

Superintendent Performance Accountability System

Superintendent's Name Cathy Mittlestadt Date 3/30/2023

Assessor's Name Cheryl Massaro School Year 2022-2023
4.4 Score

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.

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| 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. |

Superintendent / Short and long term goals	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)
Evidence	The Superintendent has provided documents to support this area. Documents can be found in the Superintendent's Success Metrics. Other evidence considered:
Rating	<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>
Comments	<p>The Assessor's Comments regarding the rating of this goal. Comments are required for a rating of 2 or below.</p> <p>The ever-changing educational requirements of FDOE and our Governor, makes establishing long term goals very difficult and has created a somewhat reactionary response to many educational standards. The creation of New BEST Standards, New Curriculum, and New FAST Progress monitoring has made it more difficult this year to establish a fair representation of growth and achievement, for there is nothing comparable to compare scores to. Therefor, I am forced to use the established Strategic Plan and Superintendents Self Evaluation to complete this performance review in a fair and equitable manner.</p> <p>As I reviewed the Strategic Plan it is evident that improvements have been accomplished in all six of the plans goals. In Goal 1: Academics: All district principals reported on their School Improvement Plans, and demonstrated growth in ELA , Math, and Science. The exact data on progress will not be available until June, but I believe they are going to be exceptional as every school elevates excellence. I also believe we will increase our CTE participation and have more students graduating with industry certifications.</p> <p>Goal 2: Educational Equity: Increasing participation in all advanced courses of study, expanding Classroom To Career participation, and developing a continuum of service for the districts ESE students are a few ways the district has expanded educational equity.</p> <p>Goal 3: Social-Emotional Well -being: Developing the Multi-Tiered System of Support and streamlined the process with coordinators, Developing Flow Charts monitoring behavior and academics.</p> <p>Goal 4: Talent: Maintaining and locating employees has been crucial since the pandemic. Increasing bus drivers pay, and decreasing academic background information has helped building staff. Supporting multiple Job Fairs and pushing hiring has helped. However, the biggest support was settling both the FEA and FESPA union contracts. Creating the "Rookie Teacher of the Year" and "Elevating Excellence" monthly awards has improved district climate.</p> <p>Goal 5: Operational Efficiency: Maintaining all buildings and establishing a safe and secure environment has been emphasized by the Superintendent. Approving and having adopted the new MHS addition, will help with the projected growth in our student body. Plus, having incorporated a new three tier transportation structure has greatly helped all transportation needs, and saved money.</p> <p>Goal 6: Communication: Developing and maintaining relationships with African American Mentoring Program, EPAC, Tiger Bay, and Faith for Flagler Partnership helps. Plus, the new district website, Facebook and Twitter announcements, and school newsletters has greatly improved communication. So much more has been accomplished, in strengthening the foundation for stronger short and long term goals,</p>

Superintendent / Representing the Board

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)

Evidence	The Superintendent has provided documents to support this area. Documents can be found in the Superintendent's Self-Appraisal Memo. Other evidence considered:
Rating	<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>
Comments	<p>The Assessor's Comments regarding the rating of this goal. Comments are required for a rating of 2 or below.</p> <p>So very much has been accomplished by Superintendent Mittlestadt, this past year where she has worked closely with parent groups, citizens, community businesses area governmental agencies, and DOE, always representing the School District professionally and respectfully. Just to name a few interactions:</p> <ul style="list-style-type: none"> -Improving district association with EPAC -Continued Faith for Flagler partnership -Approved new ILA on Impact Fees with local Governments -Created Book Challenge Process -Worked with local governments on passing ½ Penney Sales Tax -Attended Tiger Bay Meetings -Partnered with Chamber of Commerce to do school tours -Developed protocols for Parents Bill of Rights -Worked with Citizens Advisory Board & Teachers Advisory Group -Worked closely with Sherriff -Spoke to Florida Legislators on district needs. -Supported staffing for area shelters for community -Worked with numerous parents or Guardians addressing their student needs and resolving issues amicably. <p>However, the only weakness I see is the inability to obtain the complete support of building administration. A weakness that can be easily overcome, now that we are fully staffed and major issues like the ½ Penny and Impact fees are over, more time will be available to visit all school monthly. Visits to check in with every administrator, to see how they are doing and if you can do anything to support their efforts.</p>

