number of tools, applications, and users we serve. Our priority is to increase technology integration into curriculum, instruction, and learning environments. The focus is on increased student engagement, increased student and teacher technology proficiency, and academic improvement.

Increasing Technology Integration in the Classroom

IT Plans to increase technology skills and integrate technology in the classroom and media center include:

- Establishing a model technology classroom to serve as a training facility for district staff
- Partnering with Curriculum and Instruction to ensure that the integration of technology is a meaningful component within all curriculum training and monthly coaches meetings
- Researching innovative software and hardware solutions which demonstrate the potential for measurable academic growth
- Ensuring adequate facilities, instructors, materials, equipment and funding are available for staff development
- Identifying and acquiring technology-based professional development delivery systems that are cost effective, maximize teacher time, and increase instructional effectiveness.
- Implementing a system for follow-up and evaluation of all training offered to serve as a basis for determining effectiveness and future needs

Increasing the Effectiveness of Technology in the Classroom

The Information Technology department coordinates training resources in a technology setting to ensure adequate facilities, instructors, materials, equipment, and funding for staff development. All of the district's



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schools are networked for voice and data. Online course development staff continues to expand the current course offerings.

Training Resources

- School Technology Coaches
- District Instructional Technology Team
- District Curriculum Staff
- Media Specialists and Support Staff
- School-level Technology Contacts

The Information Technology Department is committed to working with Curriculum and Instructions to provide the support necessary for teachers to facilitate the integration of technology in education. Each academic core area's training needs are different and coordinators work with district staff to customize the course offerings to meet those needs. Special care will be taken to ensure that the material being developed, presented, and shared during these course offerings is in alignment with the Florida Standards (Common Core).

Information on additional sources of ongoing training and technical assistance from external entities such as State technology offices, intermediate educational support units, service providers, regional education training facilities, and institutions of higher learning are also made available to teachers and administrators in the district.

Training for Teachers

- School Technology Contact Training is offered as an online course to eliminate the need for Temporary Duty Elsewhere (TDE) days and to allow for flexibility. The training materials and quiz will be made available in Blackboard, the district's LMS. Topics include the integration of technology, state and district technology initiatives, and hardware maintenance and troubleshooting. STC's deliver the information acquired and provide staff development for teachers and staff at the school site.
- Specialized Technology Training is provided to supplement the needs for grant implementation and to support district initiatives.
- How To Master is 24/7 access to online training modules for Microsoft Office Suite, and other technology integration programs.

Training for All DCPS Personnel

- Continued operation of support systems is crucial to the success of the professional training programs. The Information Technology Division provides training to all DCPS personnel in the use of the following systems:
 - SAP—District ERP
 - Focus—Student Information System
 - How to Master – courses include intermediate and advanced usage of the Microsoft Office Suite, productivity programs, operating systems, etc.

Training is offered in both traditional and alternative delivery formats such as distance learning, online networking, and web-based instruction. Courses are offered at times and locations that are convenient and accessible. The particular type of technology chosen for professional development is based on:

- The curriculum



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- Number of people to be served
- Location of attendees
- Time of day and school schedules

XII. MONITORING AND EVALUATION

Evaluation

Process Description

The process will focus on three variables, the IT Department's ability to carry out the strategies and initiatives in the Technology Plan, the level and quality of support provided to the end users, and the indirect impact of Information Technology on student achievement. Measureable objectives will include:

- Customer support survey results
- Departmental Climate Survey Results
- Device to Student Ratio
- Survey results regarding professional development offerings
- Survey results related to access to end user's adequate software resources
- Percent of schools with high density wireless
- IT Personnel Evaluations

Mid-course Corrections

The Information Technology Division and Curriculum and Instruction will meet quarterly to review measureable outcomes and make any necessary mid-course corrections to the plan as new information and technologies emerge. In addition, monthly monitoring of district wide needs will be conducted by the District Leadership Team to ensure alignment with the District Strategic Plan.

XIII. ALIGNMENT WITH THE STRATEGIC PLAN FOR 2015-2016

Goal 3: Ensure Effective, Equitable, & Efficient Use of Resources

- Strategy 3.3: Deploy information technology that supports the academic needs of all students, teachers, and staff
 - Implement Focus, the district new Student Information System (SIS)
 - Implement the Education Portal to increase access and functionality to stakeholders
 - Complete high density wireless in all schools

	Description	Cost
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Budget	Personnel:	~\$10.8 million
	Non-Personnel :	~\$8.0 million
	Capital Budget:	~\$10.9 million



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Technology Contract List 2014/2015

