



# Strategic Improvement Plan

## 2021-2022

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Santa Rosa County School District  
6032 Highway 90  
Milton, FL 32570

# Santa Rosa County School District

## **Vision Statement**

*Our students will be productive, successful contributors to society.*

## **Mission Statement**

*Preparing students for success by providing a superior, relevant education.*

## **Our Focus**

*We are educators acting as servant leaders who demand excellence and focus our efforts on students.*

## **School Board of Santa Rosa County**

Wei Ueberschaer, Chairperson, District 5

Linda Sanborn, Vice-Chairperson, District 1

Elizabeth Hewey, District 2

Carol Boston, District 3

Charles Elliot, District 4

## **Superintendent of Schools**

Dr. Karen Barber

## STRATEGIC IMPROVEMENT PLAN 2021 FINANCE



Strategic Objective	Strategic Activity	Responsible Department	Evidence	Reporting Timeline
1. Manage fiscal practices to increase the financial condition ratio to 6% or above.	1a. Review current costs to evaluate cost saving opportunities in the staffing plan, projects, and District contracts.	<ul style="list-style-type: none"> <li>Finance</li> <li>Human Resources</li> <li>Superintendent</li> <li>Director of Purchasing</li> <li>Senior Cabinet</li> </ul>	<ul style="list-style-type: none"> <li>Board meeting data</li> <li>Discuss at Board meeting and Cabinet meetings</li> </ul>	Throughout the Year
	1b. Manage resources to the classroom effectively: <ul style="list-style-type: none"> <li>a. Review, revise, and manage all projects to accurately reflect the current fund balance and financial condition ratio.</li> <li>b. Review payroll budget amendments, revenues, and expenditures.</li> </ul>	<ul style="list-style-type: none"> <li>Finance</li> </ul>	<ul style="list-style-type: none"> <li>Discuss at Board meetings and Cabinet meetings</li> </ul>	Throughout the Year
2. Continue to enhance to ERP system District-wide.	2a. Continue to make improvements and add needed reports and processes to the ERP system.	<ul style="list-style-type: none"> <li>Finance programmers</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</li> <li>Superintendent</li> <li>Senior Cabinet</li> <li>Departments</li> </ul>	<ul style="list-style-type: none"> <li>Year-end balances of projects</li> </ul>	June

## STRATEGIC IMPROVEMENT PLAN 2021 HUMAN RESOURCES

Strategic Objective	Strategic Activity	Responsible Department	Evidence	Reporting Timeline
1. Maintain teacher retention rates at 90% or above	1a. Continue to implement a teacher mentor program for alternative certification pathway employees.	<ul style="list-style-type: none"> <li>Director of Human Resources</li> <li>Assistant Superintendent</li> <li>Human Resources</li> <li>Office of Professional Learning</li> </ul>	<ul style="list-style-type: none"> <li>Communication memorandums/minutes/calendar dates, salary proposals and language</li> <li>Approved Teacher Induction/Mentor Program</li> </ul>	Annually/May
	1b. Explore salary enticements/strategies for the purpose of teacher recruitment/retention.			
2. Increase paraprofessional recruitment efforts	2a. Attend job fairs that are focused more on educational support personnel.			
3. Provide professional development to increase the number of teacher leaders entering the administrative pool	3a. Work with the professional development department to offer training opportunities and leadership opportunities.			
	3b. Present information at schools to discuss educational leadership opportunities.			
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 continued conversion from 3270 to Focus by providing HR specific process and procedure information.	<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
	4b. Train existing and new HR staff to the Focus ERP HR records system through on-going training related to seasonal HR practices and procedure.			

