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**INTEROFFICE MEMORANDUM**

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**TO:** BOARD MEMBERS  
TIM WYROSDICK, SUPERINTENDENT

**FROM:** CONNI L. CARNLEY  
ASST. SUPT./HUMAN RESOURCES

**SUBJECT:** STAFFING PLAN REVISIONS

**DATE:** 6/14/16

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Attached you will find suggested revisions to the 2016-17 District Staffing Plan. It includes underlines of new language and strikethroughs of language to be deleted. (pages 1, 4, and 5).

If you have any questions concerning these recommendations, please call Conni Carnley at 983-5030.

**Summary of Proposed Changes to the Staffing Plan for 2016-17**  
**June 23, 2016**

Page 1	Deletion of language regarding time of evaluation release.
Page 4	Intervention: Deletion/ Addition of language to reflect Intervention Unit staffing
Page 4	Title I Academic Intervention Specialist: Change in enrollment number to qualify.
Page 4/5	Exceptional Student Education: Deletion and Addition of language to reflect formula used in staffing ESE units.

## **STAFFING PLAN SANTA ROSA COUNTY SCHOOL BOARD**

### **Introduction**

A personnel committee was formed in January, 1990, to study the allocation of personnel for the school system and draft a plan for the equitable allocation of personnel. After a study of the 1987 staffing plan, state requirements, and staff demands, the committee submitted a staffing plan to the School Board for recommendation and approval. The committee also recommended that the plan be reviewed annually to determine if adjustments are needed due to budget, curriculum, or legislative mandates.

One significant aspect of sustaining the school improvement process and preparing all students to be college and career ready is ensuring an equal distribution of highly effective and effective teachers and administrators among all district schools.

School staffing plans that have the highest percentages of low income students and minority students will be monitored to make sure there is both an equitable distribution of highly effective and effective teachers and principals in these schools. Each year after final evaluations have been released (~~generally in October~~) the Human Resources department will conduct an analysis of these evaluation totals school by school. Any school with a free and reduced lunch population that exceeds sixty percent or any school where the total minority population exceeds ten percent will be compared with the district totals. If the percentage of highly effective and effective teachers in any of these schools is less than the district percentages, a plan will be developed by the Human Resources department and submitted to the Superintendent for approval which will address this issue. This plan will include a time table to bring any school's percentages of highly effective and effective teachers in line with the district's percentages before the beginning of the next school year. At a minimum, any school in this category will be required to have a principal who received at least a minimum overall score of effective on the administrative evaluation plan for the past two evaluation cycles. Included in the plan will be an analysis of each school's instructional evaluation ratings by grade level/subject area and by experience level. An incentive plan will be negotiated (amount of bonus to be paid after three months in the new position) to encourage current teachers who have received highly effective or effective for a minimum of two years in the district to transfer to these schools as vacant positions occur. Until these schools reach district level percentages new hires would be limited to experienced teachers with a current evaluation rating of highly effective or effective, if available. Upon the school's reaching district evaluation percentages, the Superintendent will report these accomplishments to the school board.

Schools must make every effort to comply with the staffing allocations. In the event a school exceeds the staffing allocation for an area other than instructional and administration, replacement positions will not be granted until a school is within staffing guidelines. It is further recommended that when a school exceeds the staffing plan, transfer of appropriate personnel be considered. Approval from the superintendent is required before a school may exceed the staffing allocation.

The staffing plan for instructional personnel, administrative, and educational support personnel is based on the projected student membership. Adjustments to personnel may be made if an adequate funding base can be demonstrated.

Instructional units are rounded off to the nearest whole number. Personnel from specific grants are considered additional instructional units.

## **SECTION I - ADMINISTRATIVE**

1. All administrative positions must be approved by the Superintendent.
2. Each school designated as a school entity shall have a principal. Depending upon enrollment, a school may be assigned a *teaching principal*.
3. All elementary and middle schools will be allocated one assistant principal or administrative intern as determined by the Superintendent. High schools will be assigned assistant principals using the following requirements:

### High

Below 999=1

1000-1500=2

1500+=3

Locklin Technical Center and Santa Rosa Adult/Santa Rosa High School will each be assigned one assistant principal or administrative intern as determined by the Superintendent.

4. In all instances, regarding administrative staffing allocations, the Superintendent reserves the right to determine when administrative allocations are filled.
5. Schools may request that the superintendent designate an assistant principal position based upon program needs, membership, and performance based funds.

## **SECTION II - INSTRUCTIONAL**

In elementary and middle schools the projected student membership will be used to generate instructional units. In high schools the projected FTE number will be used to generate instructional units.

Personnel from specific grants are considered additional units.

The number used as a divisor to allocate units constitutes a formula and does not necessarily equate to class size. Class size is monitored and units allocated to meet class size amendment requirements.