Superintendent / Leadership	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)
Evidence	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:
Rating	<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>
Comments	<p>The Assessor's Comments regarding the rating of this goal. Comments are required for a rating of 2 or below.</p> <p>There is no doubt in my mind that you are a very professional leader, who utilizes the team building concept to achieve district goals. As I have watched you lead, over these past 2.5 years, I can't help to notice how you use every cabinet members strength to meet district needs. With numerous operational changes always coming down from Tallahassee, you first obtain all the details necessary, develop a sound resolution that fits the district needs, and then works diligently to develop a team approach. Allowing your cabinet and top building administrators to work with you and develop solutions. You always keep all school board policies in mind, and makes certain every action taken meets adopted policies and protocols regarding facilities, curriculum, instruction, student services, personnel, budget, and business affairs. Often the current school board has had to look to you for guidance in how to progress on many issues. Finally, it is important to note that Flagler schools passed with flying colors the school accreditation process, plus received "Clean" audits for Florida, with one minor issue on our federal report regarding FTC.</p> <p>Much of your work this year has been to establish new necessary procedures that were never developed by previous superintendents. Still today you are finding district weaknesses that require attention to bring the district where it should be in 2023.</p>

Superintendent / Reporting	Reporting information and analyses regularly to the Board regarding student achievement and test scores. (2.3.5 – Contract)
Evidence	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:
Rating	<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>
Comments	<p>The Assessor’s Comments regarding the rating of this goal. Comments are required for a rating of 2 or below.</p> <p>As we move completely away from pandemic restraints, closing all achievement gaps is pivotal. FDOE’s brand new standards, new curriculum and new testing will make it difficult to understand where our district stands academically and what achievement goals have been met, for there will be no past scores to compare our results to. As we embark onto this new frontier, I believe you have made every effort to keep the school board informed of student achievement at every school, as well as within iFlagler.</p> <p>School Board members received FAST ELA and Math progress monitoring data this past February, Unfortunately, we will not see the end of the school year results and where our students finish until June. The recent School Improvement Plan Reports makes me optimistic about over all academic growth and improvements with our student working on grade level or above in both ELA & Mathematics. I am also hopeful that our graduation rate will remain high and that we will increase the number of students graduating with some type of CTE industry certification.</p>

Superintendent / Policies	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)
Evidence	The Superintendent has provided documents to support this area. Documents can be found in the Superintendent's Self-Appraisal Memo. Other evidence considered:
Rating	<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>
Comments	<p>The Assessor's Comments regarding the rating of this goal. Comments are required for a rating of 2 or below.</p> <p>Within Flagler schools, I believe the majority of this responsibility lies within the job description/ contract of our school board attorney, and not the superintendent. However, I do believe that both you and the SBA must collaborate and be certain every policy addition and modification are fully supporting laws written and passed effecting schools, to the best if your capabilities. All Federal and State laws must be adhered to, and federal laws always supersede state laws.</p>

Superintendent / Planning and Financing	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)
Evidence	The Superintendent has provided documents to support this area. Documents can be found in the Superintendent's Self-Appraisal Memo. Other evidence considered:
Rating	<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>
Comments	<p>The Assessor's Comments regarding the rating of this goal. Comments are required for a rating of 2 or below.</p> <p>The Chief Facility Officer is critical in supervising and maintaining the district's 5-year plan, under your supervision and direction. Appropriately designating repairs, in a timely and cost-efficient manner, and recommending necessary renovations to maintain district facilities is pivotal to continued usage of secure and safe building structures.</p> <p>As we continue growth, within Flagler County, obtaining the necessary Impact fees, to meet projections was crucial. We must be able to obtain the necessary funding and bonds to build a new high school, and middle school in the near future. The Matanzas expansion will help greatly level out the population in our two high schools. However, a new population study is necessary, to see the projections on just how many seats the district we need in years to come. Hopefully, our new Impact Fees will help cover some of the expenses, and that we can identify land to sell and purchase to meet our needs.</p>

