

# Flagler County Schools Strategic Plan

**SY 24-25 – SY 25-26**



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# A Message from the Superintendent

I am honored to present the Flagler Schools Strategic Plan, a comprehensive vision designed to guide our district toward a future of excellence and innovation. This strategic plan reflects our commitment to providing every student with a premier educational opportunity, fostering an environment that prepares our more than 13,000 students to thrive in an ever-changing world.

Preparing our next generation to reach their maximum potential takes a county-wide effort. From our faculty and staff, to our local businesses and volunteers who make so much possible on a daily basis, Flagler Schools is committed to taking every stride necessary to make this district a standard-bearer for our state and our nation.

In cooperation with the Flagler County School Board and the Flagler County Education Foundation, Flagler Schools is working tirelessly to implement ways to support the efforts of our dedicated educators, as well as grow the relationships with our engaged families and supportive community partners.

Our current strategic plan is not merely a document, but a dynamic blueprint that has helped shape our actions, inform our decisions and drive our progress since 2021. Our goals over the past three years have included academics, educational equity, resiliency and well-being, talent, operational efficiencies and communication. Due to the success of this model, we are extending our most recent Flagler Schools District Strategic Plan through June 2026.

Our strategic plan is grounded in our guiding principles that always begin with putting our “Children First.” It is designed to be a living document, adaptable to the evolving needs of our district and responsive to the challenges and opportunities that lie ahead.

Together, we will build a brighter future for all students in Flagler Schools. I am confident that with your support and dedication, we will achieve great things. Thank you for your unwavering commitment to our students, our schools, and our community.

Flagler Forward,



LaShakia Moore  
Superintendent, Flagler Schools  
June 2024

# Vision and Mission



## Vision

As a courageous, innovative leader in education, Flagler Schools will be the Nation's premier learning organization where all students graduate as socially responsible citizens with the skills necessary to reach their maximum potential.

## Mission

Flagler Schools ensures educational success through high expectations and innovative thinking in a safe learning environment to empower students to reach their full potential as responsible, ethical, and productive citizens in a diverse and changing the world.





# Guiding Principles and Beliefs

## Guiding Principles

Children First

Trust and Respect for All

Empower Others -Teamwork

Excellence, Quality, and Consistency

Commitment to Individual Needs

Get to "Yes"



## Beliefs

We believe that the academic culture provided to students will be of the highest caliber when every decision is made on the basis of what is best for students.

We believe all students will learn and excel when provided with authentically engaging work based on high standards that is given in a risk-free environment.

We believe in order to provide an internationally competitive education to all students that teamwork, open communication, honesty, and trust must be part of all working relationships.

We believe that all our educators, teachers, support staff, administrators, and School Board Members have special talents and strengths that have a positive impact on student achievement. Educators are encouraged to pursue continual professional development and model life-long learning.

We believe that parents are an integral part of student success. By working together parents, students, community members, and teachers will provide the level of support that is necessary for students to reach their maximum potential.

# About Flagler County Schools

We, as a Flagler Community, believe our children will drive the future. Along with offering a world-class education, Flagler Schools also works with local business leaders to identify the key, targeted industries for our community and our region. As part of our Classroom to Careers initiative, all students have the opportunity to explore the fields of Agriculture, Aerospace, Green Technology, Health Science, Engineering and Computer Science, Marine Research, Finance and Business, Leadership, and the Arts, to name a few.

Flagler Schools ensures educational success through high expectations and innovative thinking, in a safe learning environment, to empower students to reach their full potential as responsible, ethical, and productive citizens in a diverse and changing world.

Accreditation means that our schools meet the following performance standards:

- Leadership Capacity
- Learning Capacity
- Resource Capacity

District and school accreditation is a certification by an external authority that the minimum standards of quality are being met as required by the Florida Department of Education. Flagler Schools is accredited through Cognia (formerly AdvancED).

The US Census shows more than 41,000 homes in Flagler County. Flagler Schools directly impacts the majority of these homes through extended families, friends, and student involvement. Flagler Schools is proud to be a valuable partner in the network that makes our entire community strong, vibrant, and forward-thinking.

