

# **Gulf District Schools Strategic Plan**



**Validity Period: July 1, 2019 – June 30, 2024**  
**Board Approved: April 2, 2019**

## **Gulf County School Board Members**

Brooke Wooten, Chairman

Cindy Belin

Ruby Knox

Denny McGlon

Billy Quinn

### **Superintendent**

Jim Norton

### **Strategic Plan Team Members**

Supt. Jim Norton

Woody Borders

Tracy Bowers

Bill Carr

Josh Dailey

Diana Dykes

Billy Hoover

Kim Ludlam

Duane McFarland

Dennis Peak

Lori Price

Terry Thompson

Martha Weimorts

Misty Wood

Sissy Worley

# **Gulf District Schools Strategic Plan 2019-2024**

## **Mission**

The Gulf School District shall provide a safe, nurturing environment and a comprehensive curriculum that meets the needs of all learners.

## **We Believe:**

- A safe and caring environment is essential for learning and the well-being of all individuals.
- Individuals and organizations are accountable for their behaviors and actions.
- High expectations and challenging standards promote continuous improvement and high achievement.
- Community involvement and teamwork are critical to a high quality educational system.
- Respect for individual diversity and ideas is essential.
- High quality education demands innovation and risk.
- All decision-making must be child-centered.
- The balance of academics and extracurricular activities is essential for a well-rounded education.
- Students require discipline and direction in order to be successful learners.
- The practice of sound fiscal management is essential to the stability of the system.
- All students can learn when provided instruction commensurate with their individual talents and learning styles.

# State Goals and Priorities

**State Goal 1: Higher Student Achievement**

**State Goal II: Seamless Articulation and Maximum Access**

**State Goal III: Skilled Workforce and Economic Development**

**State Goal IV: Quality Efficient Services**

**State Priority 1: PreK-12 Students**

- *Improve kindergarten readiness*
- *Increase the percentage of students scoring at or above grade level*
- *Increase student participation and performance in accelerated course options*
- *Increase high school graduation rates*
- *Improve college readiness*
- *Expand digital education*
- *Expand STEM-related educational opportunities*
- *Increase career and technical educational opportunities*
- *Improve adult education programs*

**State Priority 2: Teachers and Leaders**

- *Increase the percentage of effective and highly effective principals*
- *Increase the percentage of highly effective teachers*
- *Reduce the number of out-of-field teachers*

**State Priority 3: School Choice**

- *Increase the percentage of charter school students performing at grade level.*
- *Ensure SES providers are high performing*
- *Expand choice options for students*

**State Priority 4: Postsecondary Students**

- *Increase college readiness and success*
- *Maintain affordability and access*
- *Prepare for careers*

## **Gulf District Schools Goals and Objectives**

### **Goal 1: To provide a quality education for all learners in Gulf County.**

Objective 1: To increase by 2% annually the number of students scoring Level 3 or above on the FSA or pass the Algebra I EOC.

Objective 2: To annually provide services, resources and assistance for 100% of identified ESE students.

Objective 3: To annually provide an Adult Education program which allows 100% of students enrolled to earn a standard high school diploma or to enhance employability skills.

Objective 4: To annually provide a highly qualified instructional and support staff at 100% of Gulf School District's schools.

### **Goal 2: To provide an environment conducive to teaching and learning.**

Objective 1: To annually provide a student food services program available to 100% of Gulf School District's students.

Objective 2: To annually address, 100% of routine and priority facility projects.

Objective 3: To annually maintain and upgrade technology at each instructional site.

### **Goal 3: To provide and maintain a safe environment for students and employees.**

Objective 1: To annually ensure efforts to promote safety and civil rights for 100% of students and employees.

Objective 2: To ensure safety for 100% of transported students by routinely monitoring equipment, training and health of drivers, and bus stop sites a minimum of once a year.

### **Goal 4: The Gulf County School Board shall be financially sound.**

Objective 1: To be financially sound, the Gulf County School Board shall maintain a 3% undesignated fund balance of the FEFP formula in the General Fund on an annual basis.