IMPACT / RAPPORT BUILDING

- 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)

Rating	The Assessor's Rating of Impact/Rapport Building. 5 <input type="checkbox"/> 4 <input checked="" type="checkbox"/> 3 <input type="checkbox"/> 2 <input type="checkbox"/> 1 <input type="checkbox"/>
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Comments	The Assessor's Comments regarding the rating of Impact/Rapport Building. Comments are required for a rating of 2 or below. <p>At this point, I believe you have finally found a strong administrative team to run all of our schools. At this time, you must limit making any staffing changes and let everyone grow into their own buildings and build upon them. I firmly believe Growth and Sustainability are based on consistency. Changing administrators every year does not contribute to a good school climate. Hopefully, the new appointments will remain constant for at least three years, allowing the students, families and staff time to obtain steady footings and develop building pride.</p> <p>Visibility and Accessibility are two main attributes necessary to a great leader. The more people see and interact with you, in different environments the stronger you become. It is virtually impossible to be everything to everyone. However, I feel you have been building a strong foundation to support the districts strategic plan. Now, the time has come to strengthen associations with all staff, students, families and communities.</p> <p>As for skilled in conflict resolutions, I feel you have been working hard in developing this skill. Often, in this crazy county it is so hard to reach a consensus on anything, but I believe you have polished your skills and are headed in the right direction in gaining approval & respect.</p>
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INTEGRITY

- 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)

Rating

The Assessor's Rating of Integrity.

5

4

3

2

1

Comments

The Assessor's Comments regarding the rating of Integrity. Comments are required for a rating of 2 or below.

You are the most professional leader I personally have ever worked with. It has taken me two years to understand you and to be comfortable working with you. I realize you are reluctant to let you guard down with anyone, but you must make the effort to gain the appreciation and respect of your building staff. Without a doubt you constantly demonstrate cool, calm and collected demeanor, as well as ethical, personal, and professional conduct. However, the trust with new school board members is shaky at best, and must be improved.

If I can offer any suggestions, you need to lighten up. I have seen you be the warm and fuzzy person many individuals need and want. Get out of the office, visit your schools, talk to the administrators and staff, build every relationship, and I guarantee only good things will result for you and Flagler Schools.

Finally, I believe you ALWAYS have the best interest of our students and staff in mind when working with the board.

WORK STANDARDS

- 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)

Rating	The Assessor's Rating of Work Standards. 5 <input checked="" type="checkbox"/> 4 <input type="checkbox"/> 3 <input type="checkbox"/> 2 <input type="checkbox"/> 1 <input type="checkbox"/>
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Comments	The Assessor's Comments regarding the rating of Work Standards. Comments are required for a rating of 2 or below. The new Strategic Plan is solid and well supported in your self-evaluation. Having all staff utilize this plan will enhance all district outcomes. Finally, you have a great staff in place that is capable of advancing Flagler Schools. Now the time has come to work with each of them to support our Strategic Plan. Use the <i>Capturing Kids Hearts</i> theory with every district staff member. Show them you care for them as a person, not just an employee. Once you establish a caring relationship their individual support will blossom and productivity grow. Only by working together, with each administrator, can you raise student achievement paying particular attention to our Students with Disabilities, our Black and African students and Disadvantaged Students.
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General Overview and Comments

We have now worked 2.5 years together and have survived many highs and lows along the way.

As the Board Chair, I am committed to support the district mission and the strategic plan. Now is the time to stress finishing strong with ALL staff! Continuing to work together we can make Flagler Schools everything it should be and of course achieve Academic Excellence!
