

# Flagler County Schools Strategic Plan:

**SY 21-22 – SY 23-24**



# Contents

A Message from the Superintendent .....	3
Vision and Mission .....	4
Guiding Principles and Beliefs.....	5
About Flagler County Schools .....	6
The Strategic Planning Process .....	9
Our Strategic Plan (at a glance) .....	10
Our Appreciation.....	17

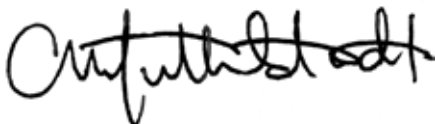
## A Message from the Superintendent

Serving Flagler County as Superintendent of Schools is the highest professional privilege I could have. The people of our community are what make Flagler County such a great place to live and work. The fact that our parents entrust us with their children is not a responsibility we take lightly. Flagler Schools is honored to have some of the best and brightest teachers in the state of Florida working in our schools. Our teachers provide more than 13,000 students a top-notch education preparing them for college and career opportunities while preparing them to be productive citizens in an ever changing world. We have a school board that is passionate about our students and employees. Our school board is dedicated to providing the tools our students, teachers, and administrators need to accomplish our mission. In addition, we have a cadre of community members who step up and provide much-needed support by volunteering their time, serving as mentors, and funding local scholarships. All of these efforts make Flagler Schools one of the best school districts in Florida.

When we began our journey to establish our strategic plan, we knew we had to engage our entire community. We have been provided feedback from our parents, students, teachers, support staff, school board members, and other stakeholders across our county. The last couple of years have been some of the most challenging anyone in education has ever experienced, and I applaud and thank everyone who participated and gave us the input necessary to create a robust and relevant strategic plan to guide our work. As life-long learners, we also recognize the need for our plan to have the ability to evolve. If the last few years have taught us anything, it is to be flexible and pivot at a moment's notice. That is why we call our strategic plan a "living document."

Six goals are contained in our 2021-2024 District Strategic Plan. They are: academics, student supports, social-emotional well-being, talent, operational efficiencies, and communication. These six areas are paramount in moving Flagler Schools forward as we continue to provide a top quality education to the students of Flagler County.

Working Together,

A handwritten signature in black ink, appearing to read 'Cathy Mittelstadt', with a stylized, cursive script.

Cathy Mittelstadt  
Superintendent of Schools  
November, 2021

## Vision and Mission



### Vision:

As a courageous, innovative leader in education, Flagler Schools will be the Nation's premier learning organization where all students graduate as socially responsible citizens with the skills necessary to reach their maximum potential.

### Mission:

Flagler Schools ensures educational success through high expectations and innovative thinking in a safe learning environment to empower students to reach their full potential as responsible, ethical, and productive citizens in a diverse and changing world.





# Guiding Principles and Beliefs

## Guiding Principles:

Children First  
Trust and Respect for All  
Empower Others  
Teamwork  
Excellence, Quality, and Consistency  
Commitment to Individual Needs  
Get to "Yes"



## Beliefs

We believe that the academic culture provided to students will be of the highest caliber when every decision is made on the basis of what is best for students.

We believe all students will learn and excel when provided with authentically engaging work based on high standards that is given in a risk-free environment.

We believe in order to provide an internationally competitive education to all students that teamwork, open communication, honesty and trust must be part of all working relationships.

We believe that all our educators, teachers, support staff, administrators, and School Board Members have special talents and strengths that have a positive impact on student achievement. Educators are encouraged to pursue continual professional development and model life-long learning.

We believe that parents are an integral part of student success. By working together parents, students, community members and teachers will provide the level of support that is necessary for students to reach their maximum potential.

## About Flagler County Schools

We, as a Flagler Community, believe our children will drive the future. Along with offering a world-class education, Flagler Schools also works with local business leaders to identify the key, targeted industries for our community and our region. As part of our Classroom to Careers initiative, all students have the opportunity to explore the fields of Agriculture, Aerospace, Green Technology, Health Science, Engineering and Computer Science, Marine Research, Finance and Business, Leadership, and the Arts, to name a few.

