



CLAY COUNTY DISTRICT SCHOOLS

STRATEGIC PLAN

2023 – 2028

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ORIGINAL STRATEGIC PLANNING TEAMS

GOAL 1

Lead:
Roger Dailey

Co-Leads:
Heather Teto,
Treasure Pickett,
Dr. Melanie Sanders

GOAL 2

Lead:
Brenda Troutman

Co-Lead:
Dr. Jenie Shepard

GOAL 3

Lead:
Terri Dennis

Co-Leads:
Laura Fogarty,
John Sgromolo

GOAL 4

Lead:
Laura Fogarty

Co-Lead:
Bryce Ellis

GOAL 5

Lead:
Bryce Ellis

Co-Leads:
Dr. Susan Legutko,
Ethan Caren

CLAY COUNTY SCHOOL BOARD

The mission of the Clay County School Board and District Leadership is to provide the best opportunities for all students to succeed by adopting policies that ensure continual improvement of the highest student achievement, safe learning environments and effective, efficient operation.



ERIN SKIPPER
DISTRICT 1



MARY BOLLA
DISTRICT 2 | BOARD VICE CHAIR



BETH CLARK
DISTRICT 3



MICHELE HANSON
DISTRICT 4



ASHLEY GILHOUSEN
DISTRICT 5 | BOARD CHAIR

A man in a dark graduation gown with a light blue stole is speaking at a clear acrylic podium. He is positioned on a stage with a microphone in front of him. The background shows a large crowd of graduates in caps and gowns seated in bleachers under stadium lights at dusk. The sky is filled with soft, orange and grey clouds.

OUR *Vision*

The School District of Clay County exists to prepare life-long learners for success in a global and competitive workplace and in acquiring applicable life skills.

OUR *Mission*

Our mission is to work collaboratively with all stakeholders to provide a public education experience that is motivating, challenging and rewarding for all children. We will increase student achievement by providing students with learning opportunities that are rigorous, relevant and transcend beyond the boundaries of the school walls. We will ensure a working and learning environment built upon honesty, integrity, and respect. Through these values, we will maximize student potential and promote individual responsibility.

A MESSAGE FROM THE SUPERINTENDENT

Dear Parents and Community Members,

As the Superintendent of Schools, it gives me great pleasure to introduce you to Clay County District School's Strategic Plan for 2023-2028. This plan establishes a clear and inspiring vision for the future – not only for the future of our district over the next five years, but for the future of all of our students on their journey forward as lifelong learners.

This plan is the culmination of months of hard work, collaboration and input from community stakeholders. The development of this plan involved a wide array of participants, including parents, students, teachers, administrators, school board members, and community members who contributed freely of their time and perspectives to ensure our students have access to a world-class education system.



Our strategic plan provides a clearly defined and focused road map to serve the needs of our students over the next five years. This plan is designed to address the existing challenges and opportunities facing our district, including Clay County's rapid growth, while maintaining a relentless focus on student success and well-being. Serving as our compass over the next five years, this plan will allow us to inventory initiatives and identify where we need to put our time, resources, and focus. Aligning our most critical needs and priorities will allow us to prepare and empower every student to thrive in school, society, and beyond.

The strategic planning process has helped us to narrow our organizational focus to the following five goals that strengthen our core beliefs and ensure that we are preparing our students for graduation and beyond:

- Student Success
- Talent Recruitment, Development and Retention
- Family and Community Engagement
- Safe and Positive Learning Environment
- Fiscal and Operational Efficiency

On behalf of the Board and myself, I am grateful for the time and energy that so many have put into creating a blueprint for supporting the highest levels of student success now and into the future. This plan is dynamic and may evolve based on data or changing situations; however, it will be a powerful tool for us now in our ongoing efforts to improve schools and ensure that every student has the opportunities they need to succeed in school, work, and life. As you review this document, I encourage you to stay engaged and continue providing feedback so we can learn, grow, and move forward together.

