



Stud. Engagement/Support

On Track

Critical Initiative

Provide professional learning opportunities that focus on best practices in positive relationships, high expectations, project-based learning, and student engagement

Objective:

Create learning environments rich in high expectations and active engagement

Activity

Implement district wide Capturing Kid’s Hearts (CKH) program

Person responsible: Director of Federal Programs

Launch Date: 06/16/2022

Required Resource(s):

Financial Resource:
Other Resource: ESSER funds, Title I, other grant funding

Source of Funding:

Activity Measure(s)

Decrease district wide discipline referrals,
 Increased attendance,
 Positive student surveys,

Benchmark(s)

Benchmark: District will offer CKH PD on June 9 and 10 open to teachers and staff at Bagdad, Central, Rhodes, HNP, WNP, King and OBE.

Date: 06/30/2022

Activity

Align instructional eval in Capturing Kids' Hearts (CKH) to best practices

Person responsible:		Launch Date: 05/24/2022
Required Resource(s):		
Financial Resource:	Source of Funding:	
Other Resource: General Fund - cost of new evaluation system		
Activity Measure(s)	Benchmark(s)	
Informal and formal observation data	Benchmark: District will offer school leader evaluation system training May 31 through June 8.	Date: 05/31/2022
	Benchmark: Administrators will engage teachers in a Marzano crosswalk	Date: 08/01/2022



Critical Initiative	On Track
Structure a uniform student advocacy program for every student district wide	
Objective: Create learning environments rich in high expectations and active engagement	

Activity

Develop framework for student tracking of progress

Person responsible: Assistant Superintendent of Information Technology Systems (ITS), Mental Health Coordinator	Launch Date: 06/16/2022
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Required Resource(s): Financial Resource: Other Resource: General Fund - Cost neutral to allow Focus to accommodate this activity.	Source of Funding:
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Activity Measure(s)	Benchmark(s)	Date
Attendance Rate, Discipline Data, Number of counseling referrals, Graduation Rate, Number of active student mentor participation, Pre / Post student surveys	Benchmark: Develop a Focus form that allows student identification of an advocate.	Date: 07/22/2022
	Benchmark: Pilot a mentor program at HNMS and MHS, specific to 6th and 9th grade	Date: 08/01/2022
	Benchmark: Students identify their trusted adult	Date: 10/07/2022
	Benchmark: Inform admin of expectations of "trusted adult" mentor	Date: 07/27/2022
	Benchmark: Train teachers on expectations of being a "trusted adult" mentor	Date: 08/01/2022

Stud. Engagement/Support

Critical Initiative

Prioritize uniform teacher expectations that include evidence of support, collaboration, and relationship-building which promotes retention of high-quality teachers

This critical initiative will begin in year 2 of implementation or after the first two critical initiatives have been implemented successfully.

Objective:

Create learning environments rich in high expectations and active engagement



Stud. Engagement/Support

Critical Initiative

Integrate school wide activities that engage students outside of the classroom to keep all students connected with the school

Objective:

Create learning environments rich in high expectations and active engagement

This critical initiative will begin in year 2 of implementation or after the first two critical initiatives have been implemented successfully.





Stud. Engagement/Support

Critical Initiative

Incorporate career connection, life/soft skill, dating violence, mental health, and all required instruction in one course

Objective:

Create learning environments rich in high expectations and active engagement

This critical initiative will begin in year 2 of implementation or after the first two critical initiatives have been implemented successfully.



2022-2027 Santa Rosa County Schools Strategic Plan

Santa Rosa County School District



Stud. Engagement/Support

Critical Initiative

On Track

Allocate equitable opportunities at every school

Objective:

Create learning environments rich in high expectations and active engagement

This critical initiative will begin in year 2 of implementation or after the first two critical initiatives have been implemented successfully.

Activity

Implement a broadcast classroom plan

Person responsible: Assistant Superintendent of Curriculum & Instruction

Launch Date: 07/31/2022

Required Resource(s):

Financial Resource:

Other Resource: Grant funding

Source of Funding:

Activity Measure(s)

Benchmark(s)

Identify schools and programs for broadcast

Benchmark: Gather data on student registration requests

Date: 05/31/2022

Benchmark: Select schools for implementation

Date: 05/31/2022

Benchmark: Select programs for broadcast eligibility

Date: 05/31/2022

Benchmark: Adjust transportation schedules of participating high schools

Date: 05/31/2022

Benchmark: Adjust bell schedules of participating schools to allow for broadcasting across the district

Date: 05/31/2022

Benchmark: Select broadcast classroom teachers

Date: 06/30/2022

Benchmark: Train broadcast teachers on equipment use

Date: 07/15/2022

Activity Measure(s)	Benchmark(s)
	Benchmark: Equip the broadcast teachers' classrooms Date: 07/08/2022

Activity

Utilize the feedback from teachers and students.