Flagler Schools ensures educational success through high expectations and innovative thinking, in a safe learning environment, to empower students to reach their full potential as responsible, ethical, and productive citizens in a diverse and changing world.

Accreditation means that our schools meet the following performance standards:

- Leadership Capacity
- Learning Capacity
- Resource Capacity

District and school accreditation is a certification by an external authority that the minimum standards of quality are being met as required by the Florida Department of Education. Flagler Schools is accredited through Cognia (formerly AdvancED).

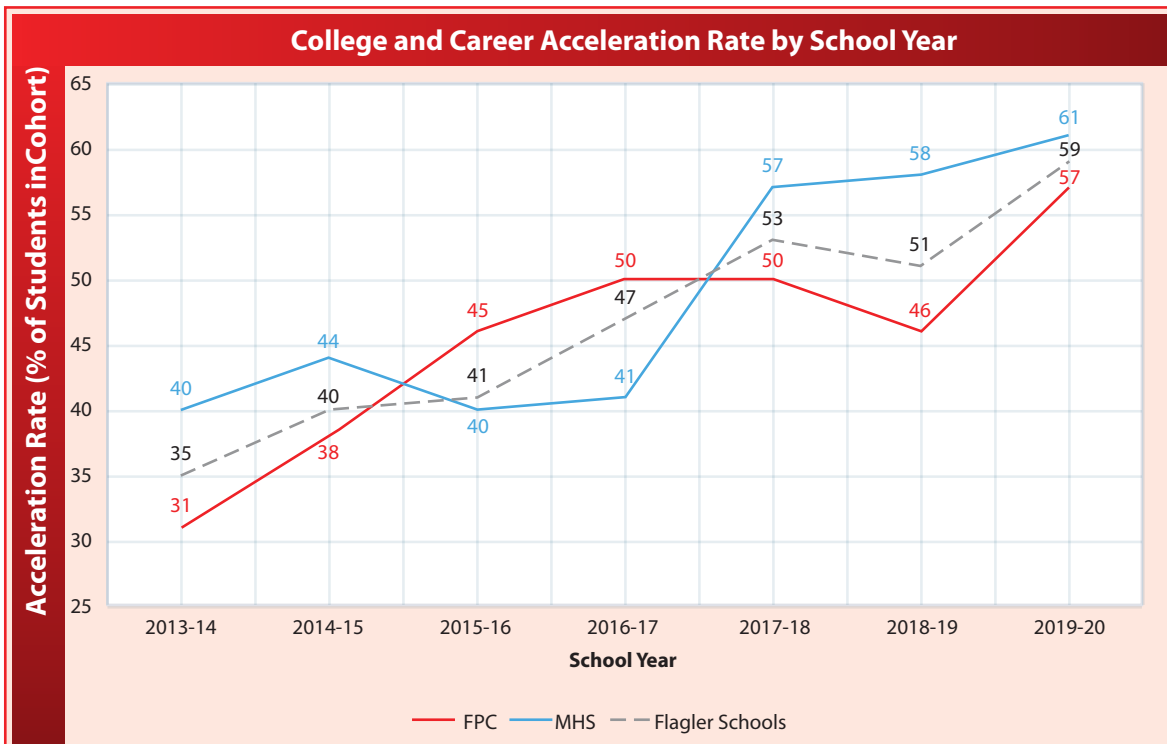
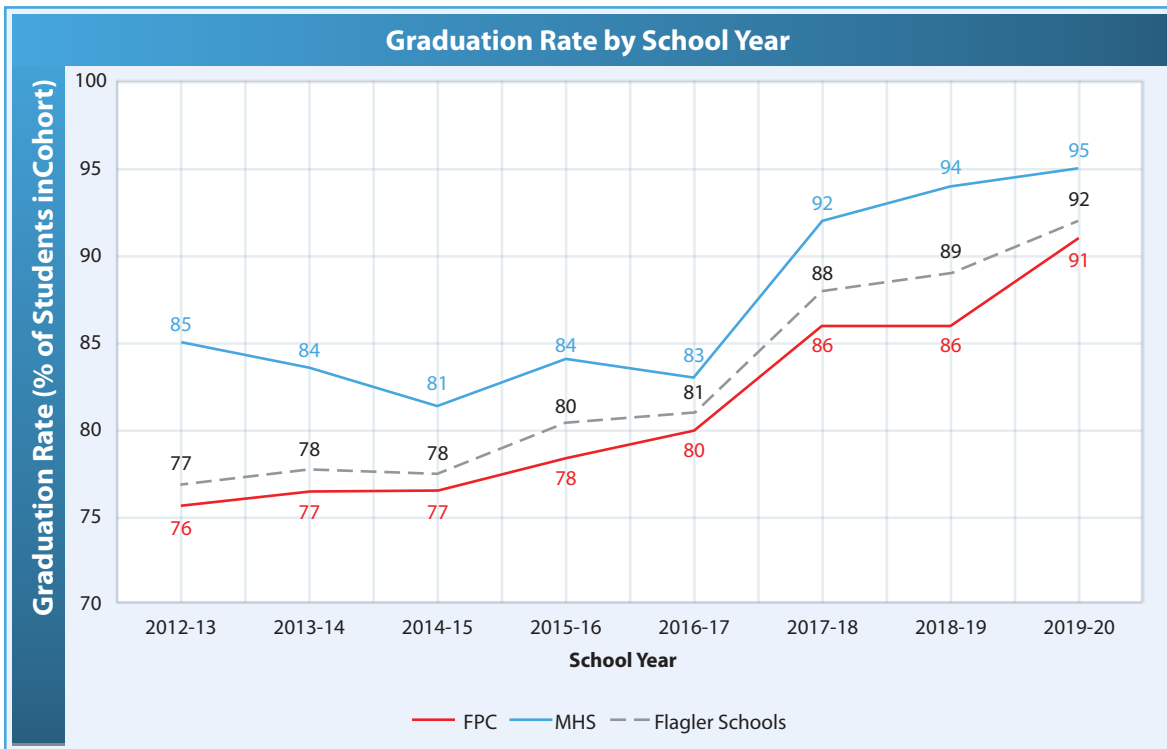
The US Census shows more than 41,000 homes in Flagler County. Flagler Schools directly impacts the majority of these homes through extended families, friends, and student involvement. Flagler Schools is proud to be a valuable partner in the network that makes our entire community strong, vibrant, and forward-thinking.