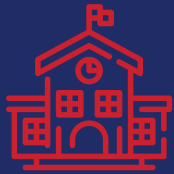
Respectfully,

David Broskie
Superintendent of Schools

CLAY COUNTY *Points of Pride*

2023 DISTRICT *Fast Facts*

**“A”
RATED
SCHOOL
DISTRICT**



**43
SCHOOLS**

**5,000+
EMPLOYEES**



**44,000+
STUDENTS**

**LARGEST
EMPLOYER IN
CLAY COUNTY**



95% GRADUATION RATE FOR
DISTRICT'S 7
TRADITIONAL HIGH SCHOOLS

34
CAREER +
TECHNICAL
EDUCATION
PROGRAMS

CCDS TEACHER OF THE YEAR
MELISSA MATZ IS
**2023 FLORIDA
TEACHER OF
THE YEAR**

RECOGNIZED AS A FDOE 2022
**ACADEMICALLY
HIGH PERFORMING DISTRICT**

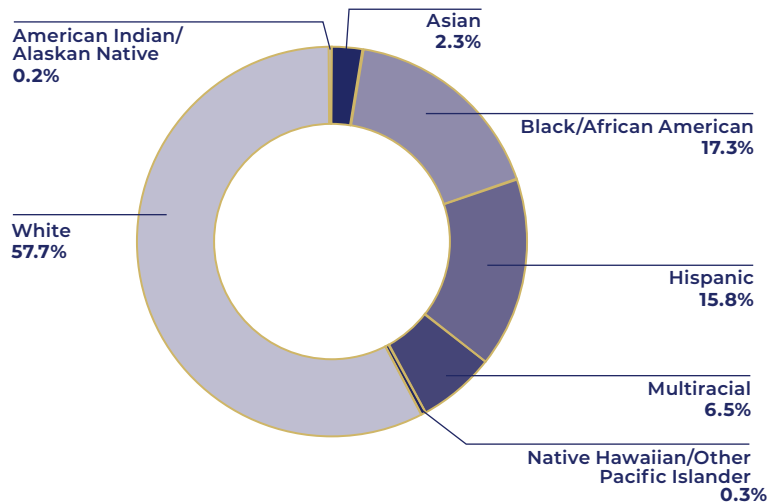
FLEMING ISLAND ELEMENTARY
**RECOGNIZED
AS A FDOE
PURPLE STAR
SCHOOL OF DISTINCTION**

RECOGNIZED AS
**2023
BEST
SCHOOLS
BY NICHE**

10.1%
Military Family
Students

20.8%
Students with
Disabilities

58.8%
Eligible for
Free or Reduced
Price Meals



OVERVIEW OF *Goals and Strategies*

GOAL 1 *Student Success*

Engage all students to attain the necessary skills and knowledge to be future-ready graduates.

STRATEGIES:

1. Strengthen our high-quality instructional system through increased alignment to state standards, with an emphasis on literacy.
2. Provide evidence-based academic opportunities with differentiated support for all students.
3. Graduate students who are ready to enroll, enlist, or be employed in the workforce.

GOAL 2 *Talent Recruitment, Development, and Retention*

Enact a highly effective recruitment and professional development plan along with opportunities for growth and career development to ensure all students have access to a world class education to become life-long learners for success in a global and competitive workplace and in acquiring applicable life skills.

STRATEGIES:

1. Recruit highly qualified leaders, faculty, and staff who represent the diversity of our community and value the uniqueness of our students.
2. Develop highly effective leaders, faculty, and staff who foster a safe and inclusive learning environment and build upon student strengths.
3. Retain employees through opportunities for growth and career development leading to high satisfaction and increased student outcomes.

GOAL 3 *Family and Community Engagement*

Engage families and the community in the educational process to create robust learning opportunities and partnerships that support and prepare students to be successful throughout the K-12 educational experiences, leading to graduation and beyond.

STRATEGIES:

1. Expand community partnerships to increase student learning and extracurricular opportunities.
2. Collaborate with parents and community partners to increase stakeholder participation within our district.
3. Communicate information quickly, clearly, and accurately to families, community members, and employees across the district.

GOAL 4 *Safe and Positive Learning Environment*

Strengthen the overall physical and emotional environment to foster an environment of safety and belonging for students, staff, and all stakeholders.

STRATEGIES:

1. Enhance supports surrounding student mental health and wellness.
2. Cultivate and sustain resilience, respect and positive behavior through the training and implementation of student-centered, evidenced-based practices.
3. Attain Police Department Accreditation.

GOAL 5 *Fiscal and Operational Efficiency*

Ensure fiscal responsibility through the effective management of district operations in an effort to maximize available resources necessary to provide an environment that is safe, efficient, and conducive to learning.

