

# Santa Rosa County District Schools District Staffing Plan

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Santa Rosa County District Schools  
Department of Human Resources  
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**DISTRICT STAFFING PLAN  
SANTA ROSA COUNTY SCHOOL BOARD**

**Introduction**

A 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 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. As part of the plan, 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.

Adjustments to personnel may be made if an adequate funding base can be demonstrated.

## 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.
3. All elementary and middle schools will be allocated one assistant principal 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, Santa Rosa Adult/Santa Rosa High School, and Santa Rosa Blended Academy will each be assigned one assistant principal or administrative intern as determined by the Superintendent.

Administrative interns will be allocated as determined by the Superintendent. Administrative Intern positions are 11-month positions.

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. Staffing for core academic classes used in class size calculation will use the following teacher to student ratios (FS 1003.03):

- 18: 1 students in prekindergarten through grade 3;
- 22: 1 students in grades 4 through 8; and
- 25: 1 students in grades 9 through 12.

1. **Music and Art (Elementary Only)**

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  
1000 + = 4

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 (Instructional)**

<u>Elem.</u>	<u>Middle</u>	<u>High</u>
1- 999 = 1.0	1- 999 =1.0	1-499 = 1.0
1000 + = 2.0	1000 + = 2.0	500-999=2.0
		1000-1500=3.0
		1500- 1999=4.0
		2000 + = 5.0

4. **Media (Instructional)**

<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 (Instructional)**

<u>Middle</u>	<u>High</u>
1-499=0.0	1-499=.5
500+= 1.0	500-999=1.0
	1000+=2.0

6. **Athletic Director (Instructional)**

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

7. **Intervention (Instructional)**

Intervention units will be based on the number of non-proficient students who score below 25% in Reading or Math on the STAR Assessment) level 1 and level 2 students from the previous school year (K-2 End of Year Proficiency Results and 3-5 FSA 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- <b>50 – 300</b> students non-proficient K-5	= 1 Unit
Range B - 301 + 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 (Instructional)**

In order to meet the goals detailed in each year's Title I grant, each Title I school may use their school-based Title I allocation to fund an Academic Intervention Specialist (AIS). The AIS is a supplemental position focused on small group differentiated instruction in reading and/or math. 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 >200 students by the designated Title I Date Certain for the coming grant year may earn an Academic Intervention Specialist Unit. Academic Intervention Specialist positions are funded from Title I, Part A School-Based Budgets.~~

~~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 201 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 (Instructional, Educational Support)**

Title I funds, allocated to schools, are determined by district procedures approved by FLDOE in the Title I, Part A grant application. Expenditure of funds is determined by the School-Wide Improvement Plan and supported by student achievement data. All expenditures of funds must be approved by the Director of Federal Programs.

11. **Exceptional Student Education (Instructional, Educational Support)**

Exceptional Student Education Staffing will be earned based on 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 – Social Thinking Access student ratio will be a 3:1 with a maximum of 9 students with 3 adults – FSA students 11:3 ratio (1 teacher and 2 paraprofessionals/ teacher assistants).
    - iii. Behavior Focus Classroom (BFC) - Elementary and Middle will have a 3:1 student

ration with a maximum of 9 students (1 teacher and 2 paraprofessionals/teacher assistants) High School Combo will have a maximum of 12 students (1 teacher and 2 paraprofessionals/ teacher assistants).

- iv. Sensory Response Unit- The Sensory Response Unit student ratio will be 3:1 with a maximum of 9 students and 3 adults (1 teacher and 2 paraprofessionals/teacher assistants).
- v. ACCESS (ACCESS) – Elementary units will have a ratio of 1:8 (1 teacher & 1 paraprofessional/ teacher assistant), Middle units have a ratio of 1:9 (1 teacher & 1 paraprofessional/teacher assistant), High units have a ratio of 1:10 (1 teacher and 1 paraprofessional/ teacher assistant).

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)
- Hybrid – Elementary units have a ratio of 1:8 (1 teacher and 1 paraprofessional), Middle units have a ratio of 1:9 (1 teacher & 1 paraprofessional) (There is no staffing of High School Hybrid units).

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 (Administrative, Instructional, Educational Support)**

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 (Instructional, Educational Support)**

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.

14. **Staff Assignments:**

Site administrators may assign current instructional employees to vacant instructional positions provided they have the qualifications for the vacant position without having to post the vacancy publically. The position that will be posted is the remaining vacancy after staff assignments have been completed.

## SECTION III - EDUCATIONAL SUPPORT

### 1. Secretaries/ Bookkeeper

#### Elementary

Elementary school secretaries/ bookkeepers 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 the ESE Department. 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/bookkeepers 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/bookkeepers 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
- 1800+ = 1 Bookkeeper assistant**

~~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 the projected student membership. If projected enrollment is less than the current enrollment, transfers may be required to meet staffing plan allocation. Any additional staff allocated will be based upon demonstrated need and/or Superintendent approval.

Elementary

Paraprofessionals/Teacher Assistants are earned based on projected student membership. 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 the Exceptional Student Education Department are each allocated a Bookkeeper Assistant position.~~

D. One Guidance Assessment Assistant will be allocated for assisting with assessments and other Guidance related duties.

E. Elementary schools with a student population of 850 + students not assigned an Instructional Behavior Coach position will be allocated one Paraprofessional for Behavior Intervention.

F. ESE Paraprofessionals/ Teacher Assistants are allocated by the ESE department to serve ESE students.

Middle

Paraprofessionals/Teacher Assistants are earned based on projected student membership. 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.

C. One paraprofessional will be allocated for virtual academies.

D. One Guidance Assessment Assistant will be allocated for assisting with assessments and other related Guidance duties.

F. Middle schools implementing a PBIS program at 80% fidelity and having more than 45 students with MTSS Tier II and/or tier III behavior supports will be allocated one Paraprofessional for Behavior Intervention.



**G. ESE Paraprofessionals/ Teacher Assistants are allocated by the ESE department to serve ESE students.**

High

Paraprofessional/Teacher Assistants are earned based on projected 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).

B. No media teacher assistance is allocated by the staffing plan.

C. One paraprofessional will be allocated for virtual academies.

D. One Guidance Assessment Assistant will be allocated for assisting with assessments and other related Guidance duties.

**F. ESE Paraprofessionals/ Teacher Assistants are allocated by the ESE department to serve ESE students.**

Title I – Title I school based funds may be used to fund additional paraprofessionals with prior approval from the Director of Federal Programs.

Exceptional Student Education - ESE Paraprofessionals/Teacher Assistants will be earned based on 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/ Paraprofessional 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.~~  
This position is allocated to schools as determined by the Superintendent that demonstrate a need for educational support that do not earn a unit based upon student membership.

5. **Food Service Personnel**  
Determined by Director of Contract Services and the Contractor.
6. **Custodians**  
Determined by the Contractor.
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** - -All other district employed personnel exclusive of instructional or administrative. (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.

## **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.