### Student Demographics

**Total number of students: 13,380 (as of 11/9/21)**

	Amer Ind	Asian	Black	Nat Hawaiian	White	Hisp/Lat	Multi-Ethnic	Total
Male	33 (.25%)	162 (1.21%)	922 (6.9%)	13 (0.1%)	4140 (31%)	1184 (8.8%)	487 (3.6%)	6941 (52%)
Female	33 (.25%)	159 (1.19%)	904 (6.76%)	15 (0.11%)	3779 (28%)	1066 (8%)	483 (3.6%)	6439 (48%)

## Student Achievement



## Programs Offered

- 638 students taking AP Courses
- 847 AP Exams taken
- 1,090 Students enrolled in Advanced Placement, International Baccalaureate, and Cambridge Advanced International Certification of Education courses
- 236 Dual Enrollment students
- 91 dual-enrolled Flagler Schools students received their AA from Daytona State College in 2021
- Flagler Schools was rated an “A” district during the last full assessment provided by the Florida Department of Education.
- Flagler Schools’ 1-to-1 Initiative, supported by the continued renewal of a ½ Cent sales tax has placed a device in every student’s hand. This enabled the district to pivot to all-online education during the COVID-19 pandemic in the spring of 2019.
- Flagler Schools is the first school district in the state of Florida to be awarded the Distinguished District Award by the International Society of Technology in Education.
- Flagler School graduates can be found at every major Florida university, our military academies, Ivy League schools, and other prestigious campuses such as Stanford University, the University of Virginia, and Duke University.



- Flagler Schools students are consistently named National Merit Scholarship semifinalists and finalists.
- Both Flagler-Palm Coast High School and Matanzas High School are in the top half of the Best High Schools as ranked by US News and World Report.
- Indian Trails Middle School was named one of the top middle schools in the country by that same publication.
- Our iFlagler online education program has been named Best Small District Franchise by Florida Virtual School twice.