VENDOR	DESCRIPTION	DETAIL DESCRIPTION
Enterprise Data Center - CSX / School Based Servers and Databases / User Accounts / Software Deployment		
EMTEC	VMWare License Renewal and Basic Support Coverage	VMWare is the software used to create multiple virtual servers. These virtual servers are created within one physical server, this in turn saves the district the cost of purchasing unnecessary physical servers.
Microsoft	Microsoft EES Agreement	Academic Volume Licensing subscription agreement with Microsoft for desktop and server software
CSX	CSX Data Center	District Primary Data Center rental of 1000 Sq. ft. of Data Center space
Microsoft	Active Directory Delegation Model	Active Directory provides an enterprise-ready, scalable, distributed directory service that allows organizations to centrally manage and share information about network resources and users, and is the central focus for network security. Delegation of administration, a key capability of Active Directory, provides a means to successfully manage an Active Directory environment. This document discusses in depth the issues involved in delegating administrative responsibilities, and can help you plan for and implement an administrative delegation model for more securely and efficiently managing Active Directory.
Enterprise Resource Planning - SAP		
SAP	SAP Annual Maintenance	SAP Annual Software Maintenance Renewal
OXYA	Implementation SAP Hosting Solution	This implementation will allow DCPS to take advantage of a SAP certified hosted (Cloud Based) system that is more cost effective and will not require DCPS to incur the recurring costs of upgrading hardware every 5 years.
Infrastructure / Network / Wireless / Security		
AVAYA	Phone System Annual Maintenance	District Phone System Annual Maintenance
RONCO Communication	Yearly Network Electronics Contract for Network Maintenance Needs	Yearly replacement of network electronics Network Equipment: Network Switches and routers



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Presidio	Yearly Wireless Electronics Contract for Wireless Network Needs	Yearly replacement of wireless equipment Network Equipment: Wireless Controller's, Access Points and Antennae
Cisco	NCS Maintenance / 5508 Maintenance	This is a request by the Director of Technology Division Management, to provide a "Source of Supply" for CISCO wireless products to be purchased throughout the district. This bid was executed to establish the lowest discounted rate for purchasing and installing Cisco wireless products from a Cisco Certified Gold Partner.
Computer Associates	Computer Associates	CA Spectrum integrates fault management, fault isolation, proactive change management and root cause analysis into a single platform to help improve network service levels, while reducing fault monitoring costs.
AT&T	OC48 Rings	AT&T's ACCU-Ring Network Access Service for Telephone lines and administrative networks
AT&T	Aircard Connectivity Increase For Laptops	Aircard Connectivity Increase For Laptops to add the cost of all mobile devices purchased under Hardware RFP NO. 03-14/DB or for any Apple Mobile Hardware Purchases for the period of 1/1/2014 through 6/30/15
AT&T	AT&T Voice Contract for Telecom Services	Voice Services at school and administration sites
AT&T	Data Contract For Data Services	Data Services for all schools and administrative sites to provide increased data connectivity
Mission Critical	Check Point Firewall	Firewalls are a network security system that controls the incoming and outgoing network traffic based on an applied rule set. A firewall establishes a barrier between a trusted, secure internal network and another network.
Email / Lync / OneDrive/ SharePoint Portal		
Microsoft	DCPS Education Portal Program	DCPS Education Portal to create a "single pane of glass" through which educators, students, parents, community members, administrators leadership, external partners and other staff can access information
Proofpoint	Secure Email Gateway	This Secure Email Gateway is designed to detect and eliminate email threats including SPAM, Virus, and malware. As, this is a "cloud" solution, there is no additional hardware required to be purchased for the implementation of the Proofpoint product.



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Gaggle	Gaggle	Gaggle has provided a safe collection of instructional communication and collaboration tools for students, teachers, and staff. Gaggle accounts are provided for all middle school students, high school students and all district instructional staff. As the district transitions to the Education Portal and Microsoft Office 365 for student email, the need for the safety management services that Gaggle provides remains. Once the district transitions to Microsoft Office 365 for student email, Gaggle will provide safety management services.
Student Information System / Data Warehouse		
FOCUS	Student Information System Contract	FOCUS will be our SIS for 15/16 school year, it is currently being piloted in nine schools. This is our student information system (SIS) beginning 2015-16 school year. This system houses the data for state and federal reporting. The SIS is critical to the core mission of the district.
SAS	SAS Software Licenses Renewal	This is the data warehouse system. This system contains a growing number of data points that feed various dashboards and reporting functions. This system allows data analysis for strategic planning. This system contains student, personnel, and financial data.
Heartland Data	Heartland Data / Genesis Support	This is our current student information system (SIS). This is where all of our student data is kept and managed. This system houses the data for state and federal reporting. The SIS is critical to the core mission of the district, but will be taken offline in the 15/16 school year.
Tech Support		
Vitalist	Microsoft Helpdesk Support	This solution provides direct support and expertise for Office e-suite of products used throughout the District. This solution will also provide parent support regarding connectivity to certain District resources. This solution provides after hours support.