## Gulf District Schools Strategic Planning 2019-2024

**Goal 1:** To provide a quality education for all learners in Gulf County.

**Objective 1:** To increase by 2% annually the number of students scoring Level 3 or above on the FSA or pass the Algebra I EOC.

### State Goal 1 State Priority: 1, 2

#### ACTION PLAN

Strategies	Person(s) Responsible	Adequate Progress and/or Completion Evidence	Timeline	Budget
Provide certified personnel as per the Board adopted staffing plan for each school and as per state and federal requirements	Superintendent School Board Principals	Personnel recommended and hired prior to school starting or on an as needed basis/Board minutes	2019-2024	Based on approved salary schedule
Provide paraprofessionals and support staff to adequately support instructional programs	Superintendent School Board Principals	Personnel hired annually Board minutes	2019-2024	Based on approved salary schedule
Provide adequate support to all beginning teachers to ensure satisfactory progression/development during the first year of teaching	Developing Teacher Program Coordinator	Successful complete ion of DTP	2019-2024	
Adopt and purchase textbooks as indicated by the state adopted textbook cycle or as needed. Purchase test preparation materials	Principals/Teachers Asst. Supt. for Instruction SAC Rep.	Textbooks selected and purchased prior to school and/or as needed for replacement. Supplementary materials as needed purchased.	Annually	\$150,000.00 DE 6,000.00
Purchase supplementary instructional materials which support instruction of the standards: \$20 per elementary student \$35 per middle/high school student	Principals Teachers Finance Officer	Purchase Orders	Annually	Based on enrollment
Provide staff development in recognizing signs of abuse and what to do	Teachers Principals Staff Dev. Coordinator	Identify participants Document training New teacher orientation Teachers complete online course and Certification of Completion is placed in personnel file	Annually	\$1,000.00
Provide staff development for teachers and school leaders to ensure understanding of standards, district appraisal instruments, and ESE and STEM initiatives	Staff Dev. Coordinator Director of Assessment	Identify participants Document training New teacher orientation ePDC	Annually	\$25,000.00

## Gulf District Schools Strategic Planning 2019-2024

**Goal 1:** To provide a quality education for all learners in Gulf County.

**Objective 1:** To annually by 2% increase the number of students scoring Level 3 or above on the FSA or pass the Algebra I EOC.

**State Goal 1, 2, 3, 4**  
**State Priority: 1, 2, 4**

### ACTION PLAN

Strategies	Person(s) Responsible	Adequate Progress and/or Completion Evidence	Timeline	Budget
Provide staff development in technology, classroom management, safety, assessment, curriculum, parent involvement, textbook usage	Staff Dev. Coordinator Principals/PAEC Instr. Tech Coaches Title I Coordinator	Teachers surveyed In-service scheduled Sign-in sheets ePDC	Ongoing	Based on categorical, Titles I, II, IDEA & projected amount of \$100,000.00
Update School Improvement Plans, Student Progression Plan, Code of Conduct, ESE Special Procedures & Programs, Parent Involvement Plan, Parent Guide	Principals, ESE Coordinator, Asst. Supt. for Instruction SAC's	Plans updated and approved by the Board Plans entered into State system	Annually	\$3,000.00
School Improvement Plans will address student achievement, dropout early warning signs, and college/career readiness	Principals Asst. Supt. for Instruction	Plans written, reviewed and Board approved	Annually	\$200.00
Allocate school improvement dollars based on October FTE to each elementary, middle and high school	Finance Officer	SI dollars allocated per FTE for designated cost centers Purchase Orders complete by 12/15	Annually	Based on enrollment and Legislative appropriation
Recruit and train to qualify substitutes as per state statute	Staff Dev. Coordinator	Training records Sign-in sheets	Ongoing	\$1,000.00
Provide board approved substitutes	Superintendent School Board Principal	Board minutes Substitute list sent to schools	Annual	\$100,000.00
Use current data to determine deficient areas in the core curriculum. Provide training to implement newly legislated requirements	Principals, Teachers Asst. Supt. for Instruction Testing Coordinator	Data gathered and dispensed to schools and teachers Update curriculum	Annually	\$100,000.00