1. **Music and Art**

All schools will be allocated .5 for Music and .5 for Art.

2. **Physical Education (Elementary Only)**

0-174 = 0.5
175-399 = 1.0
400-699 = 2.0
700-999 = 3.0

Schools with 3 P. E. teachers will have the flexibility to reallocate one P.E. unit and create 1.0 unit in Art and 1.0 unit in Music if the principal decides this would best serve the students' needs. If additional units were to become available, schools above 500 would receive 1.0 unit for Art and 1.0 unit for Music.

3. **Guidance**

<u>Elem.</u>	<u>Middle</u>	<u>High</u>
1-399=.5	1-499=.5	1-499=1.0
400+=1.0	500+=1.0	500-999=2.0
		1000-1500=3.0
		1500+=4.0

4. **Media**

<u>Elem.</u>	<u>Middle</u>	<u>High</u>
1-249=.5	1-249=.5	1-249=.5
250+=1.0	250+=1.0	250+=1.0

5. **Dean**

<u>Elem.*</u>	<u>Middle</u>	<u>High</u>
1 – 349=0.0	1-499=0.0	1-499=.05
350-649=0.5	500+= 1.0	500-999=1.0
*If no Assistant Principal Allocation		1000+=2.0

6. **Athletic Director**

Each high school with a full athletic program (including a football program) will have a .5 unit assigned as athletic director.

7. **Intervention**

~~Intervention units will be allocated to elementary schools based on the formula listed below. Additional units will be added based on the school grade.~~

<del>Students</del>	<del>Units</del>	<del>School Grade</del>
<del>200-500</del>	<del>1.0</del>	<del>A/B add 0.0</del>
<del>501-800</del>	<del>1.0</del>	<del>C add 0.5</del>
<del>801-1100*</del>	<del>2.0</del>	<del>D/F add 1.0</del>

~~\*Including all intermediate schools~~

~~Intervention units will be based on the number of level 1 and level 2 students from the previous school year (K-2 End of Year Proficiency Results and 3-5 FCAT Results).. Intermediate schools will be staffed as a Range C due to the number of 3<sup>rd</sup> graders served and the requirement for replacement blocks for students retained due to 3<sup>rd</sup> grade mandatory retention.~~

~~The following scale will be used to determine units:~~

~~Range A - 50 to 399 students non-proficient K-5 = 1 Unit  
Range B - 400 + students non-proficient K-5 = 2 Units  
Range C- Intermediate Schools serving 3-5<sup>th</sup> Non-Proficient = 2 Units~~

8. **Academic Intervention Specialist**

In order to meet the goals detailed in each year's Title I grant, each Title I school may be assigned an Academic Intervention Specialist (AIS) funded through the grant. The district could not fund these positions without the Title I grant. Also, in order to allow replication of research based education programs at Non-Title I schools, the district may provide Non-Title I AIS positions for those schools as funding permits.

9. **Title I Academic Intervention Specialist**

Title I Academic Intervention Unit: All Title I schools with an enrollment of ~~>164~~ 150 students by the designated Title I Date Certain for the coming grant year will earn an Academic Intervention Specialist Unit.

Example: Title I Date Certain for the school year. On Date Certain, Elementary School "A" had an enrollment of 93 students. Elementary "A" DOES NOT meet the criteria for an Academic Intervention Unit. Elementary School "B" had an enrollment of 165 students. Elementary School "B" DOES meet the criteria for an Academic Intervention Specialist Unit.

These intervention units will work with students who demonstrate below proficiency skills in reading and/or math.

10. **Title I**

Title I funds, allocated to schools, are determined by district procedures. Expenditure of funds is determined by the School Improvement Plan. All expenditures of funds must be approved by the Director of Federal Programs.

11. **Exceptional Student Education**

~~Exceptional Student Education staffing allocations are included in the school based projections and are added to the basic instructional allocation calculated as shown in the formula. The ESE Department will determine 7000 level course recommendations based upon student membership projections and WFTE. The instructional division will work with individual principals to determine the necessary number of inclusion staffing units.~~

Exceptional Student Education Staffing will be earned on the basis of specific programs and/or student needs as determined by the projected student membership projection, WFTE, the ESE Department and the school administration. The following guidelines will be utilized as a basis for initial staffing.

