



Strategic Improvement Plan  
for  
Santa Rosa County District Schools  
2020-2021

Dr. Karen Barber  
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 increase the financial condition ratio to 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.	<ul style="list-style-type: none"><li>• Finance</li><li>• Human Resources Superintendent</li><li>• Finance</li></ul>	<ul style="list-style-type: none"><li>• Board meeting data</li><li>• Discuss at Board meetings and Senior Staff meetings</li><li>• Discuss at Board meetings and Senior Staff meetings</li></ul>	Throughout the Year
2. Continue to implement new ERP system District-wide.	2a. Continue to make improvements and add needed reports and processes to new ERP system.	<ul style="list-style-type: none"><li>• Finance</li></ul>	<ul style="list-style-type: none"><li>• System is live.</li></ul>	Throughout the year
3. Continue to reduce amount of fold-back at year-end to General Fund.	3a. Review/evaluate projects during the year.	<ul style="list-style-type: none"><li>• Finance/Superintendent/Departments</li></ul>	<ul style="list-style-type: none"><li>• Year-end balances of projects.</li></ul>	June



Strategic Objective	Strategic Activity	Responsible Department	Evidence	Reporting Timeline
1. Maintain teacher retention rates at 90% or above. 2. Increase paraprofessional recruitment efforts. 3. Provide professional development to increase the number of teacher leaders entering the administrative pool.	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. 3a. Work with the professional development department to offer training opportunities and leadership development.	<ul style="list-style-type: none"> <li>Director of Human Resources</li> <li>Assistant Superintendent</li> <li>Human Resources</li> <li>Professional Development Department</li> </ul>	<ul style="list-style-type: none"> <li>Communication memorandums/minutes/ calendar dates/ salary proposals &amp; language</li> <li>Approved Teacher Induction/Mentor Program</li> <li>Praxis Test Site capability</li> </ul>	Annually/May
4. Assist with the data system conversion to FOCUS in order to support the continuation of efficient processes in HR. Provide the necessary training for HR staff allowing for productive use and interaction with the FOCUS data system.	4a. Participate in the conversion from 3270 to FOCUS by providing HR specific process and procedure information. 4b. Complete the conversion to and implementation of the FOCUS ERP system to support HR operations. 4c. Introduce and train existing HR staff to the FOCUS ERP HR records system through on-going training related to seasonal HR practices and procedures.	<ul style="list-style-type: none"> <li>IT Department</li> <li>Human Resources Department</li> </ul>	<ul style="list-style-type: none"> <li>Inservice sessions for HR staff along with virtual and face-to-face meetings providing FOCUS transition team with HR specific needs</li> <li>Electronic documentation of HR specific procedures supported and implemented through FOCUS</li> </ul>	Annually/May
5. Continue leadership development for administrators and managers.	5a. Provide regular inservice/training on elements of the FPLS (Leadership Standards). 5b. Continue Development & implementation of the "Electronic Portfolio" tool for SP3 program. 5c. Begin review and propose revisions of the School Principal Preparation Program (SP3)	<ul style="list-style-type: none"> <li>Human Resource Department</li> <li>Professional Development Department</li> </ul>	<ul style="list-style-type: none"> <li>Approved (DOE &amp; SRCB) SP3 Program</li> <li>Inservice/training rosters.</li> </ul>	Annually/May
6. Equip employees to be managers of their own health and wellness.	6a. Implement systems of communication and services that bring information to employees in useful ways to support their needs.	<ul style="list-style-type: none"> <li>Risk Management</li> </ul>	<ul style="list-style-type: none"> <li>Memos/Communication of information distributed to employees</li> </ul>	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.	<ul style="list-style-type: none"> <li>Assistant Superintendent, Instructional Division</li> <li>Director of Continuous Improvement</li> <li>Grade Level Directors</li> <li>Curriculum Coordinators</li> </ul>	<ul style="list-style-type: none"> <li>Annual list of identified focus areas.</li> <li>Copy of plan</li> </ul>	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.	<ul style="list-style-type: none"> <li>Assistant Superintendent, Instructional Division</li> <li>Director of Continuous Improvement</li> <li>Grade Level Directors</li> <li>Curriculum Coordinators</li> </ul>	<ul style="list-style-type: none"> <li>A list of improvement goals</li> <li>Agenda showing the presentation of the goals to school administrators</li> </ul>	Annually/August
3. Increase the number of A & B 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. 3c. Provide in-depth training and tools that allow for individualized data chats with teachers.	<ul style="list-style-type: none"> <li>Assistant Superintendent, Instructional Division</li> <li>Director of Continuous Improvement</li> <li>Grade Level Directors</li> <li>Curriculum Coordinators</li> </ul>	<ul style="list-style-type: none"> <li>Training logs for SIP training</li> <li>Progress monitoring reports with review dates posted</li> </ul>	Annually/November and February
4. Close Covid-19 related achievement gaps through rigorous Tier 1 instruction and Tier 2 & 3 interventions, progress monitoring and providing students a remote learning option.	4a. Communicate the need for classroom walkthroughs to ensure standards-based instruction during intervention time-blocks. 4b. Provide support to the MTSS. 4c. Assign a coordinator for overseeing the implementation of remote learning.	<ul style="list-style-type: none"> <li>Assistant Superintendent, Instruction Division</li> <li>Grade Level Directors</li> <li>Director of Continuous Improvement</li> <li>Curriculum Coordinators</li> </ul>	<ul style="list-style-type: none"> <li>Teacher Evaluations in PEARS</li> <li>Renaissance Student Growth Report</li> <li>Progress Monitoring Plans</li> <li>Assessment Data</li> </ul>	October/January/End of School Year