STRATEGIES:

1. Improve efficiency and reliability of operations to all District stakeholders.
2. Promote fiscal transparency and communication.
3. Pursue additional funding to support needs and priorities.
4. Enhance fiscal practices that enable the district to maximize effectiveness and efficiency.
5. Enhance the technology infrastructure in all school and district spaces to support teaching, learning, communications, and operations.



Strategic GOAL 1 STUDENT SUCCESS

GOAL STATEMENT

Engage all students to attain the necessary skills and knowledge to be future-ready graduates.

METRICS OF SUCCESS

- Achieve or maintain a 90% graduation rate or higher across the seven district high schools.
- Exceed the state average in proficiency in reading and math.
- Reduce the achievement gaps in all sub-groups by increasing proficiency each year in reading and math.
- Increase the number of students obtaining CTE industry certifications.

STRATEGIES

1 Strengthen our high-quality instructional system through increased alignment to state standards, with an emphasis on literacy.

KEY ACTIVITIES

1. Utilize the District's Vision for Instruction as the primary instructional framework to ensure high-quality instructional practice, aligned to standards, to meet the needs of all students.
2. Deliver strategically-designed professional learning experiences to improve teacher capacity that maximizes student performance.
3. Enhance strategic applications of data analysis to guide instructional leaders, District support staff and teachers in the continuous improvement of instructional planning.
4. Strengthen our professional learning community by building a data-responsive culture that leverages assets through collective responsibility for student learning.

2

Provide evidence-based academic opportunities with differentiated support for all students.

KEY ACTIVITIES


1. Strengthen content-focused professional learning experiences that promote specially designed instructional practices and high levels of student engagement.
2. Provide evidence-based interventions intentionally designed to meet the needs of all students.
3. Equip teachers and staff with practical, research-based tools, through innovative coaching and mentoring support.
4. Design master schedules that support the individualized learning needs of all students through collaboration with the Florida Inclusion Network.

3

Graduate students who are ready to enroll, enlist, or be employed in the workforce.

KEY ACTIVITIES

1. Strengthen career pathway opportunities and coordinate Choice Programs to ensure all students identify, understand, and prepare for careers aligned to their interests.
2. Expand Career and Technical Education (CTE) options that provide students with opportunities to explore different career pathways with the support of local business partnerships.
3. Expand the integration of college and career-related learning in core academic coursework.
4. Equip faculty and staff, including college and career coaches, at all high schools to provide comprehensive college and career readiness support.



VISION FOR INSTRUCTION

QUARTERLY FOCUS AREAS:

YEARLONG:
Cultivating a Positive Collaborative Classroom Community

Q1:
Communicating Clear Learning Targets & Success Criteria

Q2:
Checking for Understanding of Learning Targets

Q3-4:
Responding to Student Learning Aligned to Learning Targets





Strategic GOAL 2

TALENT RECRUITMENT, DEVELOPMENT, AND RETENTION

GOAL STATEMENT

Enact a highly effective recruitment and professional development plan along with opportunities for growth and career development to ensure all students have access to a world class education to become life-long learners for success in a global and competitive workplace and in acquiring applicable life skills.

METRICS OF SUCCESS

- Increase the teacher retention rate from 89% to 94% by 2028.
- Increase the percentage of subject area certified teachers in classrooms from 94% to 97% by 2028.
- Increase the opportunities for professional learning and job specific training by 5% by 2028 as evidenced by the number of sessions available through the District Professional Development Tracking Program and CCDS' microcredential certificates.
- Decrease the average number of monthly vacancies by 5% by 2028.

STRATEGIES

1

Recruit highly qualified leaders, faculty, and staff who represent the diversity of our community and value the uniqueness of our students.

KEY ACTIVITIES

1. Develop strategic partnerships with organizations and universities to source new talent for a diverse workforce that is effective and highly-qualified for non-instructional, instructional, and administrative positions throughout CCDS.
2. Increase the opportunities for high school students to begin the development of careers to “grow-our-own” and strengthen the pipeline from student to employee.
3. Expand involvement in community-sponsored career fairs, providing the opportunity to recruit a diverse population to the multiple career paths within CCDS.
4. Continue to streamline the application and onboarding process to successfully engage and hire quality applicants.
5. Collaborate to strengthen CCDS' branding and marketing to increase the awareness and presence of career opportunities.

2

Develop highly effective leaders, faculty, and staff who foster a safe and inclusive learning environment and build upon student strengths.