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Microsoft	Microsoft Premier Support	Support for our systems including but not limited to Active Directory, System Center Systems, Federated Identity Management Systems and Exchange Systems/Exchange Online. To maintain large, enterprise-wide systems running a broad range of integrated applications enterprises need well planned, managed systems to support. Microsoft Premier Support for the Enterprise provides proactive access to the professional services and technical expertise that large enterprises require to provide uninterrupted service from mission critical applications. This agreement provides fast, expert resolution of the many technical issues which arise in an enterprise-wide migration, 24 hours a day.
Computer Hardware and Services		
EMTEC	Computer Hardware	Computer hardware including desktops, laptops, mobile devices and servers. 2015 through June 30, 2016 under Hardware RFP No. 03-14/DB and the supplemental services listed below. • Absolute Manage License (Laptops) • Absolute MDM License (IPADS and tablets) • Etching "Property of Duval County Public Schools" (Mobile Devices) • Device Painting "Property of Duval County Public Schools" (Mobile Devices) • Custom polypropylene labeling including bar-coding (All Devices)
EMTEC	Supplemental Services	EMTEC Inc. is in a unique position as the district's Hardware integrator to provide additional services and to make sure that all of these components are in place and configured before delivery. These services will improve our asset management by increasing our ability to track and manage our expanding IT inventory as we transition to mobile devices for students, teachers and administrators. This contract also gives the Technology Division the flexibility to react faster to staffing challenges as they arise.



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Computer Hardware Status

RC#	School Name	Student Enrollment Count	Beginning of Year - Total Devices	Beginning of Year - Device to Student Ratio	QZAB II Student Laptops	Total Devices (including additional devices bought throughout the year)	Device to Student Ratio After QZAB II
3006	MATTIE V. RUTHERFORD ALTERNATIVE EDUCATION CENTER	114	139	0.82	141	280	0.41
3011	BRIDGE TO SUCCESS (Ratio is actually 2:1 at main campus)	576	62	9.29	2	64	9.00
3012	WEST RIVERSIDE ELEMENTARY SCHOOL	299	170	1.76	186	375	0.80
3014	GRAND PARK CAREER CENTER	136	145	0.94	177	322	0.42
3015	BRENTWOOD ELEMENTARY SCHOOL	328	131	2.95		131	2.50
3016	ORTEGA ELEMENTARY SCHOOL	391	217	1.80		217	1.80
3018	CENTRAL RIVERSIDE ELEMENTARY SCHOOL	384	214	1.79		214	1.79
3019	RUTH N.UPSON ELEMENTARY SCHOOL	433	177	2.45		177	2.45
3020	FISHWEIR ELEMENTARY SCHOOL	438	166	2.64		191	2.29
3021	ANNIE R. MORGAN ELEMENTARY SCHOOL	380	152	2.50	242	394	0.96
3025	KIRBY-SMITH MIDDLE SCHOOL	927	914	1.01		914	1.01
3030	LORETTO ELEMENTARY SCHOOL	1036	559	1.85		559	1.85
3031	JULIA E. LANDON MIDDLE SCHOOL	758	434	1.75		434	1.75
3032	MARINE SCIENCE EDUCATION CENTER	53	18	2.94		18	2.94
3033	ROBERT E. LEE HIGH SCHOOL	2086	841	2.48		841	2.48
3035	ANDREW JACKSON HIGH SCHOOL	724	491	1.47	433	924	0.78
3037	HENRY F. KITE ELEMENTARY SCHOOL	251	183	1.37		183	1.37
3038	BALDWIN MIDDLE-HIGH SCHOOL	1102	701	1.57	671	1372	0.80
3039	GATEWAY COMMUNITY SERVICES	20	18	1.11		18	1.11
3041	DUVAL ACADEMY	23	16	1.44		16	1.44
3043	IMPACT HALFWAY HOUSE	22	10	2.20		10	2.20
3045	DINSMORE ELEMENTARY SCHOOL	527	201	2.91		201	2.62
3046	ARLINGTON ELEMENTARY SCHOOL	304	118	3.10		118	2.58
3048	THOMAS JEFFERSON ELEMENTARY SCHOOL	562	211	2.94		236	2.38
3049	DUVAL DETENTION CENTER	51	23	3.64		23	2.22
3051	WHITEHOUSE ELEMENTARY SCHOOL	513	185	3.11		210	2.44
3054	JAMES WELDON JOHNSON ACADEMICS AND CAREER TRAINING CENTER	424	157	2.70	262	419	1.01
3059	GARDEN CITY ELEMENTARY SCHOOL	507	222	2.28	335	557	0.91
3062	OCEANWAY SCHOOL	1190	520	2.29	798	1318	0.90
3063	DUNCAN U. FLETCHER MIDDLE SCHOOL	1211	438	2.76	627	1065	1.14