## The Strategic Planning Process

To develop this plan, our leadership team partnered with DeliverEd to engage in a process that focused on: root-cause analysis of our district's key challenges and opportunities, prioritizing areas in which we want to make progress over the next three years, and laying out strategies to make that progress. It was important that we gather input from school leaders, as well as teachers, staff, parents, and community members in Flagler County as we developed the implementation plans for each of the strategies. This outreach was done through a community survey and the "Let's Talk!" application on our district website. Our leadership team drafted and refined the goals, strategies and metrics detailed in this plan and will use it as a living, breathing guide to our strategic work. Throughout the process, we engaged the board periodically to ensure that our goals and strategies are aligned with their vision for the district. We are grateful for the tremendous effort our team dedicated to this process and to the board for their support.



## Our Strategic Plan (at a glance)

### GOAL 1

#### Academics

Increase academic achievement in core subject areas for students as identified through state and progress monitoring assessments.

### GOAL 2

#### Educational Equity\*

Increase access for all students to a high quality educational experience.

### GOAL 3

#### Social and Emotional Well-being

Provide a structured framework for improving social-emotional well-being throughout the school community and district.

### GOAL 4

#### Talent

Align recruitment, opportunity and retention efforts so that new talent and existing staff are supported throughout all phases of the employee life cycle. The employee life cycle includes attraction, recruitment, onboarding, development, retention, and off boarding.

### GOAL 5

#### Operational Efficiency

Ensure operational efficiency and align resources with strategic priorities.

### GOAL 6

#### Communications

Increase the awareness of Flagler Schools within the Flagler County community through a multi-layered process, as well as clarify the communication among internal stakeholders.

\*As defined by Florida Statute 1000.05 (FL 2021) and Florida Administrative Code 6A-19 (1985)

# GOAL 1

## Academics

**What?** This goal is to ensure that all students achieve academic success using systematic and consistent monitoring that allows us to propel learners to reach their maximum potential. From early learning to post-secondary preparation, systems, and processes will be developed, implemented, and evaluated throughout the district to yield more consistent results. Through the use of research-based strategies along with rigorous and targeted instruction, we will improve student achievement.

**Why?** Aligned with our guiding principles of “Children First” and “Excellence, Quality and Consistency,” and our belief that, “all students will learn and excel when provided with authentically engaging work based on high standards that is given in a risk-free environment,” the strategies and activities under this goal constitute the core of our purpose as a district: to provide a high-quality educational experience for all students in our community.

### Outcome Metrics

Increase the percentage of students who are on grade level in core subjects as measured by state assessments and progress monitoring for both ELA and math.

ELA: Increase the percentage of students who are on grade level from 56% in 2020-21 to 62% in 2023-24.

Math: Increase the percentage of students who are on grade level from 57% in 2020-21 to 63% in 2023-24.

### Priority Strategies

- 1.A - Conduct quarterly reviews of student progress at the district level.
- 1.B - Strengthen professional and leadership development to focus on content-specific, needs-based support for implementing rigorous, targeted instruction.
- 1.C - Strengthen early learning by adopting a more systematic approach (more consistent expectations).

## GOAL 2

## Educational Equity\*

**What?** This goal aims to address the uniqueness of each student and reduce the challenges and barriers that impact student success. Through the use of multi-tiered systems of support and strategically allocating resources based on student and school needs, we can meet our students where they are educationally, socially, and emotionally. This will ensure that every student has an opportunity for success and result in narrowing of achievement gaps.

**Why?** This goal is aligned with our guiding principles “Children First,” “Trust and Respect for All,” and “Commitment to Individual Needs,” and our belief that, “academic culture provided to students will be of the highest caliber when every decision is made on the basis of what is best for students.” By focusing on ensuring we are meeting the needs of each individual student, we will accelerate our success in improving student achievement.

### Outcome Metrics

Reduce gaps in student achievement on state assessments between overall achievement and high-priority subgroups: African-American, Free/Reduced-Price Lunch (FRL), Students with Disabilities (SWD), English Language Learners.