Provide parent involvement opportunities and services at each elementary school	Title I Coordinator Principals	Staff schedules Sign in sheets Board minutes Personnel records	Ongoing	Title I - \$45,000.00 General \$4,000-6,000
---	-----------------------------------	---	---------	--



## Gulf District Schools Strategic Planning 2019-2024

**Goal 1:** To provide a quality education for all learners in Gulf County.

**Objective 1:** To increase annually by 2% the number of students scoring Level 3 or above on the FSA or above or pass the Algebra I EOC.

### State Goal 1, 2, 3, 4 State Priority 1

#### ACTION PLAN

Strategies	Person(s) Responsible	Adequate Progress and/or Completion Evidence	Timeline	Budget
Identify students who need additional services such as remediation or credit recovery and extended services for ESE in reading, writing, math, science, social studies, and provide staff and curriculum	Principals Guidance Counselor Teachers District	Funds allocated for remedial services Software purchased	Annually	Title I allocations, and other state or federal special funds
Provide a summer Reading Enrichment Camp for Level 1 students in grade 3	Superintendent Principals Asst. Supt. for Instruction Finance Officer	Reading Camps established Teachers hired Board minutes	Annually	SAI \$15,000.00
Provide services to teen parents and expectant parents	Teen Parent Coordinator	Plan developed and funds allocated	Ongoing	General
Provide a reading coach for each geographical area of the school district	Superintendent Asst. Supt. for Instruction	Comprehensive Reading Plan written and approved	2019-2024	Based on Reading Grant
Provide instructional materials and supplies for Gulf Academy and a certified instructor	Asst. Supt. for Instruction Teacher Supervisor of Gulf Academy	Purchase Orders Staffing Plan/schedule	2019-2024	\$130,000.00
Allocate Perkins dollars to high schools as dictated by state guidelines and the State approved CTE Plan	Vocational Coordinator Principals	District vocational budget established	2019-2024	Grant amount
Provide supplementary services for juniors and seniors who have not passed FSA or a required EOC exam	Principals Asst. Supt. for Instruction Finance Officer Adult Education Coordinator	Funds allocated for remedial services	2019-2024	Grant funds

Utilize the Title I Parent Advisory Council to give input on the grant and other Title I specific issues	Title I Coordinator Principals Parent Liaison	Council Established Bi-annual meeting Agendas Sign-in Sheets	2019-2024	\$200.00
Allocate funds from Title I to support academic success for students identified as homeless	Title I Coordinator Truant Officer	Students identified and funds provided as needed.	2019-2024	\$1,000.00
Increase level of inclusion education by 5% annually until state goal of 85% is achieved	Asst. Supt. for Special Services Asst. Supt. for Instruction Principals	Student Schedules IEPs	Ongoing	IDEA Allocation

## Gulf District Schools Strategic Planning 2019-2024

**Goal 1:** To provide a quality education for all learners in Gulf County.

**Objective 1:** To increase by 2% annually the number of students scoring Level 3 or above on the FSA or pass the Algebra I EOC.

**State Goal 1, 2, 3, 4**

**State Priority 1, 2, 4**

### ACTION PLAN

Strategies	Person(s) Responsible	Adequate Progress and/or Completion Evidence	Timeline	Budget
Provide instructional media resources to support classroom instruction	Superintendent School Board Finance Officer Principals	Media budget developed Purchase orders into Finance Officer by Oct. 1	2019-2024	State and District \$10,000.00
Maintain SACS accreditation for high schools Provide funds for preparation for SACS site visit and a comprehensive needs assessment	Principals Teachers Asst. Supt. for Instruction	Secure consultant for each school Remit annual fees	Annually	\$3,500.00
Develop pacing guides for implementation of instructional standards	Asst. Supt. for Instruction Teachers Principals Coordinator of Curriculum	Establish schedule Secure substitutes Document completed and Board approved	2019-2024	\$2,500.00

## Gulf District Schools Strategic Planning 2019-2024

**Goal 1:** To provide a quality education for all learners in Gulf County.

**Objective 1:** To increase annually by 2% the number of students scoring Level 3 or above on the FSA or pass the Algebra I EOC.