KEY ACTIVITIES

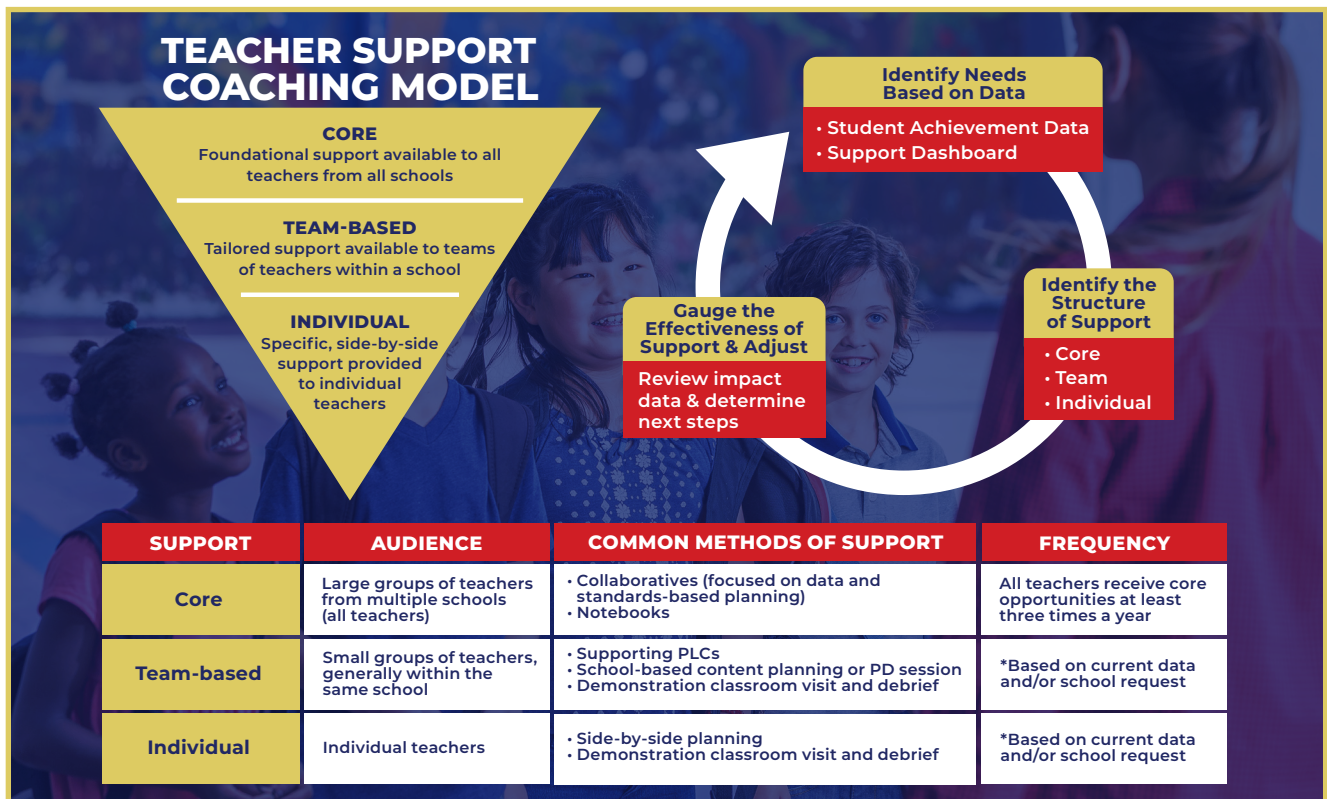
1. Develop strategic partnerships with organizations and universities to expand certification pathways.
2. Continue to provide integrated and coherent induction to support the OneClay Vision.
3. Expand professional learning and job specific training for all employees.
4. Solicit and utilize feedback to inform the design and delivery of high quality professional learning.
5. Foster a strengths-based approach to leadership development in alignment with the new Florida Educational Leadership Standards.

3

Retain employees through opportunities for growth and career development leading to high satisfaction and increased student outcomes.

KEY ACTIVITIES

1. Expand professional learning opportunities for school leaders to provide meaningful feedback for maximization of employee engagement, performance and leadership potential.
2. Strengthen the data infrastructure to inform and differentiate professional learning and career development opportunities.
3. Create a comprehensive learning and leadership pipeline for instructional and non-instructional roles with job-embedded opportunities for growth.
4. Continue the employee recognition programs that enrich the District's culture, increase employee engagement, and provide fulfilling employee experiences.
5. Utilize exit interviews to identify trends which may champion opportunities to improve employee relations.