Person responsible: Asst Supt for Curriculum & Instruction
Launch Date: 06/30/2022

Required Resource(s):
Financial Resource:
Other Resource:
Source of Funding:

Activity Measure(s)	Benchmark(s)
Set up a cohort of broadcast teachers	Benchmark: Quarterly collaboration with broadcast teachers Date: 10/07/2022
	Benchmark: Quarterly feedback from students Date: 10/07/2022
	Benchmark: Informal (non-rated) observations of broadcast teachers for feedback purposes Date: 10/07/2022
	Benchmark: Set up (2x per year) a face-to-face experience with broadcast classrooms/teachers Date: 10/07/2022





Data Use for Program Eval

Critical Initiative

On Track

Create framework and protocol for district-wide program evaluation.

Objective:

Adopt a process for identifying baseline and variables for targeted program evaluations.

Activity

Identify working group members.

Person responsible: Director of Continuous Improvement, Director of Purchasing

Launch Date: 07/01/2022

Required Resource(s):

Financial Resource:

Source of Funding:

Other Resource:

Activity Measure(s)

Benchmark(s)

Group roster representative of different stakeholder groups

Benchmark: Workgroup identification

Date: 07/29/2022

Activity

Schedule and hold meetings.

Person responsible: Director of Continuous Improvement, Director of Purchasing, Asst Supt CIA		Launch Date: 07/01/2022
Required Resource(s):		
Financial Resource:	Source of Funding:	
Other Resource:		
Activity Measure(s)	Benchmark(s)	
Monthly Agendas, Sign-in Sheets, Meeting Minutes	Benchmark: Initial workgroup meeting	Date: 08/31/2022

Activity

ID & prioritize systemic programs for evaluation.

Person responsible: Director of Continuous Improvement, Dir of Purchasing		Launch Date: 07/01/2022
Required Resource(s):		
Financial Resource:	Source of Funding:	
Other Resource:		
Activity Measure(s)	Benchmark(s)	
List of systemic programs identified and prioritized	Benchmark: Initial list of systemic programs	Date: 09/30/2022
	Benchmark: Prioritized list of systemic programs to be evaluated	Date: 10/31/2022

Activity

Identify data needed for evaluation programs.

Person responsible: Core Strategic Planning Team		Launch Date: 07/01/2022
Required Resource(s):		
Financial Resource:	Source of Funding:	
Other Resource:		
Activity Measure(s)	Benchmark(s)	
List of data measures needed for evaluation of prioritized programs	Benchmark: Identified data measures	Date: 11/30/2022

Activity

Develop an adaptive evaluation tool.

Person responsible: Director of Continuous Improvement, Director of Purchasing		Launch Date: 07/01/2022
Required Resource(s):		
Financial Resource:	Source of Funding:	
Other Resource:		

Activity Measure(s)

Benchmark(s)

Evaluation tool

Benchmark: Working draft

Date: 02/28/2023





Data Use for Program Eval

On Track

Critical Initiative

Begin the data analysis and use the information to determine program outcomes and next steps.

Objective:

Adopt a process for identifying baseline and variables for targeted program evaluations.

Activity

Establish diverse evaluation working group.

Person responsible: Director of Continuous Improvement, Director of Purchasing, Asst Supt CIA

Launch Date: 07/01/2022

Required Resource(s):

Financial Resource:
Other Resource:

Source of Funding:

Activity Measure(s)

Group roster consisting of a representative from each of the five divisions (Human Resources, Finance, ITS, Curriculum/Instruction, and Administrative Services).

Benchmark(s)

Benchmark: Initial Meeting

Date: 03/06/2023

Activity

Identify the program for evaluation.

Person responsible: Director of Continuous Improvement, Director of Purchasing, Asst Supt CIA		Launch Date: 07/01/2022
Required Resource(s):		
Financial Resource:	Source of Funding:	
Other Resource:		
Activity Measure(s)	Benchmark(s)	
As a group, determine the program for evaluation and data needed.	Benchmark: Identified program and data required	Date: 03/31/2023

Activity

Analyze data using framework and provide feedback.

Person responsible: Director of Continuous Improvement, Director of Purchasing, Asst Supt CIA		Launch Date:
Required Resource(s):		
Financial Resource:	Source of Funding:	
Other Resource:		
Activity Measure(s)	Benchmark(s)	
Analysis report and recommendations to decision-maker(s); cyclical process	Benchmark: Initial analysis submission of first prioritized program	Date: 04/28/2023



Data Use for Program Eval

Critical Initiative

On Track

Align district-wide resources to support chosen programs

Objective:

Adopt a process for identifying baseline and variables for targeted program evaluations.