**State Goal 1, 2, 3, 4**

**State Priority 1, 2**

### ACTION PLAN

Strategies	Person(s) Responsible	Adequate Progress and/or Completion Evidence	Timeline	Budget
Provide summer VPK services	Asst. Supt. for Special Services	Summer program implemented Preschool available to 4 year olds – Students enrolled	Annually	State funded \$30,000.00
Assess all kindergarten students for readiness. Administer FLKRS to all kindergarten students	Asst. Supt. for Special Services Coord. of Assessment Principal/Teachers Guidance Counselors	Order assessment instrument Student records Train kindergarten teachers and guidance counselors	Annually	\$500.00
Blend entitlements to ensure using best practices to achieve cost effectiveness	Finance Officer Program Administrators	Program budgets and goals	Ongoing	Based on allocation

## Gulf District Schools Strategic Planning 2019-2024

**Goal 1:** To provide a quality education for all learners in Gulf County.

**Objective 2:** To annually provide services, resources and assistance for 100% of identified ESE students.

**State Goal 1, 2, 3, 4**

**State Priority 1, 2, 4**

### ACTION PLAN

Strategies	Person(s) Responsible	Adequate Progress and/or Completion Evidence	Timeline	Budget
Provide accommodations and modifications to increase the number of students in the general curriculum.	Teachers Principals Guidance Counselors	# of students receiving regular diplomas will increase from the previous year	Ongoing	\$2,000.00 In-service
Provide supplementary funds for materials and assistive technology.	Principals Asst. Supt. for Special Services Asst. Supt. for Instruction	Purchase orders Equipment inventories	Annually	Based on need, IDEA, and General funds
Provide extended year services as indicated on IEP's	Superintendent Finance Officer Asst. Supt. for Instruction Asst. Supt. for Special Services	SAI Plan	Annually	Based on SAI Funding And IDEA Allocation
Maintain an ESE District Advisory Council	Staffing specialist Asst. Supt. for Special Services	Council meets semi-annually Sign-in sheets	Annually	\$50.00
Provide update for ESE teachers, administrators and guidance counselors on new mandates as required by Florida or federal law.	Asst. Supt. for Special Services PAEC Consultant	Agendas Sign-in sheets	Annually	\$2,000.00

## Gulf District Schools District Planning 2019-2024

**Goal 1:** To provide a quality education for all learners in Gulf County.

**Objective 3:** To annually provide an Adult Education program which allows 100% of students enrolled to earn a high school diploma or to enhance employability skills.

**State Goal 1, 2, 3, 4**

**State Priority 1, 2, 3, 4**

### ACTION PLAN

Strategies	Person(s) Responsible	Adequate Progress and/or Completion Evidence	Timeline	Budget
Staff the adult education program utilizing grant and performance monies available	Adult Education Principal	Board minutes	Annually	\$75,000.00
Provide adequate textbooks, software, and supplemental materials to ensure adult education aligns with instructional standards	Adult Education Principal Teachers Technical Resource Person	Adult Education personnel Assignments Student records	Annually	\$2,500.00
Provide computer awareness courses to develop skills for personal use and employability skills	Adult Education Principal Teachers Technical Resource Staff	Adult Education Personnel Assignments Student Records	Annually	\$2,500.00