## STRATEGIC IMPROVEMENT PLAN 2021 HUMAN RESOURCES



Strategic Objective	Strategic Activity	Responsible Department	Evidence	Reporting Timeline
5. Continue leadership development for administrators and managers.	5a. Provide regular in-service/training on elements of the FPLS (Leadership Standards).	<ul style="list-style-type: none"> <li>Human Resource Department</li> <li>Office of Professional Learning</li> </ul>	<ul style="list-style-type: none"> <li>Approved (DOE and SRC SB) SP3 Program</li> <li>Inservice/training rosters</li> </ul>	Annually/May
	5b. Continue development and implementation of the "Electronic Portfolio" tool for SP3 program.			
	5c. Implement peer mentoring program for new principals.			
	5d. <u>Utilize Leverage Leadership 2.0</u> as a tool for implementing leadership strategies.			
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 IMPROVEMENT PLAN 2021 STUDENT ACHIEVEMENT



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 component.	<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
	1b. Develop and implement a plan specifically for those components where improvement is desired.			
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.	<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
	2b. Adjust curriculum and instructional design to foster improvement.			
3. Increase the number of A and 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.	<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
	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.			

## STRATEGIC IMPROVEMENT PLAN 2021 STUDENT ACHIEVEMENT

Strategic Objective	Strategic Activity	Responsible Department	Evidence	Reporting Timeline
4. Implement a Tier System for rating schools based on Student Achievement.	4a. Classify each school in the district as a Tier 1, Tier 2, or Tier 3 school.	<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>Agendas</li> <li>War Room activity deliverables</li> <li>Evidence from Curriculum Coordinators (presentations, PD agendas, sign-in sheets)</li> </ul>	Annually
	4b. Develop varied degrees of academic support form the District level aligned with each Tier level.			
5. Incorporate <u>Leverage Leadership 2.0</u> with school and district leaders.	5a. Provide leadership PD on each “super” lever in <u>Leverage Leadership 2.0</u> .	<ul style="list-style-type: none"> <li>Superintendent</li> <li>Superintendent’s Cabinet</li> <li>All Instruction Division Personnel</li> </ul>	<ul style="list-style-type: none"> <li>Agendas</li> <li><u>Leverage Leadership 2.0</u> presentations</li> <li>School-based evidence (data chats, agendas, communications between school leadership and teachers)</li> </ul>	Annually
	5b. Ensure implementation of <u>Leverage Leadership 2.0</u> at the school level.			
	6b. Provide individualized support for each at-risk graduate.			

## STRATEGIC IMPROVEMENT PLAN 2021 SERVICE



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 reflects in 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.	<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
	3b. Seek additional vendors, if needed, to maintain the new cutting schedule.			
	3c. Work within monthly budget.			
4. Improve communications between school staff and custodial services. Implement grading system to measure performance.	4a. Upgrade manual custodial logbook to digital format.	<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
	4b. Create report cards to be sent to school-based administrators.			



## STRATEGIC IMPROVEMENT PLAN 2021 SERVICE



Strategic Objective	Strategic Activity	Responsible Department	Evidence	Reporting Timeline
5. Implement safe methods to provide meal opportunities in food service.	5a. Offer dinner meals for eligible sites.	<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>Best value contracts awarded as needed.</li> </ul>	Three months before new solicitation is to be advertised.
	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.			
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.	<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.
	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.			

## STRATEGIC IMPROVEMENT PLAN 2021 INFORMATION TECHNOLOGY SERVICES

Strategic Objective	Strategic Activity	Responsible Department	Evidence	Reporting Timeline
1. Continue migration of the district to a unified VOIP platform.	1a. Improve contact with students and parents.	<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
	1b. Greatly reduce overall telecommunications cost.			
	1c. Increase overall efficiency.			
	1d. Improve district collaboration and enable remote communication.			
2. Continue to migrate existing on-premise services to the cloud-based on cost/benefit.	2a. Improve service availability to students and teachers.	Information Technology Services	This work is ongoing.	Quarterly
	2b. Increase remote accessibility.			
	2c. Reduce overall operating costs			
3. Increase Internet bandwidth for schools.	3a. Improved overall network performance makes higher connectivity speeds available for schools.	Information Technology Services	This work is ongoing.	Quarterly
	3b. New RFP for WAN/Metro connectivity specs and pricing.			
4. Promote Data Quality in the SIS through additional training.	4a. Improve on the overall quality of the data being put into the SIS.	<ul style="list-style-type: none"> <li>Information Technology Services</li> <li>Multiple Departments</li> </ul>	This work is ongoing.	Quarterly
	4b. Create validation and exception reporting tools for catching issues.			
	4c. Increase overall efficiency.			