Activity

Adopt a process for the realignment resources.

Person responsible: Director of Continuous Improvement, Director of Purchasing		Launch Date: 07/01/2022
Required Resource(s):		
Financial Resource:	Source of Funding:	
Other Resource:		
Activity Measure(s)		Benchmark(s)
Realignment resource identified and applied based on findings of the program evaluation; cyclical process		Benchmark: Working draft of the process Date: 05/31/2023
		Benchmark: Realignment of resources for program evaluated, if necessary Date: 06/30/2023

Shared Instructional Leadership

Critical Initiative		On Track
Implement new teacher evaluation system.		The new evaluation platform has been selected and training for admin teams will take place in June
Objective:		
Create common practices that aim to increase instructional capacity at all levels.		

Activity

Provide evaluation PD for administrators.

Person responsible: Liz West, BJ Price, Learning Science International		Launch Date: 06/01/2022
Required Resource(s):		
Financial Resource:	Source of Funding:	
Other Resource:		
Activity Measure(s)	Benchmark(s)	
Calibration activity, Feedback, Survey, Sign-in sheet, Presentation Materials	Benchmark: 3-day admin. training	Date: 06/01/2022
	Benchmark: Building Expertise Conf. for admin.	Date: 06/22/2022
	Benchmark: Follow-up training at admin. conference	Date: 07/26/2022
	Benchmark: Self- Assessment Review	Date: 09/01/2022
	Benchmark: Review of element data by schools and district	Date: 10/06/2022

Activity

Provide PD for all instructional employees

Person responsible: Liz West, BJ Price, Principals & APs		Launch Date: 08/02/2022
Required Resource(s):		
Financial Resource:	Source of Funding:	
Other Resource:		
Activity Measure(s)	Benchmark(s)	
Feedback, Survey, Sign-in sheet, Presentation Materials,	Benchmark: Self-Assessment Review	Date: 08/30/2022
	Benchmark: Q1 Observation Data	Date: 10/06/2022
	Benchmark: Q2 Observation Data	Date: 12/16/2022



Shared Instructional Leadership

Critical Initiative		On Track
Develop common grading practices to increase instructional capacity.		The timeline for administrators to initiate this with site-based staff will be provided at admin conf in July
Objective: Create common practices that aim to increase instructional capacity at all levels.		

Activity

Principal/teacher discussions (grading practices)

Person responsible: School Administrators/teachers		Launch Date: 08/30/2022
Required Resource(s):		
Financial Resource:	Source of Funding:	
Other Resource:		
Activity Measure(s)	Benchmark(s)	
Meeting dates, Presentation materials	Benchmark: Review current grading practices	Date: 08/30/2022
	Benchmark: Principal's follow-up discussions	Date: 10/07/2022
	Benchmark: Principal defines and communicates expectations for common grading practices	Date: 12/16/2022

Activity

Groups begin development/common grading practices

Person responsible: Principals/Assistant Principals/Teachers		Launch Date: 09/29/2022
Required Resource(s): Financial Resource: Other Resource:		
Source of Funding:		
Activity Measure(s)	Benchmark(s)	
Meeting dates, Sign-in sheets, Meeting minutes, Proposals for common grading practices,	Benchmark: Grade level/subject area meetings	Date: 09/29/2022
	Benchmark: Progress reported to administration	Date: 12/16/2022
	Benchmark: Common grading practices reflected in 3rd quarterly grades	Date: 03/10/2023

Activity

Administrators report the status of developing CGP

Person responsible: Administrators/Directors		Launch Date: 09/01/2022
Required Resource(s): Financial Resource: Other Resource:		
Source of Funding:		
Activity Measure(s)	Benchmark(s)	
Document outlining grade/subject grading practices from each school administrator	Benchmark: Compare and Review grading practices	Date: 09/01/2022
	Benchmark: Administrators share and compare progress towards establishing common grading practices	Date: 10/06/2022
	Benchmark: Principals present grading procedures to Directors and District leaders	Date: 01/05/2023



Shared Instructional Leadership

On Track

Critical Initiative

Structure a district wide PLC model to support the new instructional coaching model and Leverage Leadership.

Admin teams will receive specific training at the July admin conference on PLC structure.

Objective:

Create common practices that aim to increase instructional capacity at all levels.

