



Strategic Improvement Plan  
for  
Santa Rosa County District Schools  
August 2019

Tim Wyrosdick, Superintendent of Schools

## **Mission**

Educating 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. Manage fiscal practices to maintain a financial condition ratio above 7%.	1a. Review current costs to evaluate cost saving opportunities in staffing plan. 1b. Manage resources to the classroom effectively: a) Review, revise, and manage all projects to accurately reflect our current fund balance and financial condition ratio. b) Review payroll budget amendments, revenues, and expenditures.	Finance/Human Resources Superintendent/Finance  Finance	Board meeting data  Discuss at Board meetings and Senior Staff meetings  Discuss at Board meetings and Senior Staff meetings	June  During the year  During the year
2. Implement new Accounting/Finance system District-wide.	2a. Use new ERP system that is faster and more advanced. The new system will allow users to be more efficient when working on the system.	Finance	System will go live January 2020.	During the year
3. Continue to reduce amount of fold-back at year-end to General Fund.	3a. Review/evaluate projects during the year.	Finance/Superintendent/Departments	Year-end balances of projects.	June



Strategic Objective	Strategic Activity	Responsible Department	Evidence	Reporting Timeline
1. Increase teacher retention rates. 2. Increase paraprofessional recruitment efforts.	1a. Continue to implement a teacher mentor program for alternative certification pathway employees. 1b. Explore salary enticements/strategies for the purpose of teacher recruitment/retention. 2a. Explore becoming a Praxis Testing Site enabling easier access for potential applicants for paraprofessional positions.	Director of Human Resources  Assistant Superintendent Human Resources  Professional Development Department	Communication memorandums/minutes/ calendar dates/ salary proposals & language  Approved Teacher Induction/Mentor Program Praxis Test Site capability	Annually/May
3. Increase efficiency of HR staff and provide better customer interface for applicants and site-based administrators in hiring and onboarding. Provide avenues for more effective use of employee time and reduce down time during staff absences.	3a. Implement and expand the use of the District archival tool ("Document Safe"). 3b. Complete implementation of PeopleAdmin products with TalentEd Recruit & Hire replacing SchoolStream. 3c. Introduce existing employees to the TalentEd records system using the contract tool.	Human Resources Department	Process documentation and examples of electronic documents  Inservice session for site based users and demonstrations  Electronic distribution, signing and filing of contracts for 18-19	Annually/May
4. Continue leadership development for administrators and managers.	4a. Provide regular inservice/training on elements of the FPLS (Leadership Standards). 4b. Implement "Anchor" courses for SP3 Program (Leadership Development). 4c. Develop & implement the "Electronic Portfolio" tool for SP3 program.	Human Resources Department  Professional Development Department	Approved (DOE & SRCBSB) SP3 Program  Inservice/training rosters.	Annually/May
5. Equip employees to be managers of their own health and wellness.	5a. Implement systems of communication and services that bring information to employees in useful ways to support their needs.	Risk Management	Memos/Communication of information distributed to employees.	Annually/May



Strategic Objective	Strategic Activity	Responsible Department	Evidence	Reporting Timeline
1. Adjust curriculum and instruction through staff training to close the gap between Santa Rosa County Schools and the top performing district in the state in all state assessments.	1a. Analyze District grade performance on each indicator. 1b. Develop and implement a plan specifically for those reporting categories where improvement is desired.	Assistant Superintendent, Instructional Division  Director of Continuous Improvement  Grade Level Directors  Curriculum Coordinators	Annual list of identified focus areas.  Copy of plan	Annually/December
2. Increase district performance on state assessments in order to maintain a district grade of A.	2a. Analyze state assessment data to determine improvement goals for each assessment. 2b. Adjust curriculum and instructional design to foster improvement.	Assistant Superintendent, Instructional Division  Director of Continuous Improvement  Grade Level Directors Curriculum Coordinators	A list of improvement goals  Agenda showing the presentation of the goals to school administrators	Annually/August
3. Decrease the number of C schools. Maintain status of no school grades of D or F.	3a. Ensure School Improvement Plans are written to address improving performance of state assessments. 3b. Review progress monitoring reports two times before the state assessments are administered.	Assistant Superintendent, Instructional Division  Director of Continuous Improvement  Grade Level Directors  Curriculum Coordinators	Training logs for SIP training  Progress monitoring reports with review dates posted	Annually/November and February
4. Develop concept of Excite, Explore, and Experience (E3) as a career focus for all grades	4a. Facilitate discussions with stakeholders 4b. Design a template of deliberate practices to be implemented by grade level.	Assistant Superintendent, Instructional Division  Director of Instructional Technology and Professional Development.	Agendas, minutes of meetings  Report to the Superintendent and School Board	March 2020



