

Superintendent Success Metrics

Superintendent Name Cathy Mittelstadt	School Year 2022-2023	Final Rating
School Board Member	Evaluation or Review Date	

Determine which metrics within each goal were met using the tables on preceding pages. Transfer the number and percentage of metrics met for each goal into the **Metrics Summary** table below. Compare the **Average Percent Score** for the goals against the **Evaluation Rubric** below to determine the **Final Rating**. Only use those metrics marked with a "Y" or "N." Marking a metric "NA" means the data were not available and their inclusion in the tally is inappropriate. ***Goals 1, 2 & 6 will not have completed data at the time of this submission.

Evaluation Rubric

Rating	Criteria
Unsatisfactory	0% to 39% of metrics met
Needs Improvement	40% to 59% of metrics met
Effective	60% to 79% of metrics met
Highly Effective	80% to 100% of metrics met

Metric Summary

Goal	Number of Metrics Met	Percentage of Metrics Met
1	/ 3	***
2	/ 7	***
3	3/ 3	100%
4	1/ 2	50%
5	3/4	75%
6	/ 1	***
Average Percent Score		

By signing below, all parties agree on the assigned final evaluation rating and the information contained in the goal tables used to calculate that rating.

Superintendent Signature

Date

School Board Chair Signature or Designee

Date

<p>Superintendent Name Cathy Mittelstadt</p>	<p>School Year 2022-2023</p>
---------------------------------------------------------	-----------------------------------------

The following self-appraisal is based up available data. In the absence of data, comments are provided to indicate specific strategies and action steps to support progress toward reaching the relevant goal. Final assessment and school grade data are released at the discretion of the Florida Department of Education, tentatively scheduled for June 2023. It is important to note that for the 2022-23 school and district grading cycle, the information returned by the Florida Department of Education is considered baseline. The process used to determine letter grade ratings (based on this baseline data) is not the same as the process used in prior years and going forward. Care should be taken not to equate the outcomes with prior year aggregates without full context of what the scores represent.

Per my contract, 9.2, **Annual Evaluation**; by April 1 of each year, I shall provide the Board a self-appraisal of accomplishments and attainments. The Strategic Plan goals form the basis of this self-appraisal.

Per my contract, 2.6, **Agreement Extension**; this agreement may be extended upon mutual written agreement of the School Board and the Superintendent.

As I have previously stated at a recent workshop, if this board recognizes the scope of work that I have led merits a contract extension, I welcome consideration of a 6-month to one-year option should the board need more time before deciding on a multi-year contract.

Please note that many figures in this document are Year to Date (YTD), as the data is pulled from the Progress Monitoring 2 session, which is completed at the mid-way point of the school year. Historically the growth in the second half of the school year is substantially greater than that of the first half of the year. Additionally, this is a new state-wide tool being used this year.

Superintendent Reflection

July 2022 – March 2023 Factors and Conditions that have impacted Flagler Schools, evidence to support these will be located in Shared File “Mittelstadt Self-Appraisal Supporting Documents 2022-23.”

- Benchmarks for Excellent Student Thinking (BEST) Standards (new Professional Development)
- Florida Assessment of Student Thinking (FAST) Progress Monitoring (new Professional Development)
- Implemented Process Guides for all Academic Procedures
- Expansion of Summer Acceleration for all students
- ½ Cent Sales Tax Referendum Renewal (projected to generate \$80 Million over ten years)
 - Included Proclamations from all local Municipalities
 - Partnered with Chamber of Commerce to do tours of schools/programs of study
- Formation of Citizen’s Oversight Committee (new for Flagler Schools)
- Accreditation – Summary Brief at School Board Information Workshop on February 22, 2023, Final Report sent to School Board on March 10, 2023
- Students with Disabilities Project to Close Achievement Gaps – CEO Leadership Development Program (new Focus area)
 - Exceptional Student Education (ESE) Staffing
 - Paraprofessional Tracking
 - ESE Services Monitoring and Procedures
 - Standard Operating Procedures for I.E.P.s
 - Inclusive Scheduling supported by Florida Inclusion Network (FIN)
- Multi-Tiered Systems of Support (MTSS)
 - Coordinators at each school to streamline process
 - Flow Charts – Academic and Behavior
 - Behavior Leveling System
- Presentation at FADSS with Consultant Tom McDowell – “ESE: Designing a Continuum of Services”
- Unified Data Protocol – Decision Making (grew out of new FAST Progress Monitoring)
- Rigorous & Meaningful Summer Professional Learning Opportunities for Teachers and Paraprofessionals
 - Utilized ARP Incentive Dollars
 - Capturing Kids’ Hearts
 - ESE Transformers Conference
 - Master Scheduling
- Teacher Certification and Endorsements
 - Reimbursement for all Certification Add-ons
 - Reading Endorsement facilitated through Flagler Schools
 - English to Speakers of Other Languages (ESOL) Endorsement Reimbursement
- Collective Bargaining with New Firm as Chief Negotiator – Completed Open Book with both FCEA and FESPA (2022-2025)
- Began Matanzas High School Expansion process – Approval of Preliminary Plan presented by Schenkel & Schultz on July 19, 2022
- Established Protocols and Procedures to align with Florida Statutes (Parent’s Bill of Rights)
- Transitioned 6th Grade to Middle School