Strategic GOAL 3

FAMILY AND COMMUNITY ENGAGEMENT

GOAL STATEMENT

Engage families and the community in the educational process to create robust learning opportunities and partnerships that support and prepare students to be successful throughout the K-12 educational experiences, leading to graduation and beyond.

METRICS OF SUCCESS

- Increase the number of community partners who actively engage with our schools and District offices.
- Increase annually the number of parents/guardians who serve as volunteers on school campuses.
- Increase annually the number of parents/guardians who have active ParentVUE accounts.
- Increase annually the number of followers on OneClay social media platforms to employ consistent digital communication to support the District.
- Increase the number of parents/guardians who attend school events.
- Increase student positive response surrounding engagement as reflected by the Climate Survey.

STRATEGIES

1

Expand community partnerships to increase student learning and extracurricular opportunities.

KEY ACTIVITIES

1. Create a District-wide specialist to identify and lead parent and community involvement and partnerships for school and District events.
2. Expand business and community partnership opportunities for meaningful engagement.
3. Increase participation through District-wide Advisory Boards (CTE).

2

Collaborate with parents and community partners to increase stakeholder participation within our district.

KEY ACTIVITIES

1. Create a streamlined sponsorship plan for community partners to support schools and district-wide events.
2. Create a streamlined digital process for registering and tracking parent volunteers at all schools.
3. Create a recognition program to publicly recognize parent and community volunteers at the end of each school year for their service and impact on student learning.
4. Establish a Parent Advisory Council to collaborate quarterly with parents from each school to the superintendent and school board.

3

Communicate information quickly, clearly, and accurately to families, community members, and employees across the District.

KEY ACTIVITIES

1. Build a comprehensive Communications Plan promoting the District brand and individual school identities to families and communities.
2. Develop strategies and protocols for effective crisis management to schools, families, and District offices.
3. Establish professional development for communication best practices for teachers to increase parent and guardian communication to support student learning experiences and outcomes.



ONECLAY SOCIAL MEDIA

As of June 2023



21,000

FACEBOOK
FOLLOWERS



5,523

INSTAGRAM
FOLLOWERS



4,155

TWITTER
FOLLOWERS



1,620

YOUTUBE
SUBSCRIBERS



Strategic GOAL 4 SAFE AND POSITIVE LEARNING ENVIRONMENT

GOAL STATEMENT

Strengthen the overall physical and emotional environment to foster an environment of safety and belonging for students, staff, and all stakeholders.

METRICS OF SUCCESS

- Establish a fully accredited police department.
- Reduce the number of SESIR related discipline incidents by 10% over a five year period.
- Improve attendance through school based and District supports and initiatives to improve an overall District average from 91.5% to 93% or greater for the next 5 years.
- Increase the number of students responding positively on the annual climate survey by 10%.
- Increase the number of CCDS staff trained in Youth Mental Health First Aid from 80% to 85% (1% increase per year).
- Monitor the Instructional Coach Dashboard and increase teacher support by 5%.



As of June 1, 2023

86%
OF ALL STAFF
TRAINED IN
YMHFA
(Youth Mental Health First Aid)

Outpacing
the State
Requirement

STRATEGIES

1

Enhance supports surrounding student mental health and wellness.

KEY ACTIVITIES

1. Offer quality instruction utilizing evidence-based curriculum to increase student capacity in the area of life skills and wellness education.
2. Expand professional staff to address the increasing mental health needs and to increase our number of staff that are trained in Youth Mental Health First Aid.
3. Continue to promote and enhance community engagement through greater online presence by providing relevant information about resources, assistance, and upcoming mental health and wellness events.
4. Promote opportunities for student wellness through school clinics and medical partnerships to increase access to medical, vision, and dental care through our Community Partnership Schools.
5. Assist with removing attendance barriers through regularly scheduled collaborative meetings with parents, social workers, and District staff.

2

Cultivate and sustain resilience, respect and positive behavior through the training and implementation of student-centered, evidenced-based practices.

