



**The School District of Flagler County, Florida**  
1769 East Moody Blvd. Bldg. 2 • Bunnell • Florida 32110

## Superintendent Performance Accountability System

**Superintendent's Name** Cathy Mittelstadt **Date** March 29, 2023  
**Assessor's Name** Dr. Colleen Conklin **School Year** 2021/2022

## Accountability Ratings

The Superintendent shall be rated on each item using the following scale – ratings must be based on demonstrated evidence or lack of evidence. A portfolio shall accompany this assessment of performance.

- |                             |   |
|-----------------------------|---|
| 5 – Outstanding             | Has exceeded expected outcomes for goal attainment or mastery of performance objective.   |
| 4 – Meets Expectation       | Has demonstrated goal attainment and /or a high level of performance for designated performance objective.  |
| 3 – Acceptable/Satisfactory | Has demonstrated progress toward goal attainment or an acceptable level of performance for required performance objective.                                  |
| 2 – Improvement Expected    | Progress on goal attainment or demonstration of an acceptable level of performance for required performance objectives is not up to School Board standards. |
| 1 - Unsatisfactory          | No evidence of goal progress or progress towards an acceptable performance of School Board standards.   |



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<b>Superintendent / Short and long term goals</b>	Work with the Board, District personnel, parents and the public to develop short and long-range goals with clear criteria for determining effective achievement and evaluating outcomes. (2.3.2 of contract)
<b>Evidence</b>	The Superintendent has provided documents to support this area. Documents can be found in the Superintendent's Success Metrics. Other evidence considered:
<b>Rating</b>	<p>The Assessor's Rating of the accomplishment of this goal based on information provided.</p> <p>5 <input type="checkbox"/>      4 <input checked="" type="checkbox"/>      3 <input type="checkbox"/>      2 <input type="checkbox"/>      1 <input type="checkbox"/></p>
<b>Comments</b>	<p>The Assessor's Comments regarding the rating of this goal. Comments are required for a rating of 2 or below.</p> <p>Cathy and her team have done a tremendous amount of work around the districts strategic plan. She has worked to gather stakeholder input both internally and externally. She and her team have developed an easy to understand plan that has been published and used to quarterly guide the boards discussion around learning gains and objectives. It is a living and evolving document.</p>



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<b>Superintendent / Representing the Board</b>	In day-to-day contact with parents, citizens, the community and other governmental agencies, superintendent represents the interests of the Board. (2.3.3 Contract)
<b>Evidence</b>	The Superintendent has provided documents to support this area. Documents can be found in the Superintendent's Self-Appraisal Memo. Other evidence considered:
<b>Rating</b>	<p>The Assessor's Rating of the accomplishment of this goal based on information provided.</p> <p>5 <input type="checkbox"/>      4 <input type="checkbox"/>      3 <input checked="" type="checkbox"/>      2 <input type="checkbox"/>      1 <input type="checkbox"/></p>
<b>Comments</b>	<p>The Assessor's Comments regarding the rating of this goal. Comments are required for a rating of 2 or below.</p> <p>Cathy is in regular contact with parents, community members and other governmental agency leads. This continues to be an area of potential growth for Cathy. In the role of Superintendent she has been pushed out of her comfort zone. She is fully aware that this is a challenge area for her but has embraced it fully as an opportunity to grow. This is evident by her implementation of Capturing Kids Hearts. She has also worked on increasing her communication with parents and the community through her newsletters, monthly strategic plan updates, State of Education Address and weekly updates with the board. I'm certain we will continue to see great things from her in this area this coming school year.</p>



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<b>Superintendent / Leadership</b>	Providing leadership, guidelines and directions to ensure implementation of the Board's policies relating to facilities, curriculum, instruction, student services,, personnel, budget and business affairs. (2.3.4 – Contract)
<b>Evidence</b>	The Superintendent has provided documents to support this area. Documents can be found in Board Docs under the Superintendent agenda items for workshops and Board meetings. Other evidence considered:
<b>Rating</b>	<p>The Assessor's Rating of the accomplishment of this goal based on information provided.</p> <p>5 <input type="checkbox"/>      4 <input checked="" type="checkbox"/>      3 <input type="checkbox"/>      2 <input type="checkbox"/>      1 <input type="checkbox"/></p>
<b>Comments</b>	<p>The Assessor's Comments regarding the rating of this goal. Comments are required for a rating of 2 or below.</p> <p>Cathy is committed to elevating excellence. When she finds a gap in a procedure or policy she doesn't avoid the issue. She deals with it head on, no matter how challenging or controversial. If it is something that needs to be addressed or corrected she is going to provide the leadership necessary to address the issue and refine the procedure.</p>