- Moved to 7 period day for High School with planning inside of the day
- Implementation of Rezoning for Secondary Schools
- Moved to 3-Tier Transportation Structure
- Multiple Job Fairs/Hiring Pushes
- Introduced “Rookie of the Year” Award
- Elevating Excellence Monthly Awards
- Impact Fees Final Resolution
- Safety and Security
 - Exploration into Guardian Program
 - School Hardening - single point of entry for WES was completed in August, BTES is in final project stage
 - District-wide exterior lighting project with updated LED lights to increase visibility
 - Major fencing project for BTMS/WES to be completed by August 2023
 - School Pass – New visitor management system
 - Transportation - upgraded GPS and connectivity for routing and tracking students, turn by turn navigation, LED upgrades on buses
- No Findings in FLDOE Audit of Career and Technical Education Program and Adult Education Programs for three previous years
- Operational Audit of Flagler County School District 2021-22
 - Conducted every three years by the State of Florida Auditor General’s Office
 - Seven Findings that required changes to district processes (summarized on page 15 of report)
- Development of Book Community Review Process
 - School Level and District Level
 - Presented at Education Quality Subcommittee Meeting on January 25, 2023
- Flagler County Education Foundation New Memorandum of Understanding and New Executive Director
- Continued Teacher Advisory Group and Superintendent’s Citizens Advisory Group Meetings
- Presented at EPAC Meeting
- Attended Tiger Bay Luncheons and other Community Events
- Engaged all School Sites with Ambassador from African American Mentoring Program
- Continue Faith for Flagler Partnerships

Goal 1 Student Academics		Data Points or Values			Indicator met? (Y/N/NA)
Metric	Description	Prior	Target	Actual	
1.1	Increase the percentage of students who are on grade level as measured by state English Language Arts assessments.	56%	60%	YTD 40%	
1.2	Increase the percentage of students who are on grade level as measured by state Mathematics assessments.	59%	61%	YTD 31%	
(1.3)	Maintain or increase the percentage of students who graduate with a diploma within four years of entering ninth grade. <i>(School grade graduation rate component)</i>	91%	90%	91%	
(1.4)	Maintain or increase the percentage of graduating students who satisfied a college and career acceleration requirement within four years of entering ninth grade. <i>(School grade CCA component)</i>	53%	57%	50%* 58%**	
Total Indicators met for Goal					***

Superintendent Comments:

1.1 – Grades 3-10 FAST ELA Progress Monitoring Data was recently shared with you at the Information Workshop on February 22, 2023. The Year To Date (YTD) percentage is listed in the “Actual” Column, meaning that this will likely change when FLDOE releases the Year End Data.

1.2 - Grades 3-8 FAST Math Progress Monitoring Data (no progress monitoring for Algebra and End of Course Exams) was recently shared with you at the Information Workshop on February 22, 2023. The Year To Date (YTD) percentage is listed in the “Actual” Column, meaning that this will likely change when FLDOE releases the Year End Data.

1.3 - Complete, based on 2021-22 Data.

1.4 – *This figure (50%) represents the graduating class of 2022 who satisfied a college and career acceleration requirement. The decline represents seniors impacted by the pandemic, which offered eligible waivers for graduating. This will be the figure used in calculating school grades.

** This figure (58%) represents the percentage of students who earned a standard 24-credit diploma in 2022 without a waiver and satisfied a college and career acceleration requirement.

Board Comments:

Goal 2 Educational Equity		Data Points or Values			Indicator met? (Y/N/NA)
Metric	Description	Prior	Target	Actual	
2.1a	Reduce the student achievement gap on state English Language Arts assessments between Students with Disabilities (SWD) and non-Students with Disabilities .	45	39	YTD 23	
2.1b	Reduce the student achievement gap on state Mathematics assessments between Students with Disabilities (SWD) and non-Students with Disabilities .	41	33	YTD 16	
2.1c	Reduce the student achievement gap on state English Language Arts assessments between Economically Disadvantaged Students (FRL) and non-Economically Disadvantaged Students.	17	13	YTD 16	
2.1d	Reduce the student achievement gap on state Mathematics assessments between Economically Disadvantaged Students (FRL) and non-Economically Disadvantaged Students.	16	13	YTD 10	
2.1e	Reduce the student achievement gap on state English Language Arts assessments between students who identify as Black or African American and students who identify as White or Caucasian .	28	24	YTD 19	
2.1f	Reduce the student achievement gap on state Mathematics assessments between students who identify as Black or African American and students who identify as White or Caucasian .	27	27	YTD 17	
2.2	Increase the percentage of students showing progress in English Language Proficiency (ELP) .	62%	63%	Awaiting FLDOE	
2.3	Increase the percentage of unique students enrolled in level 3 courses (IB, AICE, AP, Dual Enrollment, Honors, Advanced, Adult CTE/AGE).	53%	56%	54%	
Total Indicators met for Goal					***

Superintendent Comments:

2.1a, 2.1c, 2.1e - FAST ELA Progress Monitoring Data was recently shared with you at the Information Workshop on February 22, 2023. The Year To Date (YTD) percentage is listed in the "Actual" Column, meaning that this will likely change when FLDOE releases the Year End Data.