## Gulf District Schools Strategic Planning 2019-2024

**Goal 1:** To provide a quality education for all learners in Gulf County.

**Objective 4:** To annually provide staff to maintain facilities and functions at 100% of the school sites.

**State Goal 1, 2, 3, 4**

**State Priority 1, 2**

### ACTION PLAN

Strategies	Person(s) Responsible	Adequate Progress and/or Completion Evidence	Timeline	Budget
Discuss with administrators staffing needs for support personnel	Administrators Superintendent	Staff recommendations submitted to the Superintendent	Annually	Based on approved salary schedule
Assess support staff annually using the District approved instrument and procedures	Administrators	Annual assessment filed in personnel folders	Annually	\$2,000.00
Write individual improvement plans for all staff who do not achieve an effective or better on the adopted appraisal plan	Program Administrators	Improvement plans written and signed	Ongoing	\$3,000.00
Provide training for current and potential administrators	Superintendent	ePDC Sign-in Sheets Participate in Brian Dassler Leadership Program and PAEC Leadership Program	2019-2024	Staff Development Funds \$5,000.00

## Gulf District Schools Strategic Planning 2019-2024

**Goal 2:** To provide an environment conducive to teaching and learning.

**Objective 1:** To annually provide a student food services program available to 100% of Gulf School District students.

### State Goal 4

#### ACTION PLAN

Strategies	Person(s) Responsible	Adequate Progress and/or Completion Evidence	Timeline	Budget
Implement State approved Food Service Program	Superintendent Asst. Supt. for Business School Board	The written plan approved by the Board	Update Annually	\$60,000.00
Provide a breakfast program of 180 days for elementary and high schools	Asst. Supt. for Business Principals Managers	The assessed written plan approved by DOE	Annually	Based on Personnel & Food Cost
Implement and make available a lunch program for 176 days to all students	Asst. Supt. for Business Principals Managers	The assessed written plan approved by DOE	Annually	Based on Personnel & Food Cost
Inspect and correct kitchen and dining facility deficiencies	Asst. Supt. for Business Principals Managers Facilitators	Health Department inspection reviewed, posted and corrected Comprehension Safety inspection Deficiencies corrected	Annually	\$900.00
Provide safety in-service for food handlers Provide in-service for cashiers and managers Explore community eligibility option	Asst. Supt. for Business Facilitators Principals	Complete in-service: sign-in sheet will be maintained Collect information on ROI Implement with fidelity	Annually	\$1,500.00



## Gulf District Schools Strategic Planning 2019-2024

**Goal 2:** To provide an environment conducive to teaching and learning.

**Objective 2:** To annually address 100% of routine and priority facility projects.

### State Goal 1, 4

### State Priority 1

### ACTION PLAN

Strategies	Person(s) Responsible	Adequate Progress and/or Completion Evidence	Timeline	Budget
Present an updated Project Priority List for review	Support Services Finance Officer Superintendent	The Project Priority List reviewed/updated and approved by the School Board	October of each year	Dependent on number and cost of projects
Implement routine maintenance plan Repair and complete minor renovations as needed and/or requested Maintain online work order requests	Asst. Supt. for Business Director of Maintenance	Complete Principals' work order requests Site maintenance checklist completed on established routine and submitted to coordinator of facilities	Ongoing	General \$250,000.00
Continue to contract custodial services	Asst. Supt. For Business Director of Maintenance	List devised and used Documentation of services	Ongoing	\$358,000.00

**Gulf District Schools Strategic Planning 2019-2024**

**Goal 2:** To provide an environment conducive to teaching and learning.

**Objective 3:** To annually maintain and upgrade technology at each instructional site.

**State Goal 1, 2, 3, 4**

**State Priority 1, 2, 4**

**ACTION PLAN**

Strategies	Person(s) Responsible	Adequate Progress and/or Completion Evidence	Timeline	Budget
Utilize LCI funds to support instructional technology Survey instructional sites for needs Pursue grant opportunities for supplemental funding Evaluate progress and impact of technology projects at scheduled intervals Utilize School Technology committees to prioritize purchases for LCI	School Board Superintendent Principals District Staff  Asst. Supt. for Business and Asst. Supt. for Instruction	Board minutes Technology survey completed for each school Grants submitted Evaluation reports  Purchase Orders	2019-2024	LCI  \$250,000.00  \$21,000.00  \$100,000.00