1. SWD ELA gap from 43 percentage points in 2020-21 to 37 percentage points in 2023-24
2. SWD Math gap from 37 percentage points in 2020-21 to 31 percentage points in 2023-24
3. FRL ELA gap from 17 percentage points in 2020-21 to 11 percentage points in 2023-24
4. FRL Math gap from 16 percentage points in 2020-21 to 11 percentage points in 2023-24
5. African-American ELA gap from 26 percentage points in 2020-21 to 22 percentage points in 2023-24
6. African-American Math gap from 27 percentage points in 2020-21 to 25 percentage points in 2023-24.

Increase the percentage of students showing progress in English Language Proficiency from 62% in 2020-21 to 64% in 2023-24.

Increase the percentage of unique students enrolled in level 3 courses (IB, AICE, AP, Dual Enrollment, Honors, Advanced, Adult Career and technical Education/Adult General Education) from 60% in 2020-21 to 66% in 2023-24.

### Priority Strategies

- 2.A - Ensure that all students have access to accelerated coursework, with an emphasis on students who are traditionally underrepresented.
- 2.B - Implement K-12 Classroom to Career Pathways at every school.
- 2.C - Align daily instructional practice for Students with Disabilities to ensure they receive appropriate support and services.
- 2.D - Develop and implement a system for improving MTSS (Multi-Tiered System of Supports).

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\*As defined by Florida Statute 1000.05 (FL 2021) and Florida Administrative Code 6A-19 (1985)



## GOAL 3

### Social and Emotional Well-being

**What?** This goal is focused on ensuring that all students are safe and supported. Learning environments that establish systems and processes promote a sense of belonging and support students academically. Schools, district personnel, and community organizations will be engaged in developing and implementing initiatives that support the social and emotional well-being of our students. This community-wide focus will help form socially responsible citizens with the skills necessary to excel in school and beyond. This goal will provide a structured framework for improving student social and emotional well-being throughout the school district.

**Why?** This goal is aligned with our guiding principles “Children First” and “Commitment to Individual Needs,” and our belief that, “By working together parents, students, community members and teachers will provide the level of support that is necessary for students to reach their maximum potential.” By including a strategic focus on social/emotional well-being for our students, we get closer to meeting our vision and mission focused on developing students to meet their full potential in our community.

#### Outcome Metrics

Increase the percentage of school staff members trained in Youth Mental Health First Aid (YMHFA) by 20% per year, from 14% in 2020-2021 to 74% in 2023-2024.

Mitigate chronic absenteeism to pre-pandemic levels for students who have accrued 21 or more days of unexcused absences, from 900 students in 2020-21 to 480 in 2023-24.

Improve our connectivity rate for social work referrals to verify that families are linked to an appropriate resource within 72 hours as measured by referral tracking software by 0.5% per year, from 90% in 2020-21 to 91.5% in 2023-24.

#### Priority Strategies

- 3.A - Build staff capacity to support students’ mental health and behavioral needs.
- 3.B - Foster a consistent, positive, and proactive approach to behavior management.
- 3.C - Establish systems and processes for re-engaging students and monitoring school culture.
- 3.D - Develop a culture that fosters and encourages a school-wide norm that is supportive of Social and Emotional Learning.
- 3.E - Develop and implement a Parent and Family Engagement Plan in all schools.

## GOAL 4

### Talent

**What?** This goal is designed to attract and retain top talent to Flagler Schools in order to be the Nation's premier learning organization. Utilizing a system of support for all employees will promote a culture that encourages growth and employment longevity. A long term investment in our employees is an even longer term investment in the future success of our students.

**Why?** This goal is aligned with our guiding principles "Empower Others" and "Teamwork," and our belief that, "all our educators, teachers, support staff, administrators, and School Board Members have special talents and strengths that have a positive impact on student achievement." By bringing a strategic focus to our recruitment and retention work, we will secure and maintain a consistent, high-quality team of educators, staff, and administrators.

#### Outcome Metrics

Recruitment and Retention: Reduce the percentage of vacant positions after the first two weeks of school:

1. Reduce the percentage of vacant instructional positions from 4% in 2021-22 down to 1.5% in the 2023-24 school year.
2. Reduce the percentage of vacant non-instructional positions from 11.7% in 2021-22 to 5% in the 2023-24 school year.