1. Student(s) with Matrix Score of 254 or 255 (3:1 ratio)
  - a. **Example: Self-Contained Classroom(s)**
    - i. Orthopedically Impaired (OI) and Communication, Behavior, Social, Academic (CBSA) - 4 students (Teacher and Paraprofessionals) or 7 students (Teacher and 2 Paraprofessionals).
    - ii. Social Thinking ACCESS/FSA - Student Ratio will max at 9 students with 3 adults – FSA students 11:3 ratio (1 teacher and 2 paraprofessionals)
    - iii. Behavior Focus Classroom (BFC) - Elementary and Middle: Maximum 9 students (1 teacher and 2 paras) High School Combo: Maximum 12 students (1 teacher 2 paras)
    - iv. Varying Exceptionalities ACCESS (VE-ACCESS) – Elementary 1:8 (1 Teacher & 1 Paraprofessional), Middle 1:9 (1 Teacher & 1 Paraprofessional), High 1:10 (1 Teacher and 1 Paraprofessional)
2. Students with Inclusionary Supports
  - a. **Example: Inclusion Classroom and Teacher supports**
    - Primary: 1:5 ( lower ratio due to MTSS students and students not yet identified, but need supports)
    - Elementary: 1:8 ( lower ratio due to MTSS students and needed supports through Unique skills)
    - Middle 1:10 (Includes needs for Learning Strategies)
    - High 1:12 (Includes needs for Learning Strategies)

The school based administrator is responsible for ensuring compliance with federal and state regulations, as well as meeting the individual needs of students.

## 12. **Pre-K Programs**

All Pre-K students (including ESE, Early Intervention and Head Start) will be used as membership numbers to staff the following positions:

1. Assistant Principal
2. Secretary
3. Clerical Data Assistants

The Pre-K enrollment is not used to staff basic teacher assistants.

## 13. **Locklin Technical Center and Santa Rosa Adult School**

Staffing at Locklin Technical Center, Santa Rosa Adult School, and Santa Rosa Community School is based on an identified need and performance rather than the staffing plan. A combination of projected student membership and performance based funds is utilized.

## **SECTION III - EDUCATIONAL SUPPORT**

### **1. Secretaries**

#### Elementary

Elementary school secretaries are earned on the following student membership:

#### Student membership

- 1-399 = 1 internal funds bookkeeper (I, II, or III), 12 months
- 400-999 = 1 secretary (I, II or III), 12 months, 1 internal funds bookkeeper (I, II, or III), 12 months
- 1000-1399 = 2 secretaries (I or II and III), 12 months, 1 internal funds bookkeeper (I, II, or III), 12 months
- 1400-2000 = 3 secretaries (I or II, and III - 12 months, #3 may be a I or II - 11 months), 1 internal funds bookkeeper (I, II, or III), 12 months

In addition to the allocation above, a bookkeeper assistant will be added to Chumuckla, TR. Jackson, and BAC Admin Complex. This additional allocation was made in 2006 a part of the new plan which introduced the position of Internal Funds Bookkeeper.

#### Middle

Middle school secretaries shall be earned on the following student membership:

#### Student membership

- 1-399 = 1 internal funds bookkeeper (I, II, or III), 12 months
- 400-999 = 1 secretary (I, II or III), 12 months, 1 internal funds bookkeeper (I, II, or III), 12 months
- 1000-1399 = 2 secretaries (I or II and III), 12 months, 1 internal funds bookkeeper (I, II, or III), 12 months
- 1400-2000 = 3 secretaries (I or II, and III - 12 months, #3 may be a I or II - 11 months), 1 internal funds bookkeeper (I, II, or III), 12 months

#### High

High school secretaries shall be earned on the following student membership:

#### Student membership

- 1-399 = 1 internal funds bookkeeper (I, II, or III), 12 months
- 400-599 = 1 secretary (I, II or III), 12 months, 1 internal funds bookkeeper (I, II, or III), 12 months
- 600-1399 = 2 secretaries (I or II and III), 12 months, 1 internal funds bookkeeper (I, II, or III), 12 months
- 1400-2000 = 3 secretaries (I or II, and III - 12 months, #3 may be a I or II - 11 months), 1 internal funds bookkeeper (I, II, or III), 12 months

An additional secretary will be designated to assist with internal funds bookkeeping and other secretarial responsibilities at appropriate high schools.

All levels: An internal funds bookkeeper position should be filled by a position title of Internal Funds Bookkeeper I, II, or III.

Before being transferred from one title to another, an employee must be on the list of those eligible to interview.



## 2. **Paraprofessionals/Teacher Assistants**

Formula is based on average membership on FTE week "date certain" of **prior** school year. If enrollment declines, transfers may be required to meet staffing plan allocation.

### Elementary

Paraprofessionals/Teacher Assistants are earned on the basis of student membership, excluding ESE students with a matrix level of 254 and 255. A paraprofessional/teacher assistant is assigned to positions/tasks within the school as determined by the administrator.

All schools are assigned a minimum of one paraprofessional/teacher assistant.

#### A. Paraprofessional/Teacher Assistant:

One (1) paraprofessional/teacher assistant for each 150 students (round up).