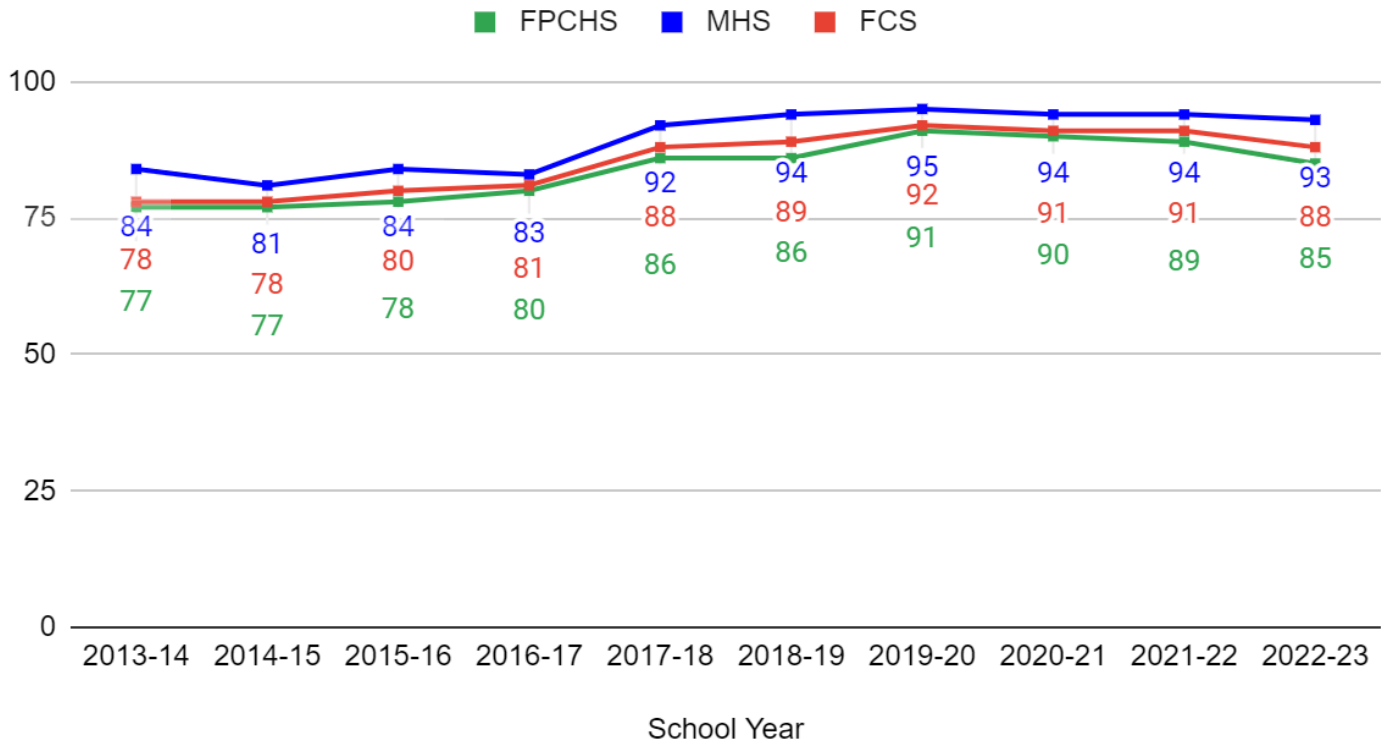
## Student Demographics

**Total Number of Students: 13,494** (based on Survey 2 Data in 2023-24)

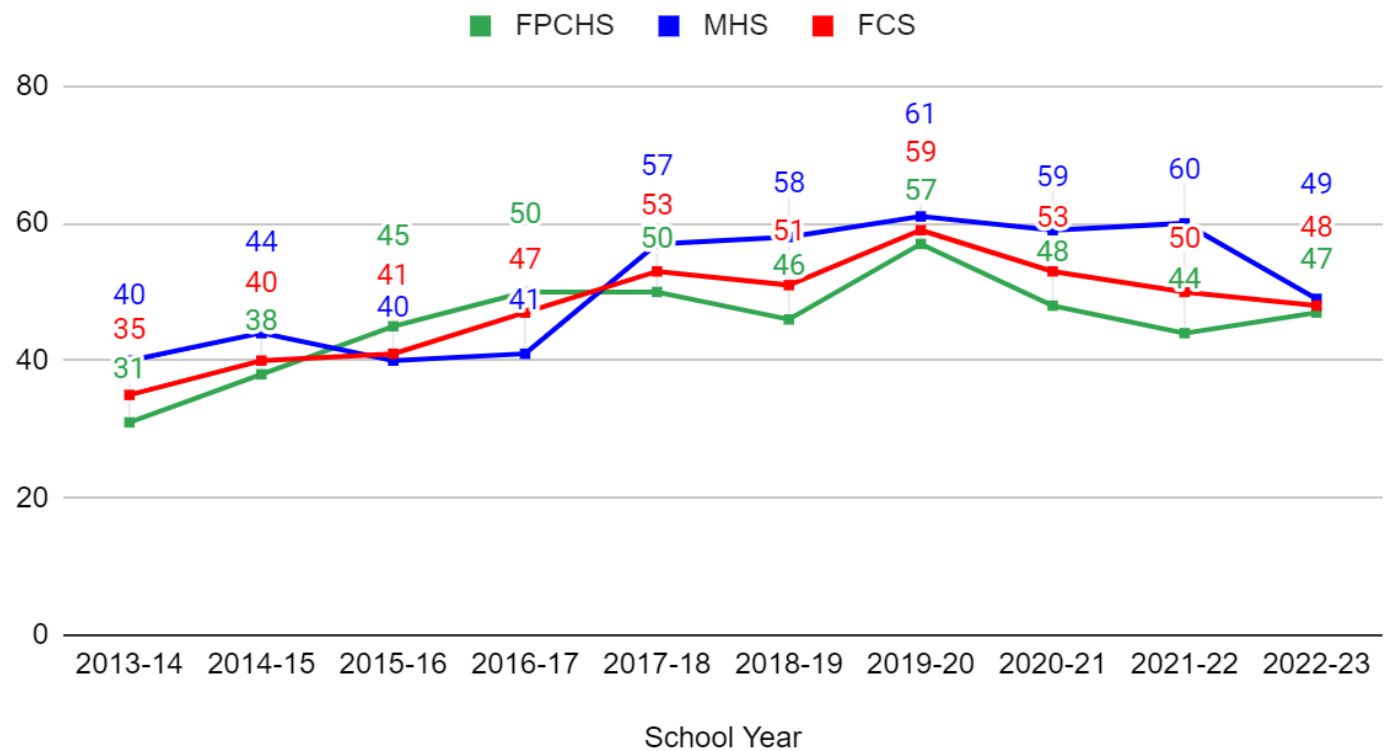
	American Indian	Asian	Black	Hispanic	Pacific Islander	Two or More Races	White	Total
<b>Female</b>	<b>36</b> 0.5%	<b>166</b> 2.5%	<b>914</b> 14.0%	<b>1,224</b> 18.7%	<b>10</b> 0.2%	<b>456</b> 7.0%	<b>3,743</b> 57.2%	<b>6,549</b> 100.0%
<b>Male</b>	<b>28</b> 0.4%	<b>148</b> 2.1%	<b>903</b> 13.0%	<b>1,292</b> 18.6%	<b>0</b> 0.0%	<b>498</b> 7.2%	<b>4,076</b> 58.7%	<b>6,945</b> 100.0%

# Graduation and Acceleration

## Graduation Rate



## College and Career Acceleration



# Programs Offered

- International Baccalaureate Diploma Programme & Cambridge Advanced International Certification of Education Diploma Program
- 15 Advanced Placement courses, 34 International Baccalaureate and pre-International Baccalaureate courses, and 26 Cambridge Advanced International Certification of Education and pre-Cambridge Advanced International Certification of Education courses.
- Over 200 Dual Enrollment students annually
- Dual Enrollment articulation agreements with Daytona State College, Embry-Riddle Aeronautical University, and University of Florida.
- Flagler Schools' 1-to-1 Initiative, supported by the continued renewal of a ½ Cent sales tax has placed a device in every student's hand. This enabled the district to pivot to all-online education during the COVID-19 pandemic in the spring of 2019.
- Flagler Schools is the first school district in the state of Florida to be awarded the Distinguished District Award by the International Society of Technology in Education.
- Flagler School graduates can be found at every major Florida university, military academies, Ivy League schools, and other prestigious campuses such as Stanford University, the University of Virginia, and Duke University.



