

Holmes County School District
Strategic Plan for Continuous Improvement
2023-2028

Mission

The Holmes County School District shall provide a safe, nurturing environment and a comprehensive curriculum that will prepare students for college and careers.

Vision

Educating today's students for tomorrow's world.

Beliefs and Guiding Principles

Holmes County School District

- Students are the priority of the district
- Students' learning needs shall be the ultimate focus of all decisions of the district
- All students learn in different ways and at different rates
- Learning occurs most effectively in a nurturing and physically safe environment
- The district's commitment to continuous improvement and the highest of standards is essential for all students and staff to become confident, self-directed lifelong learners
- All students and employees should have respect for self and others to maintain individual dignity and worth
- Diversity is essential for the full development of the individual and society
- A "culture of character" must be pervasive at all levels throughout the district.
- Technology plays an integral part in the learning process

- The practice of sound fiscal management is essential to the stability and success of the system
- Every student regardless of ethnicity, gender, economic status, or disability is expected to reach his or her academic potential

Strategic Plan Goals (at a glance)

Goal 1 – Student Success

Increase student achievement, opportunities, and access

Goal 2 – Safe and Positive Learning and Working Environment

Provide a safe and supportive learning and working environment for students and staff

Goal 3 – Talent Management

Ensure all students have access to highly effective teachers, administrators, and support staff

Goal 4 – Fiscal and Operational Efficiency

Ensure operational effectiveness and efficiency of resources are aligned with strategic priorities

Goal 5 – Community Engagement and Communications

Increase dialogue, partnerships, and collaboration to meet stakeholder needs and productively engage them in our successes

Goal 1 – Student Success

Increase student achievement

Performance Objective 1:

Holmes County School District will monitor student performance on national, state, and local created assessments to provide students, parents, and community members with nationally comparative information and teachers with data to drive instruction.

Key performance indicators:

1. Monitor annually progress monitoring K-10 English Language Arts by grade to determine progress toward the goal of a minimum of 80% of students scoring at grade level and above.
2. Monitor annually progress monitoring K-8 Mathematics by grade to determine progress toward the goal of a minimum of 80% of students scoring at grade level and above.
3. Increase annually, by 80 percent, the number of students scoring Level 3+ on the B.E.S.T. Algebra 1 End of Course exam by the end of 9th grade
4. Annually decrease the achievement gap for economically disadvantaged students in grades 3 – 10 ELA and grades 3 – 8 Mathematics, Algebra, and Geometry by 5%.

Performance Objective 2:

Increase the graduation rate of all students to 100% as measured annually by the Federal Uniform Rate.

Key performance indicators:

5. Monitor and annually increase the percentage of students who complete:
 - a. Elementary school in six (6) years
 - b. Middle school in three (3) years
 - c. High school in four (4) years and earn a GPA of 2.0+

Performance Objective 3:

Annually increase the number of students who identify their educational or career pathway and develop appropriate college and career skills.

Key performance indicators:

6. Annually increase the number of middle school students who earn a passing score on the B.E. S.T Algebra I End of Course exam by 5 %
7. Annually increase the number of industry certifications earned by high school students by 5 %
8. Annually increase the number of seniors whose families complete the FAFSA by 5 %
9. Annually increase the percentage of students at each high school who complete an annual college/career planning conference with their school counselor including an update of the student's Career & Academic Plan by 5%.

Goal 2 - Safe and Positive Learning and Working Environment

Performance Objective 1

Holmes County School District will provide a physically and emotionally safe and supporting learning and work environment for all students and staff by ensuring conditions for learning -- physical safety, student wellness, attendance, teacher-student relationships, social-emotional learning, and student conduct -- are evident.

Key performance indicators:

1. Decrease the number of students meeting the truancy threshold of ten (10) unexcused absences in a 90-day period by 50 % annually as compared to the previous year.
2. Increase by 2 % the percent of students who identify a trusted adult on campus as reflected in the student information system, FOCUS.
3. Decrease by 5 % per year Class 3 discipline offenses
4. Increase the percentage of schools that are secured with fences, cameras, and door buzzers installed from 86 % to 100% by 2025.
5. Upgrade existing communications systems to provide a seamlessly integrated phone system that will allow easier communication among

district schools and offices and ensure compliance with federal school safety laws.

6. Maintain 90% or higher the number of staff members trained in Youth Mental Health.

Goal 3 – Talent Management

Performance Objective 1

Holmes County School District will ensure that all students have access to highly effective teachers, administrators, and support staff.

Key performance indicators:

1. Increase the percentage of in-field certified teachers in classrooms from 78 % to 85% by 2028.
2. Improve retention rate of instructional personnel from 94% to 96% by 2027
3. Annually decrease the aggregate number of student attendance days that classroom teachers are absent from their classrooms by 10%.
4. Implement a wellness program/incentives.
5. Expand the Teacher of the Year/Support Person of the Year program to recognize personnel for years of service to HDSB.

Goal 4 - Fiscal and Operation Efficiency

Performance Objective:

Ensure operational effectiveness and efficiency of resources are aligned with strategic priorities

Key Performance Indicators:

1. Technology – Annually upgrade the network to support growing bandwidth needs.
2. Transportation –
 - a. Improve average daily bus driver attendance by 2% annually.

- b. Reduce transportation fleet age by 5% annually through reinvestment and reduce the fleet maintenance expenditures by 2% annually.
3. Facilities – Seek Special Facilities funds from the State of Florida to construct K-12 school for Ponce de Leon and complete construction by 2028.
4. Technical Services – audit existing programs for return on investment (ROI)
5. Food and Nutrition Services – Increase school lunch participation from 72% to 75% by 2028.
6. Provide continuity of operations, in the event of unforeseen emergencies, by increasing the unassigned ending fund balance from 3.5% in 2022 to 5% by 2026 of the General Fund Revenue.

Goal 5 – Community Engagement and Communications

Performance Objective:

Increase dialogue, partnerships, and collaboration to meet stakeholder needs and productively engage them in our successes.

Key Performance indicators:

1. Establish a measure of community satisfaction with district communication
2. Increase the percentage of families indicating satisfaction with communication to 80% by 2028.
3. Establish and implement one program/app (example, FOCUS Messenger, Remind, etc.) for District-wide use.
4. Increase stakeholder collaboration/input by utilizing the District Website to allow opportunities for feedback regarding Federal Programs administered in the District.