## Gulf District Schools Strategic Planning 2019-2024

**Goal 3:** To provide and maintain a safe environment for students and employees.

**Objective 1:** To annually ensure efforts to promote safety and civil rights for 100% of students and employees.

### State Goal 4

#### ACTION PLAN

Strategies	Person(s) Responsible	Adequate Progress and/or Completion Evidence	Timeline	Budget
Provide through the PAEC/RM Consortium property, casualty, liability and workmen's compensation insurance coverage	Superintendent School Board Asst. Supt. for Business	An annual contract with PAEC/RM to participate in the insurance program approved Board minutes	Ongoing	\$500,000.00
Provide student accident, athletic team accident and catastrophic student athlete coverage for students	Superintendent School Board Asst. Supt. for Business	An annual contract with the PAEC/RM coverage approved Board minutes	Ongoing	\$70,000.00
Participate with PAEC/RM in safety training programs	Asst. Supt. For Business Transportation Director	The District will participate in training programs year-round by PAEC Participants sign-in Invoice records	Ongoing	\$300.00
Collaborate with the Sheriff Dept. to provide SRDs in all schools	Superintendent Principals Sheriff	Inclusion of SRD positions in district budget	September Ongoing	\$336,000.00
Ensure an appropriate database and maintain so that student civil rights are protected	Support Services Principals Data Clerks	MIS training completed Policies developed and implemented	Ongoing	
Provide DARE training to elementary and middle-grade students.	SDFS Coordinator	Contract with Sheriff Department	2019-2024	
Review safe schools criteria for OPPAGA best practices	Safe Schools Coord. Community/school Committee Members	Review criteria and update responses	Annual	\$50.00

## Gulf District Schools Strategic Planning 2019-2024

**Goal 3:** To provide and maintain a safe environment for students and employees.

**Objective 2:** To ensure safety for 100% of transported students by inspecting school bus stops annually.

### State Goal 4

#### ACTION PLAN

Strategies	Person(s) Responsible	Adequate Progress and/or Completion Evidence	Timeline	Budget
Inspect all school bus stops	Bus Trainer Transportation Director	Annual inspections	Ongoing	
Attend workshops and training sessions concerning safety issues annually	Transportation Director Trainers Bus Drivers	In-service records Sign-in sheets	Ongoing	\$5,000.00
Purchase new buses based on a replacement schedule as financially feasible	Board Superintendent Transportation Director Finance Officer	Purchase Orders – Receipts	2019-2024	\$125,000.00 (LCI)
Reduce by 2 the number of regular route buses that have more than 100,000 miles	Transportation Director Head Mechanic	5 year plan includes provision to replace buses with more than 100,000 miles	Annually	
Install cameras on all buses	Transportation Director Head Mechanic	Successful installation	2019-2024	\$75,000.00

## Gulf District Schools Strategic Planning 2019-2024

**Goal 4:** The Gulf County School Board shall be financially sound.

**Objective 1:** In order to be financially sound, the Gulf County School Board shall maintain a 3% undesignated fund balance of the FEFP formula in the General Fund on an annual basis.

### State Goal 1, 2, 3, 4

### State Priority 2

### ACTION PLAN

Strategies	Person(s) Responsible	Adequate Progress and/or Completion Evidence	Timeline	Budget
Establish and adopt board policies to maintain a 3% undesignated fund balance	School Board Superintendent Finance Officer	AFR, Budget and Audit reports	Annually	\$600,000.00
Adhere to staffing formulas for instructional personnel as required by the state	School Board Superintendent Cost Center Directors	Budget Personnel Records	Ongoing	As per approved salary schedule