#### Priority Strategies

- 4.A - Build stronger recruitment systems.
- 4.B - Expand leadership development experiences and career pathway opportunities.
- 4.C - Create systemic support for employee growth/development in priority areas: customer service, leadership, and continuous professional improvement.
- 4.D - Strengthen the culture of feedback and growth through ongoing coaching and evaluation.
- 4.E - Build more effective systems and processes for talent management.

## GOAL 5

### Operational Efficiency

**What?** This goal is focused on ensuring that Flagler County Schools operates efficiently and effectively to optimize resources that support teaching and learning. The establishment of standard operating procedures among all departments will create responsive and integrated systems that are fiscally responsible. Effective stewardship of funds demonstrates transparency and accountability to our community. This, in turn, prepares the district to be adaptable when facing unprecedented challenges.

**Why?** This goal is aligned with our guiding principles of “Teamwork,” “Excellence, Quality and Consistency,” and “Trust and Respect for All.” By bringing a strategic focus to improving our operational efficiency, we will ensure we are meeting and exceeding our fiscal, safety, and environmental goals as a district.

#### Outcome Metrics

Plant and custodial services will Increase the routine work order productivity/completion rate (closed ticket in fewer than 7 days) from 80% in 2020-21 to 85% in 2023-24.

Food and Nutrition Services: Increase participation in school lunch program from 60% in 2020-21 to 66% in 2023-24.

Transportation: Increase on-time arrivals by 10% from 2020-21 to 2023-24.

Ensure continuity of operations in the event of an unforeseen emergency by maintaining the general fund balance at a minimum of 8%.

#### Priority Strategies

5.A - Increase operational efficiencies in plant & custodial services.

5.B - Improve operations and uptake of food services.

5.C - Improve transportation efficiency, including on-time departures, fleet maintenance, GPS monitoring and family engagement.

5.D - Improve interoperability within key technology systems.

5.E - Increase efficiency in the procurement of goods and services.

5.F - Decrease the number of unplanned staff absences.

5.G - Plan for Rezoning.

## GOAL 6

## Communications

**What?** The goal of communications in Flagler Schools is to provide exemplary leadership in communications and outreach so the various stakeholder groups in our community can support student achievement. We are dedicated to providing creative communication support for district-wide initiatives so we can educate key audiences, increase awareness, and promote a positive perception of Flagler Schools throughout our community. Clear, concise, and timely communication ensures the continued success of our students and supports all our district goals.

**Why?** This goal is aligned with our Guiding Principle “Trust and Respect for All” and our belief that “in order to provide an internationally competitive education to all students that teamwork, open communication, honesty and trust must be part of all working relationships.” By improving our strategic alignment and approach to communication across the district, we will ensure that all stakeholders understand consistent messages from the district.

### Outcome Metrics

Increase in social media reach as measured by quarterly media metrics across Facebook, Twitter and Instagram, targeting growth of 15% in years 2021-22 and 2022-23 and 10% in year 2023-24.

Increase the percentage of families who strongly agree & agree with “district communications are effective” in the District Communication survey. Increase positive perceptions of the district communication as measured by the annual family, staff & community survey. We are adding a question to rank their satisfaction with the district and school communication.

### Priority Strategies

- 6.A - Craft a comprehensive, cohesive communications plan and support implementation of that plan at the district and school levels.
- 6.B - Increase outreach within our community (to include community organizations, business partners, other external partners) to keep them informed of programs, news, and services within the district.
- 6.C - Improve internal communications.
- 6.D- In the short term, lead the District’s communications regarding the upcoming ½ Penny Sales Tax Renewal referendum, knowing our role is strictly educating and highlighting the success this funding has enabled.



## Our Appreciation

We appreciate the opportunity to work with the DeliverED staff in creating this document; however, without the collaboration of administrators, teachers, parents, and community members, this plan would not be possible. We thank you all for your time and dedication to this first step. This plan outlines the steps Flagler Schools will take to transform the educational experience of our students. We know the hard work all the Flagler Schools staff put forth each and every day will ensure this plan moves from paper to reality.





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