KEY ACTIVITIES

1. Establish and maintain school and classroom behavior expectations, rules, and routines that explicitly teach students how to maintain positive behavior by continuing to train school staff in Positive Behavioral Interventions and Supports (PBIS) and develop school-wide systems of support.
2. Continue to develop strong connectivity programs for our rising seventh and ninth graders utilizing student-led intentional engagement strategies.
3. Develop and conduct training for school leaders and staff regarding the appropriate identification, analysis, and responsiveness necessary to effectively manage, document, and respond to student behavior monitored through the School Environmental Safety Incident Reporting system (SESIR).
4. Enhance school/staff safety and security by continuing to research and implement new building technologies into our physical environments further promoting a safe learning environment.
5. Continue to build capacity for leaders and teachers through on-going professional development.

3

Attain Police Department Accreditation.

KEY ACTIVITIES

1. Submit application to the Commission for Florida Law Enforcement Accreditation for review.
2. Enter into an agreement with the Commission for formal accreditation review.
3. Complete the self-assessment phase within 24 months from the date the executive director signs the agreement.
4. Complete mock and final assessments.
5. Maintain accreditation requirements for re-accreditation every three years.



Strategic GOAL 5

FISCAL AND OPERATIONAL EFFICIENCY

GOAL STATEMENT

Ensure fiscal responsibility through the effective management of District operations in an effort to maximize available resources necessary to provide an environment that is safe, efficient, and conducive to learning.

METRICS OF SUCCESS

- Meet or exceed the Fund Balance Reserve Target of 5%.
- Guarantee no more than 1% of competitively awarded grant amounts are unspent within the grant period.
- Decrease contract review turnaround time.
- All new construction will be furnished and completed on time.
- Maintain 100% fiscal transparency with EDFIRST half cent sales tax.

STRATEGIES

1

Improve efficiency and reliability of operations to all District stakeholders.

KEY ACTIVITIES

1. Construct Spring Park Elementary on time and at budget for successful Fall 2023 opening.
2. Develop a portable reduction strategy based on the best interest of the District to include increasing permanent classroom space additions as well as decreasing the number of portables utilized for non-instructional purposes.
3. Continue to proactively harden our campuses providing safety and protection of students, staff, and stakeholders.
4. Implement a program to improve accuracy of FTE ridership and efficiency of transportation services.
5. Implement Facility Condition/Index to manage maintenance replace/repair schedule data for critical systems within CCDS facilities.
6. Maximize impact fee collection as recommended by the four year Educational Impact Fee Study to assist with expected growth.

2

Promote fiscal transparency and communication.

KEY ACTIVITIES

1. Maintain transparent reporting and marketing for the continuation of the additional one millage to remain in compliance with state law for safety and security.
2. Increase the number of budget workshops throughout the fiscal year.
3. Ensure responsible stewardship of resources by training leaders in the practice of budget excellence, compliance, and the use of financial data for sound decision making.
4. Actively train employees in proper communication and customer service etiquette to improve community support.

3

Pursue additional funding to support needs and priorities.

KEY ACTIVITIES

1. Lobby Florida Legislature for supplemental funding for providing high quality educational and enrichment programs.
2. Increase amounts of supplemental funding acquired through partnerships and competitive grant opportunities.
3. Maximize E-Rate funding improving technology infrastructure.

4

Enhance fiscal practices that enable the district to maximize effectiveness and efficiency.

KEY ACTIVITIES

1. Analyze our existing purchasing and contract procedures to create a more streamlined user-friendly process.
2. Ensure 100% of Elementary and Secondary School Emergency Relief (ESSER) and American Rescue Plan (ARP) grants are spent within the grant period to maximize student supports.

5

Enhance the technology infrastructure in all school and District spaces to support teaching, learning, communications, and operations.

KEY ACTIVITIES

1. Develop and implement an Enhanced Classroom Update Plan to phase out old classroom technology to provide equity among schools.
2. Develop, fund, and implement a Student Device Refresh Plan to ensure devices continue to meet network and safety requirements for use at a ratio of 1:1 student devices at the classroom level.
3. Develop, fund, and implement an Employee Device Refresh Plan to ensure employees have the appropriate device for their job assignment.
4. Continue to provide all students and staff ubiquitous access to approved online applications, resources, and tools necessary for teaching, learning, communications, and operations.
5. Extend network access to accommodate remote and high density areas on campuses.
6. Improve cybersecurity posture.



CLAY COUNTY DISTRICT SCHOOLS

(904) 336-6500 | 900 Walnut Street, Green Cove Springs, FL 32043

STAY CONNECTED

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