2.1b, 2.1d, 2.1f - FAST Math Progress Monitoring Data (no progress monitoring for Algebra and End of Course Exams) was recently shared with you at the Information Workshop on February 22, 2023. The Year To Date (YTD) percentage is listed in the "Actual" Column, meaning that this will likely change when FLDOE releases the Year End Data.

2.2 – The Year To Date (YTD) percentage is listed in the "Actual" Column, meaning that this will likely change when FLDOE releases the Year End Data.

Board Comments:

Goal 3 Social and Emotional Well-being		Data Points or Values			Indicator met? (Y/N/NA)
Metric	Description	Prior	Target	Actual	
3.1	Increase the percentage of school staff members trained in Youth Mental Health First Aid (YMHFA) .	22%	54%	YTD 61%	Y
3.2	Mitigate chronic absenteeism to pre-pandemic levels for students who have accrued 21 or more days of unexcused absences.	1195	620	YTD 255	Y
3.3	Improve our connectivity rate for social work referrals to verify that families are linked to an appropriate resource with 72 hours.	98%	91%	YTD 95%	Y
Total Indicators met for Goal					3/3

Superintendent Comments:

3.1 – Employee YMHFA Trainings will continue throughout the remainder of the year.

3.2 – Data will be obtained after the final day of school.

3.3 – Data will continue to be collected throughout the remainder of the school year.

While this data will continued to be gathered throughout the remainder of the year, we have already reached our targets and do not anticipate these numbers changing drastically enough to alter the outcome of this metric.

Board Comments:

Goal 4 Talent		Data Points or Values			Indicator met? (Y/N/NA)
Metric	Description	Prior	Target	Actual	
4.1	Reduce the percentage of vacant instructional positions after the first two weeks of school.	4.0%	2.5%	3.8%	N
4.2	Reduce the percentage of vacant non-instructional positions after the first two weeks of school.	11.7%	8.7%	6.1%	Y
(4.3)	Hold recruitment and job fairs throughout the year.	See Comments for Details*			
(4.4)	Implement a consistent system of evaluation for administration, faculty, and staff.	See Comments for Details*			
Total Indicators met for Goal					1/2

<p>Superintendent Comments:</p> <p>4.3 – Job fairs were held on 9/24/22 and 12/3/22. There will be a job fair on 4/24/23 and 5/31/23 as well as a virtual critical shortage job fair which will be ongoing from 3/23/23-4/15/23.</p> <p>4.4 – The new system has been built. Leaders across the district will be trained during the Summer for full implementation in the 2023-24 school year.</p>
<p>Board Comments:</p>

Goal 5 Operational Efficiency		Data Points or Values			Indicator met? (Y/N/NA)
Metric	Description	Prior	Target	Actual	
5.1	Plant and custodial services will increase the routine work order productivity / completion rate .	87%	84%	YTD 87%	Y
5.2	Food and nutrition services will increase participation in school lunch program.	50%	64%	YTD 58%	N
5.3a	Transportation will increase the percentage of on-time arrivals.	78%	82%	YTD 91%	Y
5.3b	Transportation will decrease transportation roadside-breakdowns .	12%	19.4%	YTD 9%	Y
5.4	Maintain a general fund balance minimum of 8%.	See Comments for Details			
Total Indicators met for Goal					3/4

Superintendent Comments:

5.2 – The initial metrics were set using pre-Covid data and experience. During the first quarter of 22-23, our average daily participation for lunch district-wide was 5,108. Currently, it is over 5,700. We remain committed to reaching as many students as possible. This metric should be re-evaluated in June when the Strategic Plan metrics are established for the 2023-2024 school year.

Board Comments:

Goal 6 Communication		Data Points or Values			Indicator met? (Y/N/NA)
Metric	Description	Prior	Target	Actual	
6.1	Increase positive perception of the district communication.	59	73	NA	
6.2	Increase in social media reach.	176,058	292,000	YTD 136,560	
Total Indicators met for Goal					***

Superintendent Comments:
 Mr. Wheeler shares a Flagler Schools Communications Monthly Report with School Board Members which includes social media analytics. This year we are tracking school by school unique users to establish baseline data for next year.
 6.1 – Annual Communication Survey will be sent out the first week of April.
 6.2 - Data will continue to be collected throughout the remainder of the school year.

Board Comments: