



Strategic Improvement Plan  
for  
Santa Rosa County District Schools  
August 2015



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
<p><u>1.</u> Manage fiscal practices to maintain a financial condition ratio of 5% - 7%.</p>	<p><del>1.</del> Review current costs to evaluate costs</p> <p><del>2.1.</del> Finding opportunities in:</p> <p>a. Student teacher ratios</p> <p>b. Educational support allocation</p> <p><del>3.2.</del> Manage resources to the classroom effectively:</p> <p>a. Review, revise, and manage all projects to accurately reflect our current fund balance and financial condition ratio</p> <p>b. Review payroll budget amendments, revenues, and expenditures</p>	<p>Finance/Human Resources</p> <p>Finance/Human Resources</p> <p>Superintendent/Finance</p>	<p>Board meeting data</p> <p>Discuss at Board meetings</p> <p>Discuss at Board meetings</p> <p><del>Discuss at Board meetings</del></p>	<p>June</p> <p>June</p> <p>June</p>
<p><del>22.</del> Communicate to all stakeholders the status and financial condition in an effective and timely manner.</p>	<p><u>1.</u> Board presentations and financial statements</p> <p><del>2.</del> Newsletter/newsletter/communicate to stakeholders</p> <p>3. Website material for financial review</p> <p>4. Communicate with community groups (ie. Rotary; Chamber)</p>	<p>Finance/Superintendent</p> <p>Superintendent</p> <p>Finance</p> <p>Superintendent</p>	<p>Board meeting minutes</p> <p>Newsletters</p> <p>Website review</p> <p>Parent survey</p> <p>Meeting Agendas</p>	<p>Monthly/Annual Financial Statement</p> <p>Quarterly/Annual Financial Statement</p> <p>Monthly</p> <p>Monthly</p>
<p><del>33.</del> Increase compliance with Federal, State and Local governing boards</p>	<p>1. Review/Evaluate audit results with various departments. <del>Review/evaluate affected departments.</del></p>	<p><del>Finance/Assistant Superintendent for Finance</del></p>	<p>Responses to Auditor <del>Formal response to Auditor</del></p>	<p>March-April <del>March-April</del></p>



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1. Increase the diversity of our employees to reflect the ethnic diversity of our students	<p>— 1 Continue <del>communication</del> <del>articulation</del> with <del>the Minority Task Force</del></p> <p>2= <del>local college/university/alternative certification program</del> <del>Reach out to University</del> teacher <del>preparation</del> <del>prepara-tion</del> programs to establish positive <del>relationships</del> <del>rela-tionships</del> with potential education majors.</p>	<p><del>Superintendent</del></p> <p>Assistant Superintendent Human Resources</p>	<p>Retention Statistics</p> <p>Communication memorandums/ minutes/ calendar dates</p>	Annually, November
2. Increase the quality of communication with stakeholders (parents, employees, & students)	2. Continue training in Leading Always Action Series for District & school leaders	Professional Development Human Resources Department	<p>Parent, Employee &amp; Student Surveys</p> <p>Meeting Agendas</p>	May
3. Continue Leadership Development for Administrators and Managers	3. Leadership In-Services (Principal and Assistant Principal Meetings)	<p>Human Resources Department</p> <p>Professional Development Department</p>	<p>Meeting Agendas</p> <p>In-Service Calendars</p>	May
4. Increase the physical & mental health of employees	4. Provide timely communication/ information to employees referencing resources and information available to them relating to health care and options available to them.	Risk management	Memos/ Communication of information distributed to employees	May