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<b>Superintendent / Reporting</b>		Reporting information and analyses regularly to the Board regarding student achievement and test scores. (2.3.5 – Contract)
<b>Evidence</b>	The Superintendent has provided documents to support this area. Documents can be found in Board Docs where the Superintendent reported out to the Board as well as in the Superintendent’s Self-Appraisal memo. Other evidence considered:	
<b>Rating</b>	The Assessor’s Rating of the accomplishment of this goal based on information provided.	
	5 <input checked="" type="checkbox"/> 4 <input type="checkbox"/> 3 <input type="checkbox"/> 2 <input type="checkbox"/> 1 <input type="checkbox"/>	
<b>Comments</b>	The Assessor’s Comments regarding the rating of this goal. Comments are required for a rating of 2 or below.  Cathy keeps the board updated with ongoing academic reports on a quarterly basis. She has also a Superintendent update to each of our school board meetings.	



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<b>Superintendent / Policies</b>	Review of all policies to be adopted by the Board and makes appropriate recommendations to the Board for the enactment, revisions, additions, deletions and modifications to such policies as provided by law. (2.3.6 - Contract)
<b>Evidence</b>	The Superintendent has provided documents to support this area. Documents can be found in the Superintendent's Self-Appraisal Memo. Other evidence considered:
<b>Rating</b>	<p>The Assessor's Rating of the accomplishment of this goal based on information provided.</p> <p>5    <input checked="" type="checkbox"/>    4    <input type="checkbox"/>    3    <input type="checkbox"/>    2    <input type="checkbox"/>    1    <input type="checkbox"/></p>
<b>Comments</b>	<p>The Assessor's Comments regarding the rating of this goal. Comments are required for a rating of 2 or below.</p> <p>As mentioned previously, Cathy has come across gaps in procedures and or a lack of procedures for a variety of issues. As she does, she has made it a priority to address any necessary changes. Clean up and tighten procedures, guidelines and policies. This issue is often out of the hands of a Superintendent and even school board members to a degree. Many of our policies that are adopted by the board as based on revisions to federal/state statues or new legislation adopted. The last three years have been exceptionally challenging for any school superintendent. Radical and political legislative initiatives and statues have lite our district on fire. As a new Superintendent Cathy continues worked overtime to keep not only the school board but the entire district focused on student achievement.</p> <p>It unfortunate that things have become so politicized and education is being used in this way. I appreciate her efforts to keep her team and her focused on being the instructional leaders of the district and thereby setting an example for the rest of the district to follow. It is my hope that the Board will do the same.</p>



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<b>Superintendent / Planning and Financing</b>	Providing leadership and direction in planning and financing for the maintenance of existing schools and to meet the growth needs of Flagler County with new schools. (2.3.8 and 2.3.9 – Contract)
<b>Evidence</b>	The Superintendent has provided documents to support this area. Documents can be found in the Superintendent’s Self-Appraisal Memo. Other evidence considered:
<b>Rating</b>	<p>The Assessor’s Rating of the accomplishment of this goal based on information provided.</p> <p>5 <input type="checkbox"/>      4 <input checked="" type="checkbox"/>      3 <input type="checkbox"/>      2 <input type="checkbox"/>      1 <input type="checkbox"/></p>
<b>Comments</b>	<p>The Assessor’s Comments regarding the rating of this goal. Comments are required for a rating of 2 or below.</p> <p>Cathy has been steadfast in planning for growth; examining the financing necessary and proposing a variety of solutions to deal with the ongoing growth in the county.</p>



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<b>IMPACT / RAPPORT BUILDING</b>	
<p>A. Builds a favorable public image of the district and superintendency.            B. Maintains visibility at school sites and throughout the school district.            C. Maintains visibility in the business community.            D. Skilled in conflict resolution, consensus, and compromise-building while maintaining a professional demeanor and the self-esteem of others.            (2.3.11 – Contract)</p>	
<b>Rating</b>	<p><b>The Assessor’s Rating of Impact/Rapport Building.</b></p> <p align="center">             5    <input type="checkbox"/>                  4    <input checked="" type="checkbox"/>                  3    <input type="checkbox"/>                  2    <input type="checkbox"/>                  1    <input type="checkbox"/> </p>
<b>Comments</b>	<p><b>The Assessor’s Comments regarding the rating of Impact/Rapport Building. Comments are required for a rating of 2 or below.</b></p> <p>This is the one area that continues to provide an opportunity for tremendous growth for Cathy. She is a delight one on one. She is warm, welcoming and engaged. In public this side of Cathy often gets lost and doesn't translate for the benefit of the public or other community stakeholders. This is an area that Cathy has worked this year to improve as mentioned previously through her Superintendent board updates, weekly email updates, Superintendent e-news and she understands the importance and value of sharing who she really is with everyone else in our community.</p> <p>It is understandable in many ways that this is a challenge for her. Even though this may be her third year as Superintendent she is still new to the role. She has recognized that the role requires more than having a focus on student achievement. This of course, is critical in her role and to the success of the district as a whole. However, nothing will be accomplished without the connection to our staff and community. People need to know they are part of the team or "Flagler Family"; that they are valued, respected and cared for. I believe Cathy knows and understands this at her core and will continue to push herself well beyond her comfort zone to ensure those who need to know that, know that. I have no doubt she will grow into this aspect of the role of a Superintendent.</p>