#### B. No media teacher assistant is allocated by the staffing plan.

#### C. Chumuckla Elementary, T. R. Jackson Pre-Kindergarten and Berryhill Administrative Complex are each allocated a Bookkeeper Assistant position.

### Middle

Paraprofessionals/Teacher Assistants are earned on the basis of student membership, excluding ESE students with a matrix level of 254 and 255. A paraprofessional/teacher assistant is assigned to positions/tasks within the school as determined by the administrator.

All schools are assigned a minimum of one paraprofessional/teacher assistant.

#### A. Paraprofessional/Teacher Assistant:

One (1) paraprofessional/teacher assistant for each 225 students (round up)).

#### B. No media teacher assistant is allocated by the staffing plan.

### High

Paraprofessional/Teacher Assistants are earned on the basis of student membership, excluding ESE students with a matrix level of 254 and 255. A paraprofessional/teacher assistant is assigned to positions/tasks within the school as determined by the administrator.

All schools are assigned a minimum of one paraprofessional/teacher assistant.

#### A. Paraprofessional/Teacher Assistant:

One (1) paraprofessional/teacher assistant for each 275 students (round up).

Title I - determined by the School Improvement Plan.

Exceptional Student Education - ESE Paraprofessionals/Teacher Assistants will be earned on the basis of specific programs and/or student needs as determined by the ESE Department and the school administration.

Teacher Assistant for Technology

A school may use the Teacher Assistant for Technology position **in lieu** of an earned teacher assistant position. **This is not an additional staffed position.**

3. **Clerical Data Assistant**

A Clerical Data Assistant is provided for data entry with a minimum school enrollment of 300. This position is not earned if a school is over the earned allocation in teacher assistants and/or secretaries, as determined by the staffing plan. This is a 10 month position for all schools under 1100 membership; for schools over 1100 membership this is a 12 month position.

A second Clerical Data Assistant will be earned when membership reaches 1250. This is a **10** -month position.

4. **School Helper**

This position will be phased out as personnel resign. However, this position may be used, when necessary, to meet Workers' Compensation Return to Work Guidelines.

5. **Food Service Personnel**

Determined by Director of Contract Services and Sodexho, Inc.

6. **Custodians**

Determined by Southern Management.

7. **Locklin Technical Center and Santa Rosa Adult School**

All non-instructional staffing at Locklin Technical Center, Santa Rosa Adult School, and Santa Rosa Community School is based on an identified need and performance rather than the staffing plan. A combination of projected student membership and performance based funds is utilized.

## **DEFINITIONS**

**Adjustments** - Revisions to allocated staffing units may be made provided adequate student membership is verified or other funding method can be demonstrated.

**FTE** - - Full time equivalent membership hours.

**Instructional Unit** - - All certificated personnel except the Principal and Assistant Principal. (Includes: ESE teacher(s), guidance, media, classroom teachers, deans, etc.)

**Membership** - - Student membership is defined as the **average membership on "date certain" of the October and February FTE count periods.**

**Educational Support Personnel** - - Non-teaching, non-certificated persons such as secretaries, clerical data assistants, teacher assistants, food service workers, custodians, and maintenance employees.

**WFTE** - - Weighted full-time equivalent membership hours.

## **PARAPROFESSIONALS/TEACHER ASSISTANTS**

The number of I and II Paraprofessionals/Teacher Assistant positions at a school is determined by the following chart:

<u>Total at School</u>	<u>Number of I's</u>	<u>Number of II's</u>
1	0	1
2	1	1
3	2	1
4	2	2
5	3	2
6	3	3
7	4	3
8	4	4
9	5	4
10	5	5
11	6	5
12	6	6
etc.		

If a school is presently overstaffed with II's, demotions will not be required. However, as positions become available, they will be I positions in order to work within the chart.

Before an employee may be promoted from a I to a II position, the employee must be on the II list of those eligible for interviewing.

Title I schools must meet Federal requirements for employing paraprofessionals. The Teacher Assistant II, Paraprofessional job description meets the minimum qualifications in the Federal Regulations.

At Title I sites the chart above may be adjusted as necessary.

Teacher Assistant for Technology will not affect the number of IIs in the chart above but will be counted in total allocation of teacher assistants for each site.

## **DISTRICT OFFICES**

A secretary at a district office may work under the leadership of several different individuals.

If a Secretary III position is allocated to a department, it may be designated initially as a Secretary I or a Secretary II. When the position is filled and as skills are developed for the specific office and efficiency standards, the person may be eligible for promotion to another range. However, the individual must be on the appropriate eligible list for interviewing.

As district personnel are reassigned, secretarial allocations may be reviewed.

When approved by the Superintendent, staffing adjustments may be made for Directors who have more than one responsibility in job title.