



Strategic Improvement Plan
for
Santa Rosa County District Schools
March Revision 2014

Tim Wyrosdick, Superintendent of Schools

Mission

Educate students for success by providing a superior, relevant education.

Vision

Our students will be productive, successful contributors to society.

Our Focus

*“We are educators acting as
servant leaders who demand excellence
and focus our efforts on students.”*



Strategic Objective	Strategic Activity	Responsible Department	Evidence	Reporting Timeline
1. Work immediately to raise the Financial Condition ratio to 3%. 2. Maintain fiscal practices to return to a Financial Condition Ratio of 5% - 7%.	1. Examine current and future capital allocations to maximize support of operational dollars.	Assistant Superintendent Finance/Superintendent	Review meeting notes Monthly Dashboard	March December
	2. Explore grants to support specific initiatives in: a. At Risk Co-hort b. Technology c. Teacher professional development	Finance/Instructional Finance/PDC Finance/PDC	White paper on results Monthly Dashboard	September September September
	3. Review current costs to evaluate cost saving opportunities in: a. Student teacher ratios b. Educational support allocation c. Expansion of virtual school	Finance/Human Resources Finance/Human Resources Finance/Instructional	White Paper	March March March
3. Communicate with all stake holders our financial condition and status in an effective and timely manner	1. Monthly Board presentations and financial statements	Finance/Superintendent	Board meeting minutes	Monthly/Annual Financial Statement
	2. Monthly newsletter/communique to stakeholders	Superintendent	Newsletters	Quarterly/Annual Financial Statement
	3. Website material for financial review	Finance	Website review	Monthly
	4. Communicate with community groups (ie. Rotary; Chamber)	Superintendent	Parent survey Meeting Agendas	Monthly
4. Increase compliance with Federal, State and Local governing boards	1. Establish post-audit review team to evaluate audit results	Superintendent	Board Approval of Audit review team Board Meeting Minutes	January
	2. Develop with audit review team a list of best practices to reduce audit impact and findings	Finance/Superintendent	White Paper on results/ annual audit report	June



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1. Increase the diversity of our employees to reflect the ethnic diversity of our students	<ol style="list-style-type: none">1. Continue articulation with the Minority Task Force2. Reach out to University teacher preparation programs to establish positive relationships with potential education majors	<p>Superintendent</p> <p>Assistant Superintendent Human Resources</p>	<p>Task Force meeting minutes</p> <p>Articulation communication Retention Statistics</p>	<p>Annually, November</p> <p>Annually, November</p>
<ol style="list-style-type: none">2. Increase the quality of communication with stakeholders (parents, employees, & students)3. Continue Leadership Development for Administrators and Managers	<ol style="list-style-type: none">1. Continue training in Leading Always Action Series for District & school leaders2. Conduct Professional Learning Communities and Book Studies on Leading by Design.	Professional Development Superintendent	Parent, Employee & Student Surveys	May
4. Increase the physical & mental health of employees	<ol style="list-style-type: none">1. Continue to develop wellness plan and incentives for personal ownership of individuals health	Risk Management	Wellness Plan	October/Annually



Strategic Objective	Strategic Activity	Responsible Department	Evidence	Reporting Timeline
1. Increase graduation rate & lower the drop-out rate	1. Improve proficiency rates in English/Language Arts, Writing, Math & Science	Assistant Superintendent, Instructional Division Subject Area Coordinators Grade Level Directors Director of Continuous Improvement	Data Points reported through system to include: FCAT DEA Others as applicable	Annually/June
2. Improve proficiency rates in English/ Language Arts, Mathematics, Writing & Science	1. Develop, implement, and review action plans such as the Literacy Plan, demonstrating activities to increase proficiency. The plan should include: -curriculum alignment with standard implementation -Florida Standards Assessments - Correlated Assessments (local/state) - Professional Development	Assistant Superintendent, Instructional Division Curriculum Coordinators Grade Level Directors Director of Continuous Improvement	Literacy Plan Writing Plan Mathematics Plan Science Plan	Annually/June
3. Close the achievement gap for minority groups	1. Use SMART to identify struggling students/ groups 2. Align curriculum & resources to student & school initiatives 3. Explore extracurricular options to assist in developing/motivating students 4. Expand curricular academics to address college readiness and vocations	Assistant Superintendent, Instructional Division Grade Level Directors Director of Continuous Improvement Director of Workforce Development	State Assessment Reports	Annually/June