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<b>INTEGRITY</b>	
<p>A. Models consistent ethical, personal, and professional conduct. B. Develops high levels of openness and trust with Board members, staff, and the community. C. Considers needs of students foremost when making recommendations to the Board. D. Maintains consistency in interaction with staff, Board members, and community. (2.3.13 – Contract)</p>	
Rating	<p><b>The Assessor’s Rating of Integrity.</b></p> <p>5   <input checked="" type="checkbox"/>   4   <input type="checkbox"/>   3   <input type="checkbox"/>   2   <input type="checkbox"/>   1   <input type="checkbox"/></p>
Comments	<p><b>The Assessor’s Comments regarding the rating of Integrity. Comments are required for a rating of 2 or below.</b></p> <p>Cathy is consistent in her ethics, personal and professional conduct. You kind of always know what you are going to get.</p> <p>Overall, given the circumstances she has maintained her composure and self discipline on numerous occasions and stayed focused on student achievement.</p>



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<b>WORK STANDARDS</b>	
<p>A. Insists on effective performance from associates and subordinates B. Selects personnel who possess integrity and qualifications for key management positions. C. Relates all activities and decisions to the mission of the district. D. Establishes course of action which results in higher performance of students. E. Orders priorities and insists upon quality control and cost effectiveness. (2.3.7 – Contract)</p>	
Rating	<p><b>The Assessor's Rating of Work Standards.</b></p> <p>5 <input type="checkbox"/>      4 <input checked="" type="checkbox"/>      3 <input type="checkbox"/>      2 <input type="checkbox"/>      1 <input type="checkbox"/></p>
Comments	<p><b>The Assessor's Comments regarding the rating of Work Standards. Comments are required for a rating of 2 or below.</b></p> <p>School districts across the country are dealing with this issue. Cathy has worked hard to build a leadership team that reflects Flagler's high expectations and standards. She has had to make very difficult decisions on putting the right people in the right seats. This takes tremendous courage and foresight with the intent on great sustainability.</p>



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## Summary

### General Overview and Comments

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*As the state of Florida implemented new learning standards and new assessment tools, Cathy and her team have implemented a number of initiatives to assist teachers and students in this transition. This includes a redo of all professional development, guides for all academic procedures and an expansion of summer acceleration. All with the intent to address the new standards and assessments being utilized in addition to the Covid gap that exists for many of our students who are still trying to catch up for lost time. She has help lead us successfully through several challenging initiatives and opportunities. The following are just a few: 1/2 Penny Sales tax renewal; creating a new Citizens Oversight Committee to be accountable to local taxpayers; Obtaining buy-in from local municipalities; working through the revisions of the interlocal agreement with the county and cities; construction of the expansion of Matanzas High school; establishing protocols ad procedures to align with the Parent's Bill of Rights act; Rezoning; Realigning our school grades from k-6 and 7-8 to a k-5 and 6-8; and Covid. She has worked with local businesses to develop and support programs that may meet the needs of our local workforce. She has engaged the community and local businesses by inviting them into the schools and provide them with enhanced school tours.*

*She has guided our district successfully through our accreditation process. She is committed to examining our ESE program though the development of the Students with Disabilities Project to Close the Achievement Gaps. She has revitalized staff and administration through the adoption of professional development opportunities and the Capturing Kids Hearts Initiative.*

*Cathy has tackled some of the most challenging issues and concerns facing school districts today. She has addressed them head-on and remained laser focused on student achievement. When items of concern are identified or discovered in any academic, financial or program audit she immediately works to address the gap in guidelines and procedures. She has demanded and supported her instructional leaders to do the same. While she may not be warm and fuzzy, I certainly appreciate her focus and relentless drive to elevate student success in Flagler County.*