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1. Continue to focus on performing energy upgrades to school/facilities throughout the district.	1a. Work with engineers and architects in developing cost effective strategies that will increase the efficiency of our facilities.	Assistant Superintendent for Administrative Services Maintenance Department	Energy consumption data Parent/Student/Site surveys.	September/Annually
2. All Monitors/drivers will be required to have CPR/First Aid training by fall of 2020	2a. The required training will be completed by fall of 2020 . 2b. We will use our safety meetings to meet this requirement.	Transportation GM Contractor Manager	Monthly inspection reports Quarterly Board presentations Stakeholder surveys	Monthly/Quarterly
3. Focus on recruitment and retention. Improve summer cutting schedule. Increase staffing levels. Maintain equipment or purchase new machinery.	3a. Increase hourly wage and advertise open positions. 3b. Seek additional vendors, if needed, to maintain the new cutting schedule. 3c. Work within monthly Budget.	Custodial Service Provider Contract Manager	Parent/student surveys Support card report Quarterly report to Board	Quarterly/Annually/May
4. Implement innovative and additional meal opportunities in food service.	4a. Offer dinner-meals for eligible sites. 4b. Offer meals for athletic groups or after-school activities. 4c. Engage students with special events and educational events. 4d. Offer Mobile Bus to summer food and other events. 4e. Offer Food Truck to middle schools.	Food Service Provider Cafeteria Managers School/Building Leaders	Stakeholder surveys Annual expectations meeting Quarterly Board reports	Quarterly/Annually
5. Begin construction on Elkhart K-8. Begin design work on K-8 in Pace area and continue to investigate/purchase properties for new schools located in high growth areas.	5a. Continue working with Building Livable Communities, Inc. 5b. Use statistical data to drive decisions concerning purchase of property for new school sites.	Assistant Superintendent for Administrative Services	Data reports generated from the developed program Changes reflected within the District Work Plan.	Annually



Strategic Objective	Strategic Activity	Responsible Department	Evidence	Reporting Timeline
1. Complete the implementation of the new Student Information System (SIS).	1a. Increase efficiency and reliability. 1b. Reduce overall operational costs. 1c. Remove dependency on legacy in-house and mainframe-based applications. 1d. Provide a data platform for advanced analytics.	Information Technology Services Finance Office of Curriculum, Instruction, and Assessment	The new SIS will be online in Spring 2020 and in production for the 2020-21 school year.	Monthly
2. Create an enterprise Business Analytics platform.	2a. Provide a more operationally efficient and open platform for analyzing data and generating reports. 2b. Facilitate high performance, secure, personalized dashboards.	Information Technology Services Other divisions as needed	The availability of new reporting and analysis tools beginning Spring 2020	Quarterly
3. Create an enterprise Device Management System.	3a. Increase efficiency and manageability. 3b. Multi-platform remote device and application deployment.	Information Technology Services Technical Support Services	Starting with iPads in Fall 2019	Quarterly
4. Increase IT security measures.	4a. Move to multi-factor authentication when accessing systems from outside our intranet (network). 4b. Work with third-party vendors on improving and unifying the Single Sign-On process.	Information Technology Services Other divisions as needed	This work is ongoing.	Quarterly
5. Optimize intranet and internet performance.	5a. Create logical networks to separate different categories of network traffic (Voice, Video, etc). 5b. Deploy high performance Access Points that allow more throughput and more concurrent client connections. Repurpose existing equipment into lower demand areas.	Information Technology Services Technical Support Services	This work is ongoing.	Monthly/Quarterly
6. Create a new modern and unified public facing web presence.	6a. Adopt a new Content Management System (CMS) that will provide users with dynamic content, with a consistent and professional experience. 6b. Train division/department Web contacts. 6c. Migrate existing content as needed.	Information Technology Services Other divisions as needed	The existing Web site is replaced. Web content for the district is located under the new site. Will not begin until Spring 2020.	Quarterly