5. Develop concept of Excite, Explore, and Experience (E3) as a career focus for allgrades	5a. Facilitate discussions with stakeholders 5b. Design a template of deliberate practices to be implemented by grade level.	<ul style="list-style-type: none"><li>• Assistant Superintendent, Instructional Division</li><li>• Director of Instructional Technology and Professional Development</li></ul>	<ul style="list-style-type: none"><li>• Agendas, minutes of meetings</li><li>• Report to the Superintendent and School Board</li></ul>	March 2021
6. Increase district high school graduation rate to 90% or above	6a. Determine at risk graduates for each high school 6b. Provide individualized support for each at risk graduate	<ul style="list-style-type: none"><li>• Assistant Superintendent, Instructional Division</li><li>• Director of High Schools</li></ul>	<ul style="list-style-type: none"><li>• Information sheet showing criteria for At-Risk Graduates.</li><li>• List of At-Risk Graduates per school</li><li>• Plan for individualized support for At-Risk Graduates</li></ul>	Annually/October



Strategic Objective	Strategic Activity	Responsible Department	Evidence	Reporting Timeline
1. Begin construction on K-8 in Pace area and continue to investigate/purchase properties for new schools located in high growth areas.	1a. Use statistical data to drive decisions concerning purchase of property for new school sites.	<ul style="list-style-type: none"> <li>Assistant Superintendent for Administrative Services</li> </ul>	<ul style="list-style-type: none"> <li>Data reports generated from the developed program</li> <li>Changes reflected within the District Work Plan.</li> </ul>	Annually
2. All Monitors/drivers will be required to have CPR/First Aid training by fall of 2021.	2a. Weekly classes will be held until all required employees are trained.	<ul style="list-style-type: none"> <li>Transportation GM</li> <li>Contractor Manager</li> </ul>	<ul style="list-style-type: none"> <li>Monthly inspection reports</li> <li>Quarterly Board presentations</li> <li>Stakeholder surveys</li> </ul>	Weekly/Monthly/Quarterly
3. Focus on recruitment and retention. Improve summer cutting schedule. Increase staffing levels, in particular for enhanced cleaning. Maintain equipment or purchase new machinery, including mowers, vehicles and trailer for grounds.	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.	<ul style="list-style-type: none"> <li>Contract Manager</li> </ul>	<ul style="list-style-type: none"> <li>Parent/student surveys</li> <li>Support card report</li> <li>Quarterly report to Board</li> </ul>	Quarterly/Annually/May
4. Improve communications between school staff and custodial services. Implement grading system to measure performance.	4a. Upgrade manual custodial log book to digital format. 4b. Created report cards to be sent to school based administrators.	<ul style="list-style-type: none"> <li>Custodial Service Provider</li> </ul>	<ul style="list-style-type: none"> <li>Reports to contract manager</li> </ul>	Monthly/Quarterly
5. Implement safe methods to provide meal opportunities in food service.	5a. Offer dinner-meals for eligible sites. 5b. Continue training of staff for food safety and food security. 5c. Engage students with special events and educational events. 5d. Offer meals to families and students during weekends and holidays	<ul style="list-style-type: none"> <li>Food Service Provider</li> <li>Cafeteria Managers</li> <li>School/Building Leaders</li> </ul>	<ul style="list-style-type: none"> <li>Surveys</li> <li>Annual expectations meeting</li> <li>Quarterly Board reports</li> </ul>	Quarterly/Annually