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3064	HOGAN-SPRING GLEN ELEMENTARY SCHOOL	373	217	1.72		217	1.72
3065	ATLANTIC BEACH ELEMENTARY SCHOOL	414	200	2.07		200	2.07
3066	ALFRED I. DUPONT MIDDLE SCHOOL	770	433	1.78	537	970	0.79
3068	VENETIA ELEMENTARY SCHOOL	422	158	2.95		183	2.31
3069	LAKE SHORE MIDDLE SCHOOL	1173	1071	1.10		1071	1.10
3070	NORTH SHORE ELEMENTARY SCHOOL	645	381	1.69		381	1.69
3071	HENDRICKS AVENUE ELEMENTARY SCHOOL	700	257	3.02		282	2.48
3072	SPRING PARK ELEMENTARY SCHOOL	442	257	1.72		257	1.72
3073	JOHN LOVE ELEMENTARY SCHOOL	227	89	2.55	134	223	1.02
3074	LAKE FOREST ELEMENTARY SCHOOL	427	157	2.72	313	489	0.87
3075	PAXON SCHOOL FOR ADVANCED STUDIES	1545	523	3.45		552	2.80
3076	SOUTHSIDE ESTATES ELEMENTARY SCHOOL	562	240	2.55		259	2.17
3077	HYDE PARK ELEMENTARY SCHOOL	445	183	2.73		202	2.20
3078	BILTMORE ELEMENTARY SCHOOL	311	137	2.27	244	381	0.82
3079	RAMONA BOULEVARD ELEMENTARY SCHOOL	424	154	2.75		173	2.45
3080	SAN PABLO ELEMENTARY SCHOOL	576	216	2.94		241	2.39
3082	LOVE GROVE ELEMENTARY SCHOOL	416	190	2.19		209	1.99
3083	SAN JOSE ELEMENTARY SCHOOL	833	530	1.57		530	1.57
3084	BAYVIEW ELEMENTARY SCHOOL	430	167	2.93		167	2.57
3085	LAKE LUCINA ELEMENTARY SCHOOL	399	176	2.27		176	2.27
3086	TERRY PARKER HIGH SCHOOL	1549	587	2.64		616	2.51
3087	ENGLEWOOD ELEMENTARY SCHOOL	480	173	2.77		198	2.42
3088	JOHN STOCKTON ELEMENTARY SCHOOL	500	192	2.60		192	2.60
3089	WOODLAND ACRES ELEMENTARY SCHOOL	796	431	1.85		431	1.85
3090	ENGLEWOOD HIGH SCHOOL	1796	789	2.28		789	2.28
3091	SALLYE B. MATHIS ELEMENTARY SCHOOL	411	251	1.64		251	1.64
3092	EUGENE J. BUTLER MIDDLE SCHOOL	469	552	0.85		573	0.82
3093	PINEDALE ELEMENTARY SCHOOL	384	264	1.45		264	1.45
3094	WINDY HILL ELEMENTARY SCHOOL	644	226	4.13		251	2.57
3095	RUTLEDGE H. PEARSON ELEMENTARY SCHOOL	304	94	3.23	175	269	1.13
3096	JEAN RIBAUT HIGH SCHOOL	1161	970	1.20		970	1.20
3097	CEDAR HILLS ELEMENTARY SCHOOL	457	202	2.26		202	2.26
3098	TIMUCUAN ELEMENTARY SCHOOL	574	255	2.25		274	2.09
3099	HIGHLANDS ELEMENTARY SCHOOL	437	185	2.65		185	2.36
3106	LONG BRANCH ELEMENTARY SCHOOL	257	94	2.73	164	258	1.00
3107	DOUGLAS ANDERSON SCHOOL OF THE ARTS	1232	437	2.82		466	2.64
3116	SADIE T. TILLIS ELEMENTARY SCHOOL	547	202	3.09		221	2.48
3124	ST. CLAIR EVANS ACADEMY	464	170	2.73	329	518	0.90