Activity

Structure a district PLC model

Person responsible: Mike Thorpe, Kelly Short, BJ Price, Directors

Launch Date: 07/26/2022

Required Resource(s):

Financial Resource:

Other Resource:

Source of Funding:

Activity Measure(s)

Documents outlining PLC Structure, presentation materials, timelines, resources, feedback, PLC evaluation

Benchmark(s)

Benchmark: Follow-up with administrators to receive feedback on PLC progress, additional PLC resources, needed support

Date: 10/06/2022

Benchmark: Evaluation progress of school PLCs and develop action steps to adjust or enhance PLCs

Date: 01/05/2023

Benchmark: Provide PLC guidelines and presentation materials for administrators to launch PLCs

Date: 07/26/2022

Stakeholder Communication & Engagement

Critical Initiative

On Track

Compile and analyze the current list of communication tools.

Objective:
 Utilize a district-wide communication plan.

District-based communication tools include School Messenger, Facebook, Twitter, Instagram. School sites utilize Remind, Class Dojo, SeeSaw, & GroupMe

Activity

Survey admins about current communication tools used

Person responsible: PIO

Launch Date: 05/02/2022

Required Resource(s):

Financial Resource:

Other Resource:

Source of Funding:

Activity Measure(s)

Stakeholder surveys,
 Usage Report,
 Attendance Rate,
 Participation Numbers

Benchmark(s)

Benchmark: District-based communication tools include School Messenger, Facebook, Twitter, Instagram. School sites utilize Remind, Class Dojo, SeeSaw, & GroupMe

Date: 06/01/2022

Activity

Assess current communication "glows" & "grows"

Person responsible: PIO		Launch Date: 05/02/2022
Required Resource(s):		
Financial Resource:	Source of Funding:	
Other Resource:		
Activity Measure(s)	Benchmark(s)	
Stakeholder surveys, Usage Report, Attendance Rate, Participation Numbers,	Benchmark: Analyze data to assess strengths and challenges of current communication tools	Date: 06/01/2022





Stakeholder Communication & Engagement

Critical Initiative		On Track
Design a framework to support consistent expectations for engaging stakeholders.		
Objective: Utilize a district-wide communication plan.		

Activity

Develop committee to explore uniform communication options

Person responsible: PIO, Assistant Superintendent for ITS		Launch Date: 05/02/2022
Required Resource(s):		
Financial Resource:	Source of Funding:	
Other Resource:		
Activity Measure(s)		Benchmark(s)
Stakeholder surveys, Townhall meetings		Benchmark: Allow admins to volunteer to serve on committee Date: 08/01/2022

Activity

Utilize district-wide communication plan

Person responsible: PIO, Assistant Superintendent for ITS		Launch Date: 05/02/2022
Required Resource(s):		
Financial Resource:	Source of Funding:	
Other Resource:		
Activity Measure(s)	Benchmark(s)	
Informal communication observations	Benchmark: FOCUS Comm App	Date: 08/01/2022

Activity

Select 1 district supported communication platform

Person responsible: PIO, Assistant Superintendent for ITS		Launch Date: 07/01/2022
Required Resource(s):		
Financial Resource: \$35000.00	Source of Funding: Budget line item	
Other Resource:		
Activity Measure(s)	Benchmark(s)	
Focus communication data	Benchmark: Access communication tools currently in FOCUS	Date: 07/01/2022
	Benchmark: Utilize School Messenger at full capacity	Date: 07/01/2022

Activity

Identify pilot schools for platform implementation

Person responsible: East Bay K-8, NHS, PIO, Ass. Super. for ITS		Launch Date: 07/01/2022
Required Resource(s):		
Financial Resource:	Source of Funding:	
Other Resource:		
Activity Measure(s)	Benchmark(s)	
	Benchmark: Set up a TWILIO pilot account	Date: 07/01/2022
	Benchmark: Train admins and teachers at pilot schools on using TWILIO	Date: 08/01/2022



Stakeholder Communication & Engagement

Critical Initiative		On Track
Utilize a district parent advisory council to garner additional input throughout the strategic implementation process.		Application is being developed
Objective: Utilize a district-wide communication plan.		

Activity

Create advisory council application and post on district webpage/social media platforms

Person responsible: PIO, Supt		Launch Date: 09/01/2022
Required Resource(s):		
Financial Resource:	Source of Funding:	
Other Resource:		
Activity Measure(s)	Benchmark(s)	
Create a Parent Advisory Council application	Benchmark: Create application	Date: 07/01/2022
	Benchmark: Distribute application	Date: 08/01/2022
	Benchmark: Review applications	Date: 08/12/2022
	Benchmark: Send welcome letters out to selected applicants	Date: 08/22/2022