6. Use new ERP system analytics to obtain data which will be used to create negotiation strategies in order to obtain best value contracts.	6a. Obtain a five year expenditure analysis of vendors that have an awarded contract. 6b. Use PPI and CPI data issued by U.S. Bureau of Labor Statistics. 6c. Employees to attend training to enhance contract management and negotiation skills.	<ul style="list-style-type: none"><li>• Purchasing Department</li></ul>	<ul style="list-style-type: none"><li>• Best value contracts awarded as needed.</li></ul>	Three months before new solicitation is to be advertised.
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Strategic Objective	Strategic Activity	Responsible Department	Evidence	Reporting Timeline
1. Create a new, modern, and unified public facing web presence.	1a. Adopt a new Content Management System (CMS) that will provide students, parents, staff, and the community with: <ul style="list-style-type: none"> <li>• Dynamic content</li> <li>• A consistent &amp; professional experience</li> </ul> 1b. Provide training for division/department Web contacts. 1c. Migrate existing content as needed.	<ul style="list-style-type: none"> <li>• Information Technology Services</li> <li>• Other divisions as needed</li> </ul>	<ul style="list-style-type: none"> <li>• The existing Web site is replaced. Web content for the district is located under the new site. Will not begin until Spring 2021.</li> </ul>	Monthly
2. Migrate the district to a unified VOIP platform.	2a. Improve contact with students and parents. 2b. Greatly reduce overall telecommunications cost. 2c. Increase overall efficiency. 2d. Improve district collaboration and enable remote communications.	<ul style="list-style-type: none"> <li>• Information Technology Services</li> <li>• Technical Support Services</li> </ul>	<ul style="list-style-type: none"> <li>• This work is ongoing.</li> <li>• Measured on a per school implementation basis.</li> </ul>	Quarterly
3. Replace current Web Filtering platform (iBoss)	3a. Improve Internet traffic performance for students. 3b. Provide better security for students. 3c. Improve overall Internet throughput across the district.	<ul style="list-style-type: none"> <li>• Information Technology Services</li> </ul>	<ul style="list-style-type: none"> <li>• The new platform is in place. More bandwidth for the school district.</li> </ul>	Quarterly
4. Deploy Focus LMS module.	4a. Improve student learning experience. 4b. Provide teachers with an easier to use and fully SIS integrated LMS. 4c. Reduce the workload on teachers and district staff. 4d. Provide training for teachers.	<ul style="list-style-type: none"> <li>• Information Technology Services</li> <li>• Office of Curriculum, Instruction, and Assessment</li> </ul>	<ul style="list-style-type: none"> <li>• The new module is in place and the teachers have been trained.</li> </ul>	Monthly
5. Migrate existing on-premise services to the cloud-based on cost/benefit.	5a. Improve service availability students and teachers. 5b. Increase remote accessibility. 5c. Reduce overall operating cost.	<ul style="list-style-type: none"> <li>• Information Technology Services</li> </ul>	<ul style="list-style-type: none"> <li>• This work is ongoing.</li> </ul>	Quarterly