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3128	SUSIE E. TOLBERT ELEMENTARY SCHOOL	283	284	1.00		284	1.00
3141	J. ALLEN AXSON ELEMENTARY SCHOOL	569	219	2.60		219	2.60
3142	CHAFFEE TRAIL ELEMENTARY SCHOOL	749	259	2.89		284	2.64
3143	WEST JACKSONVILLE ELEMENTARY SCHOOL	260	115	2.26	171	305	0.85
3144	JACKSONVILLE BEACH ELEMENTARY SCHOOL	606	259	2.34		259	2.34
3145	DARNELL COOKMAN MIDDLE/HIGH SCHOOL	1207	541	2.23	728	1269	0.95
3146	MATTHEW W. GILBERT MIDDLE SCHOOL	460	505	0.91		526	0.87
3148	RICHARD L. BROWN ELEMENTARY SCHOOL	520	314	1.66		335	1.55
3149	SMART POPE LIVINGSTON ELEMENTARY SCHOOL	415	216	1.92	311	546	0.76
3150	NEW BERLIN ROAD ELEMENTARY SCHOOL	1161	404	3.06		429	2.71
3152	JAMES WELDON JOHNSON MIDDLE SCHOOL	1062	377	2.82	580	957	1.11
3153	STANTON COLLEGE PREPARATORY SCHOOL	1546	597	2.59		597	2.59
3154	JOHN E. FORD K-8 SCHOOL	644	467	1.38		467	1.38
3155	NORTHWESTERN MIDDLE SCHOOL	433	451	0.96		472	0.92
3158	GEORGE WASHINGTON CARVER ELEMENTARY SCHOOL	357	127	2.81	245	372	0.96
3159	PINE FOREST ELEMENTARY SCHOOL	443	293	1.51		293	1.51
3160	Waterleaf Elementary	771	281	2.95		306	2.52
3161	BARTRAM SPRINGS ELEMENTARY	927	328	2.83		353	2.63
3162	R. V. DANIELS ELEMENTARY SCHOOL	316	127	2.49		127	2.49
3163	RUFUS E. PAYNE ELEMENTARY SCHOOL	309	193	1.60		214	1.44
3165	WILLIAM M. RAINES HIGH SCHOOL	1061	528	2.01	640	1168	0.91
3166	CARTER G. WOODSON ELEMENTARY SCHOOL	597	222	2.96		247	2.42
3169	S. A. HULL ELEMENTARY SCHOOL	252	106	2.38	165	271	0.93
3170	Palm Avenue Excep. Student Ctr.	132	46	0.00	93	139	0.00
3176	PRE-TRIAL DETENTION FACILITY	56	42	1.33		42	1.33
3181	HOSPITAL AND HOMEBOUND	167	59	3.80		59	2.83
3182	YOUTH DEVELOPMENT CENTER	15	15	1.00		15	1.00
3202	REYNOLDS LANE ELEMENTARY SCHOOL	265	136	1.95	195	331	0.80
3203	KINGS TRAIL ELEMENTARY SCHOOL	456	183	2.49		183	2.49
3205	PICKETT ELEMENTARY SCHOOL	225	108	2.08	153	261	0.86
3206	BROOKVIEW ELEMENTARY SCHOOL	750	364	2.06		364	2.06
3207	J.E.B. STUART MIDDLE SCHOOL	800	354	2.26	528	882	0.91
3208	PARKWOOD HEIGHTS ELEMENTARY SCHOOL	426	163	2.61		163	2.61
3209	HOLIDAY HILL ELEMENTARY SCHOOL	647	319	2.03		319	2.03
3210	OAK HILL ELEMENTARY SCHOOL	543	303	1.79		322	1.69
3211	SOUTHSIDE MIDDLE SCHOOL	730	999	0.73		1020	0.72
3212	JEAN RIBAULT MIDDLE SCHOOL	611	614	1.00		635	0.96
3213	ARLINGTON MIDDLE SCHOOL	887	347	2.56	483	830	1.07