Strategic Objective	Strategic Activity	Responsible Department	Evidence	Reporting Timeline
4. Improve college readiness	<ol style="list-style-type: none">1. Increase pathways to advanced course work including, but not limited to:<ul style="list-style-type: none">-Dual enrollment-Advanced Placement-AICE-IB-Gifted2. Implement Florida Standards with Fidelity	<p>Assistant Superintendent, Instructional Division Grade Level Directors Director of Continuous Improvement</p> <p>Subject Area Coordinators</p>	<p>PERT scores ACT/SAT scores Graduation rate Drop out rate Industry Certification Reports Equity Report School Grades EOC pass rate Reading & Math proficiency rates</p>	Annually/June
5. Transition to new College and Career Ready Standards	<ol style="list-style-type: none">1. Focus Instructional Practice and Training on Collaboration and Feedback Cycles based in three Instructional Pillars:<ul style="list-style-type: none">-Evidence Based Decision Making and Writing-Problem Solving-Effective Assessments	<p>Assistant Superintendent, Instructional Division</p> <p>Grade Level Directors</p> <p>Director of Instr. Tech. and Prof. Dev.</p> <p>Subject Area Coordinators</p>	<p>Prof. Dev. And Training logs</p> <p>Principal Reports to Grade Level Directors</p> <p>Sample Lessons</p>	Annually/June



Strategic Objective	Strategic Activity	Responsible Department	Evidence	Reporting Timeline
1. Provide a safe, welcoming, and well-maintained environment.	1. Each school/ building site develops a site safety plan 2. Monthly school walk-throughs by building level administrators and Maintenance Foreman	School/Building Leaders Maintenance Department	Site Safety Plan Work orders submitted by school/ building sites Parent/student/employee surveys	September/Annually
2. Provide an efficient, punctual and safe bus operation.	1. Conduct daily inspections of bus & facilities 2. Safety officers continue to provide driver training 3. Conduct monthly driver safety meetings	Transportation Director Contractor Manager Safety Officers	Monthly inspection reports Quarterly Board presentations Stakeholder surveys	Monthly/Quarterly
3. Provide a sanitary environment in which all students can learn	1. Clean facilities daily 2. Training of staff: A. All newly hired staff B. Monthly meetings with custodial crews C. District wide training each summer	Custodial Service Provider Contract Manager Building/School Leaders	Parent/student surveys Support card report Quarterly report to Board	Quarterly/Annually/May
4. Provide healthy and nutritious food choices to support learning	1. Continue to develop and implement Healthier US School Challenge 2. Manage food service program to partner with Wellness initiatives	Assistant Superintendent, Administrative Services Food Service providers Contract Managers School/Building Leaders	Wellness surveys Stakeholder surveys Wellness Plan Annual Expectations meeting Quarterly board reports	Monthly/Annually Quarterly/Annually May



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5. Maximize cost savings by continuing to develop and implement an energy management program	<ol style="list-style-type: none">1. Develop and/or revise an energy management plan2. Purchase and install the most energy efficient equipment currently found on the market. (HVAC, lighting, computers, etc.)3. Purchase and install digital control systems to aid in monitoring energy efficiency and usage.	Assistant Superintendent for Administrative Services Maintenance Foreman/ Energy Management Technician and School/Building Leaders	Energy watchdog Gulf Power Billing data Quarterly reports Digital Control System Data	Monthly/Annually
6. Increase stakeholder satisfaction	<ol style="list-style-type: none">1. Continue process management for employees including, but not limited to:<ul style="list-style-type: none">-Employee rounding-WOW cards-Parent surveys-Support card surveys-Student surveys-Stoplight report	Administrative Services/ Maintenance Department Building/School leader	Parent satisfaction report Student satisfaction report Support Card Survey report	Annually Annually Bi-annually

