



Strategic Improvement Plan  
for  
Santa Rosa County District Schools  
August 2018

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  Discuss at Board meetings	June  June  June
2. Continue to strengthen security over data in employee portal and District sites.	2a. Data processing will implement new software and make program changes that strengthen security over data.	Data Processing	Additional verification required when employees log in to sites	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
<p>1. Increase teacher retention rates.</p>	<p>1a. Monitor the Teacher Induction Program developed in 2017-18 in compliance with HB 7069 by the 2018 school year.            1b. Implement a teacher mentor program for alternative certification pathway employees.            1c. Explore salary enticements/strategies for the purpose of teacher recruitment/retention.</p>	<p>Director of Human Resources             Assistant Superintendent Human Resources             Professional Development Department</p>	<p>Communication memorandums/minutes/ calendar dates/ salary proposals &amp; language             Approved Teacher Induction/Mentor Program</p>	<p>Annually/May</p>
<p>2. 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.</p>	<p>2a. Develop new District archival tool (“Document Safe”).            2b. Complete implementation of PeopleAdmin products with TalentEd Recruit &amp; Hire replacing SchoolStream.            2c. Introduce existing employees to the TalentEd records system using the contract tool.</p>	<p>Human Resources Department             Data Processing</p>	<p>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</p>	<p>Annually/May</p>
<p>3. Continue leadership development for administrators and managers.</p>	<p>3a. Provide regular inservice/training on elements of the FPLS (Leadership Standards).            3b. Implement “Anchor” courses for SP3 Program (Leadership Development).            3c. Develop &amp; implement the “Electronic Portfolio” tool for SP3 program.</p>	<p>Human Resources Department             Professional Development Department</p>	<p>Approved (DOE &amp; SRC SB) SP3 Program             Inservice/training rosters.</p>	<p>Annually/May</p>
<p>4. Equip employees to be managers of their own health and wellness.</p>	<p>4a. Implement systems of communication and services that bring information to employees in useful ways to support their needs.</p>	<p>Risk Management</p>	<p>Memos/Communication of information distributed to employees.</p>	<p>Annually/May</p>



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 options to increase course opportunities for middle and high school students and investigate how to increase instructional time for elementary schools.	4a. Create a list of middle and high school courses to be offered before school, after school, and in the summer. 4b. Investigate breaking the tie between elementary school start and dismissal times from middle and high school start and dismissal times.	Assistant Superintendent, Instructional Division  Assistant Superintendent, Administrative Services	List of planned offerings  Report to the Superintendent and School Board	February 2019



Strategic Objective	Strategic Activity	Responsible Department	Evidence	Reporting Timeline
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. Focus on driver/monitor recruitment and retention. Hire two transportation liasons.	2a. Utilize local and regional recruiting agencies to advertise open positions. 2b. Create new job description and advertise transportation liason positions.	Transportation GM Contractor Manager	Monthly inspection reports Quarterly Board presentations Stakeholder surveys	Monthly/Quarterly
3. Focus on recruitment and retention. Improve summer cutting schedule, and increase number of crews available.	3a. Increase hourly wage and advertise open positions. 3b. Seek additional vendors, if needed, to maintain the new cutting schedule.	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.	Food Service Provider Cafeteria Managers School/Building Leaders	Stakeholder surveys Annual expectations meeting Quarterly Board reports	Quarterly/Annually
5. Expand current growth management tool.	5a. Continue working with Building Livable Communities, Inc. 5b. Contract with DRMP Engineering to create a GIS mapping tool.	Assistant Superintendent for Administrative Services	Data reports generated from the developed program Changes reflected within the District Work Plan.	Annually