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3214	HYDE GROVE ELEMENTARY SCHOOL	504	189	3.38		205	2.46
3215	JUSTINA ROAD ELEMENTARY SCHOOL	245	178	1.38		199	1.23
3216	JEFFERSON DAVIS MIDDLE SCHOOL	817	465	1.76	702	1186	0.69
3217	DON BREWER ELEMENTARY SCHOOL	540	215	2.51		215	2.51
3218	SAN MATEO ELEMENTARY SCHOOL	713	396	1.80		396	1.80
3219	JOSEPH STILWELL MIDDLE SCHOOL	850	355	2.39	563	937	0.91
3220	MARTIN LUTHER KING, JR. ELEMENTARY SCHOOL	480	252	1.90		273	1.76
3221	NORMANDY VILLAGE ELEMENTARY SCHOOL	451	195	2.58		214	2.11
3222	GREENFIELD ELEMENTARY SCHOOL	480	225	2.13		225	2.13
3223	DUNCAN U. FLETCHER HIGH SCHOOL	2181	928	2.35		928	2.35
3224	SAMUEL W. WOLFSON SENIOR HIGH SCHOOL	1233	691	1.78		691	1.78
3225	SEABREEZE ELEMENTARY SCHOOL	681	246	3.47		271	2.51
3226	CRYSTAL SPRINGS ELEMENTARY SCHOOL	1044	380	3.37		405	2.58
3227	MAYPORT ELEMENTARY SCHOOL	466	271	1.72		271	1.72
3228	MERRILL ROAD ELEMENTARY SCHOOL	654	246	2.89		271	2.41
3229	JACKSONVILLE HEIGHTS ELEMENTARY SCHOOL	597	346	1.73		365	1.64
3230	BEAUCLERC ELEMENTARY SCHOOL	1034	502	2.06		502	2.06
3231	KERNAN TRAIL ELEMENTARY SCHOOL	648	237	2.99		262	2.47
3232	CHIMNEY LAKES ELEMENTARY SCHOOL	1087	440	2.47		440	2.47
3233	LONE STAR ELEMENTARY SCHOOL	641	234	2.74		259	2.47
3234	STONEWALL JACKSON ELEMENTARY SCHOOL	345	149	2.32		149	2.32
3235	FORT CAROLINE ELEMENTARY SCHOOL	609	249	2.45		249	2.45
3236	MAMIE AGNES JONES ELEMENTARY SCHOOL	414	172	2.41		172	2.41
3237	SANDALWOOD HIGH SCHOOL	2845	1047	2.72		1076	2.64
3238	FORT CAROLINE MIDDLE SCHOOL	513	610	0.84		610	0.84
3239	SABAL PALM ELEMENTARY SCHOOL	1010	488	2.07		488	2.07
3240	ARLINGTON HEIGHTS ELEMENTARY SCHOOL	422	163	2.59		163	2.59
3241	WESTSIDE HIGH SCHOOL	1416	537	2.64		566	2.50
3242	LOUIS SHEFFIELD ELEMENTARY SCHOOL	837	335	2.50		335	2.50
3243	GREGORY DRIVE ELEMENTARY SCHOOL	717	249	3.13		295	2.43
3244	HIGHLANDS MIDDLE SCHOOL	827	747	1.11		768	1.08
3245	CROWN POINT ELEMENTARY SCHOOL	1037	405	2.56		405	2.56
3246	NEPTUNE BEACH ELEMENTARY SCHOOL	928	378	2.59		378	2.46
3247	JOSEPH FINEGAN ELEMENTARY SCHOOL	421	197	2.14		197	2.14
3248	EDWARD H. WHITE HIGH SCHOOL	1621	700	2.32		700	2.32
3249	GREENLAND PINES ELEMENTARY SCHOOL	827	347	2.38		347	2.38
3250	PINE ESTATES ELEMENTARY SCHOOL	299	130	2.30		149	2.01
3251	TWIN LAKES ELEMENTARY ACADEMY	875	369	2.51		369	2.37



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3253	TWIN LAKES ACADEMY MIDDLE SCHOOL	1297	507	2.56	823	1330	0.98
3254	MAYPORT MIDDLE SCHOOL	829	891	0.93		891	0.93
3255	ENTERPRISE LEARNING ACADEMY	807	301	2.87		326	2.48
3256	LANDMARK MIDDLE SCHOOL	1199	493	2.43	751	1244	0.96
3257	ALIMACANI ELEMENTARY SCHOOL	847	326	2.60		326	2.60
3258	MANDARIN OAKS ELEMENTARY SCHOOL	1132	445	2.54		445	2.54
3259	MANDARIN MIDDLE SCHOOL	1464	559	2.62	858	1417	1.03
3260	MANDARIN HIGH SCHOOL	2452	1038	2.36		1038	2.36
3262	ANDREW A. ROBINSON ELEMENTARY SCHOOL	638	243	2.86		264	2.42
3263	ABESS PARK ELEMENTARY SCHOOL	745	267	3.02		292	2.55
3264	CHETS CREEK ELEMENTARY SCHOOL	1294	461	2.93		486	2.66
3265	FIRST COAST HIGH SCHOOL	2091	704	3.08		733	2.85
3267	LAVILLA MIDDLE SCHOOL FOR PERFORMING ARTS	1094	481	2.27	606	1087	1.01
3268	ATLANTIC COAST HIGH SCHOOL	2057	811	2.54		811	2.54
3269	BISCAYNE ELEMENTARY SCHOOL	665	232	2.87	409	641	1.04
3270	OCEANWAY ELEMENTARY SCHOOL	572	224	2.80		224	2.55
3274	Westview K-8	1204	763	1.58	759	1522	0.79
3279	KERNAN MIDDLE SCHOOL	1154	505	2.29	783	1288	0.90
3280	FRANK H. PETERSON ACADEMIES OF TECHNOLOGY	1111	592	1.88		592	1.88
3285	A. PHILIP RANDOLPH ACADEMIES OF TECHNOLOGY	455	481	0.95		481	0.95
Totals		115708	55495	2.09	16316	73126	1.58