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1. <u>Decrease the performance gap between SRC graduation rate and the top performer in the state's graduation rate &amp; lower the dropout rate.</u>	<ol style="list-style-type: none"> <li><u>Analyze the student population to identify potential dropouts based on research based indicators.</u></li> <li><u>Develop and implement a plan to address each identified student to determine their individual needs.</u></li> </ol>	Assistant Superintendent, Instructional Division  <ul style="list-style-type: none"> <li><u>Subject Area Coordinators</u></li> <li><u>Grade Level Directors</u></li> <li><u>Director of Continuous</u></li> </ul>	<ol style="list-style-type: none"> <li><u>Annual list of identified potential dropouts. Data Points reported through system to include: FCAT, DEA</u></li> </ol>	Annually/ <u>December</u>
2. <u>Decrease the performance gap between SRC and the top performer in the state at each grade level and in each subject tested (FSA and EOC) by the state.</u>  2. <u>Improve proficiency rates in English/Language</u>	<ol style="list-style-type: none"> <li><u>Analyze test performance annually to determine areas of concern.</u></li> <li><u>Adjust 1. Develop, implement, and review action plans such as the Literacy Plan, demonstrating activities to increase proficiency. The plan should include:</u></li> </ol>	Assistant Superintendent, Instructional Division  <ul style="list-style-type: none"> <li><u>Director of Continuous Improvement</u></li> <li><u>Grade Level Directors</u></li> <li><u>Curriculum Coordinators</u></li> <li><u>Grade Level Directors</u></li> </ul>	<ol style="list-style-type: none"> <li><u>Summary of identified concerns from state FSA and EOC results.</u></li> <li><u>Summary of adjustments made to curriculum and instructional design</u></li> <li><u>Literacy Plan</u></li> </ol>	Annually/ <u>August</u>
3. <u>Decrease the performance achievement gap between SRC's minorities and the top performer in the state's minorities at each grade level and in each subject tested</u>	<ol style="list-style-type: none"> <li><u>Analyze test performance annually to determine areas of concern for minority/struggling students.</u></li> <li><u>Adjust Align curriculum and instructional design &amp; resources to student &amp; school initiatives</u></li> <li><u>Explore extracurricular options to assist in de-</u></li> </ol>	Assistant Superintendent, Instructional Division  <ul style="list-style-type: none"> <li><u>Grade Level Directors</u></li> <li><u>Director of Continuous Improvement</u></li> <li><u>Grade Level Directors</u></li> <li><u>Curriculum Coordinators</u></li> </ul>	<ol style="list-style-type: none"> <li><u>Summary of identified concerns from state FSA and EOC results.</u></li> <li><u>Summary of adjustments made to curriculum and instructional design</u></li> <li><u>State Assessment Reports</u></li> </ol>	Annually/ <u>August</u>



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4. <del>—</del> Improve college <u>and</u> <u>career</u> readiness	1. <del>—</del> Increase <u>opportunities for students by developing opportunities pathways to advanced course work</u> including, but not limited to: <ul style="list-style-type: none"> <li><del>—</del>Dual enrollment</li> <li><del>—</del>Advanced Placement</li> <li><del>—</del>AICE</li> <li><del>—</del>IB</li> <li><del>—</del>Gifted</li> </ul> 2. <u>Countywide problem solving competitions by grade level</u>	Assistant Superintendent, Instructional Division <ul style="list-style-type: none"> <li><del>—</del>Grade Level Directors</li> <li>Director of Continuous Improvement <del>Im</del>provement</li> <li>Director of Federal Programs * Grade Level Directors</li> <li>Curriculum</li> <li><del>—</del>Subject Area Coordinators</li> </ul>	1. <u>Summary of competitions offered with samples of student work.</u> 2. <u>Reports showing location and members of problem solving PLC</u> 3. <u>Summary of participation in state and national competitions and programs.</u> 4. <u>List of summer camps and participants</u> <del>PERT scores</del>	Annually/ <del>August</del> <u>June</u>
5. Provide multifaceted <u>opportunities for students to engage in cooperative problem solving activities with solution reporting</u>	1. <u>Increase opportunities for students by developing opportunities including but not limited to:</u> <ul style="list-style-type: none"> <li><u>Countywide problem solving competitions by grade level</u></li> <li><u>Professional Learning Communities (PLC) for classroom problem solving</u></li> <li><u>Participation in state and national competitions</u></li> </ul> 2. <u>Develop Summer Problem Solving Camps</u>	Assistant Superintendent, Instructional Division <ul style="list-style-type: none"> <li>Director of Continuous Improvement</li> <li>Grade Level Directors</li> <li>Curriculum Coordinators</li> </ul>	1. <u>Summary of competitions offered with samples of student work.</u> 2. <u>Reports showing location and members of problem solving PLC</u> 3. <u>Summary of participation in state and national competitions and programs.</u> 4. <u>List of summer camps and participants</u>	Annually/ <u>August</u>



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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"><li>1. Develop and/or revise an energy management plan</li><li>2. Purchase and install the most energy efficient equipment currently found on the market. (HVAC, lighting, computers, etc.)</li><li>3. Purchase and install digital control systems to aid in monitoring energy efficiency and usage.</li></ol>	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. Explore options for managing growth and planning for new facilities.		Assistant Superintendent for Administrative Services	Data reports generated from the developed program Changes reflected within the District Work Plan and 5-Year Facility Survey	Annually