QZAB II Project

School #	School Name	Infrastructure Construction Estimated Completion Date	# Teachers	# of core academic classrooms Classrooms	# Students	# Student Devices	# Laptop Carts	# Teacher Devices	Interactive Monitor Bundles
3006	Rutherford, Mattie, Altern. Educ. Ctr.	08/15/2016	14	10	216	141	6	17	10
3012	West Riverside Elementary	07/18/2016	26	20	286	186	8	30	0
3014	Grand Park Career Center	08/15/2016	23	14	272	177	8	27	14
3019	Upson, Ruth N., Elementary	05/16/2016	33	22	476		0	38	0
3021	Morgan	12/18/2015	27	21	372	242	10	32	21
3033	Lee, Robert E., High	09/21/2015	103	59	1799		0	119	0



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3035	Andrew Jackson HS	05/24/2015	45	26	665	433	18	52	26
3038	Baldwin Middle/High	05/24/2015	62	29	1032	671	27	72	29
3046	Arlington Elementary	01/18/2016	20	15	305		0	23	0
3051	Whitehouse Elementary	Complete	31	25	468		0	36	0
3054	James Weldon Johnson A&CTC	08/15/2016	44	22	403	262	11	51	22
3059	Garden City	10/19/2015	34	28	514	335	14	40	28
3062	Oceanway Middle	04/10/15-58%	67	34	1227	798	32	78	34
3064	Hogan-Spring Glen Elementary	03/22/2016	30	20	382		0	35	0
3065	Atlantic Beach Elementary	01/20/2016	39	25	455		0	45	0
3066	duPont, Alfred I., Middle	Complete	53	26	826	537	22	61	26
3068	Venetia Elementary	01/16/2016	29	23	428		0	34	0
3073	John Love	10/16/2015	20	13	205	134	6	23	13
3074	Lake Forest	Complete	31	24	481	313	13	36	24
3075	Paxon College Preparatory	11/16/2015	86	43	1455		0	99	0
3076	Southside Estates Elementary	01/18/2016	51	27	551		0	59	0
3077	Hyde Park Elementary	01/20/2016	34	24	443		0	40	0
3078	Biltmore	10/19/2015	37	27	375	244	10	43	27
3079	Ramona Boulevard Elementary	12/21/2015	30	21	424		0	35	0
3080	San Pablo Elementary	05/16/2016	38	25	582		0	44	0
3082	Love Grove Elementary	01/18/2016	44	32	489		0	51	0
3084	Bayview Elementary	Complete	33	23	386		0	38	0
3085	Lake Lucina Elementary	01/18/2016	27	21	394		0	32	0
3086	Parker, Terry, High	10/19/2015	84	49	1455		0	97	0
3088	Stockton, John C., Elementary	01/18/2016	38	27	505		0	44	0
3090	Englewood High	12/21/2015	115	55	1761		0	133	0
3093	Pinedale Elementary	12/16/2015	35	23	378		0	41	0
3095	Pearson	12/18/2015	25	17	269	175	7	29	17
3097	Cedar Hills Elementary	09/19/2015	33	23	460		0	38	0
3098	Timucuan Elementary	Complete	40	29	610		0	46	0



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3099	Highlands Elementary	12/21/2015	34	23	398		0	40	0
3106	Long Branch	10/16/2015	19	14	252	164	7	22	14
3116	Tillis, Sadie Elementary	05/17/2015	37	28	630		0	43	0
3124	St. Clair Evans	10/16/2015	35	24	505	329	14	41	24
3142	Chaffee Trail	07/18/2016	58	43	754		0	67	0
3143	West Jacksonville	11/20/2015	21	14	263	171	7	25	14
3145	Darnell-Cookman Middle	09/19/2015	60	34	1119	728	30	69	34
3149	S.P. Livingston	08/20/2015	49	32	478	311	13	57	32
3150	New Berlin Elem	07/18/2016	76	70	995		0	88	0
3158	George W. Carver	11/20/2015	28	21	376	245	10	33	21
3160	Waterleaf	03/22/2016	59	39	705		0	68	0
3164	Mt. Herman Excep.Stu.Ctr.	08/15/2016	22	18	140		0	26	0
3165	Raines HS	05/24/2015	57	32	984	640	26	66	32
3169	S.A. Hull	01/15/2016	19	14	253	165	7	22	14
3170	Palm Avenue Excep. Student Ctr.	08/15/2016	23	8	142	93	4	27	8
3202	Reynolds Lane	Complete	27	19	299	195	8	32	19
3203	Kings Trail Elementary	02/15/2016	33	24	462		0	38	0
3205	Pickett	01/15/2016	21	14	234	153	7	25	14
3206	Brookview Elementary	07/18/2016	51	40	763		0	59	0
3207	Stuart, J.E.B., Middle	Complete	56	33	811	528	22	65	33
3208	Parkwood Heights Elementary	01/18/2016	27	23	419		0	32	0
3210	Oak Hill Elementary	Complete	46	34	602		0	53	0
3213	Arlington Middle	Complete	55	30	743	483	20	64	30
3214	Hyde Grove Elementary	Complete	39	23	466		0	45	0
3216	Davis, Jefferson, Middle	03/17/15-60%	61	30	1079	702	29	71	30
3217	Brewer, Don Elementary	Complete	37	27	521		0	43	0
3219	Stilwell, Joseph, Middle	Complete	53	34	866	563	23	61	34
3221	Normandy Village Elementary	Complete	38	26	493		0	44	0
3224	Wolfson, Samuel W., High	01/18/2016	68	44	1275		0	79	0



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3225	Seabreeze Elementary	Complete	47	29	633		0	55	0
3228	Merrill Road Elementary	Complete	46	35	695		0	53	0
3229	Jacksonville Heights Elementary	01/18/2016	47	41	635		0	55	0
3230	Beauclerc Elementary	01/18/2016	75	61	1109		0	87	0
3231	Kernan Trail Elementary	Complete	48	36	656		0	56	0
3232	Chimney Lakes Elementary	01/18/2016	72	54	1092		0	83	0
3234	Jackson, Stonewall elementary	01/16/2016	23	18	348		0	27	0
3235	Fort Caroline Elementary	05/17/2015	36	29	575		0	42	0
3236	Jones, Mamie Agnes, Elementary	01/18/2016	29	21	407		0	34	0
3237	Sandalwood High	01/18/2016	154	90	2803		0	178	0
3239	Sabal Palm Elementary	01/18/2016	77	59	1030		0	89	0
3240	Arlington Heights Elementary	07/18/2015	36	27	490		0	42	0
3241	Westside High	11/16/2015	80	46	1295		0	92	0
3242	Sheffield, Louis, Elementary	01/18/2016	55	42	793		0	64	0
3243	Gregory Drive Elementary	12/21/2015	53	41	753		0	61	0
3245	Crown Point Elementary	01/18/2016	70	55	1077		0	81	0
3246	Neptune Beach Elementary	01/18/2016	71	53	936		0	82	0
3247	Finegan, Joseph, Elementary	Complete	32	22	451		0	37	0
3248	White, Edward H., High	12/21/2015	98	53	1582		0	113	0
3250	Pine Estates Elementary	07/18/2016	24	16	282		0	28	0
3251	Twin Lakes Academy - Elementary	01/18/2016	59	50	940		0	68	0
3252	Alden Road Excep. Student Ctr.	08/15/2016	28	14	158		0	33	0
3253	Twin Lakes Academy - Middle	Complete	74	34	1266	823	33	86	34
3255	Enterprise Learning Academy	02/15/2016	50	39	740		0	58	0
3256	Landmark Middle	Complete	76	33	1155	751	31	88	33
3258	Mandarin Oaks Elementary	07/18/2016	81	60	1149		0	94	0
3259	Mandarin Middle	04/03/15-70%	76	41	1320	858	35	88	41
3263	Abess Park	02/15/2016	53	40	723		0	61	0
3264	Chets Creek	02/15/2016	87	53	1281		0	101	0



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3265	First Coast High	05/16/2016	129	66	2190		0	149	0
3269	Biscayne	Complete	46	34	629	409	17	53	34
3270	Oceanway Elementary	Complete	39	31	581		0	45	0
3274	Westview	04/10/2015	91	60	1167	759	31	105	60
3279	Kernan Middle	Complete	90	41	1204	783	32	104	41
3280	Peterson, Frank H., Academy	05/16/2016	64	31	1006		0	74	0
3285	Randolph, A. P. Northside Skills	09/21/2015	43	17	520		0	50	0
Totals						14,501	598	6,625	887