- Flagler Schools students are consistently named National Merit Scholarship semifinalists and finalists.
- Both Flagler-Palm Coast High School and Matanzas High School are in the top half of the Best High Schools as ranked by US News and World Report.
- Old Kings Elementary School was named a "School of Excellence" in 2024 by the Florida Department of Education State Board.
- Our iFlagler online education program has been named Best Small District Franchise by Florida Virtual School twice.



# The Strategic Planning Process

To develop this initial plan, our leadership team partnered with DeliverEd to engage in a process that focused on: root-cause analysis of our district’s key challenges and opportunities, prioritizing areas in which we want to make progress over the next three years, and laying out strategies to make that progress. It was important that we gather input from school leaders, as well as teachers, staff, parents, and community members in Flagler County as we developed the implementation plans for each of the strategies. This outreach was done through a community survey and the “Let’s Talk!” application on our district website. In the summer of 2024, our leadership team refined the goals, strategies, and metrics detailed in this plan and will use it as a living, breathing guide to our strategic work through the 2025-26 school year. We are grateful for the tremendous effort our team dedicated to this process and to the board for their support.



# Our Strategic Plan (at a glance)

## GOAL 1

### Academics

Increase academic achievement in core subject areas for students as identified through state and progress monitoring assessments.

## GOAL 2

### Educational Equity\*

Increase access for all students to a high-quality educational experience.

## GOAL 3

### Resiliency and Well-being

Provide a structured framework for improving social-emotional well-being throughout the school community and district.

## GOAL 4

### Talent

Align recruitment, opportunity, and retention efforts so that new talent and existing staff are supported throughout all phases of the employee life cycle. The employee life cycle includes attraction, recruitment, onboarding, development, retention, and off-boarding.

## GOAL 5

### Operational Efficiency

Ensure operational efficiency and align resources with strategic priorities.

## GOAL 6

### Communication

Increase the awareness of Flagler Schools within the Flagler County community through a multi-layered process, as well as clarify the communication among internal stakeholders.

\*As defined by Florida Statute 1000.05 (FL 2021) and Florida Administrative Code 6A-19 (1985)

# GOAL 1

## Academics

**What?** This goal is to ensure that all students achieve academic success using systematic and consistent monitoring that allows us to propel learners to reach their maximum potential. From early learning to post-secondary preparation, systems, and processes will be developed, implemented, and evaluated throughout the district to yield more consistent results. Through the use of research-based strategies along with rigorous and targeted instruction, we will improve student achievement.

**Why?** Aligned with our guiding principles of “Children First” and “Excellence, Quality, and Consistency,” and our belief that, “all students will learn and excel when provided with authentically engaging work based on high standards that is given in a risk-free environment,” the strategies and activities under this goal constitute the core of our purpose as a district: to provide a high-quality educational experience for all students in our community.

### Outcome Metrics

Increase the percentage of students on grade level in core subjects as measured by state assessments and progress monitoring for ELA, math, science, and social studies.

ELA: Increase the percentage of students on grade level from 55% in 2023-24 to 62% in 2025-26.

Math: Increase the percentage of students on grade level from 58% in 2023-24 to 64% in 2025-26.

Science: Increase the percentage of students on grade level from 61% in 2023-24 to 65% in 2025-26.

Social Studies: Increase the percentage of students on grade level from 69% in 2023-24 to 73% in 2025-26.

Kindergarten Readiness: Increase the percentage of students who demonstrate readiness in kindergarten from 53% in 2023-24 to 55% in 2025-26.

### Priority Strategies

1.A - Conduct instructional reviews and collaborative team meetings focused on standards-aligned instruction and data-driven instructional decision-making.

1.B - Strengthen professional learning to focus on content-specific, needs-based support for implementing rigorous, targeted instruction.

1.C - Provide outreach to VPK community providers and educational resources to early learning parents and guardians.

## GOAL 2

### Educational Equity\*

**What?** This goal aims to address the uniqueness of each student and reduce the challenges and barriers that impact student success. Through the use of multi-tiered systems of support and strategically allocating resources based on student and school needs, we can meet our students where they are educationally, socially, and emotionally. This will ensure that every student has an opportunity for success and result in narrowing of achievement gaps.

**Why?** This goal is aligned with our guiding principles “Children First,” “Trust and Respect for All,” and “Commitment to Individual Needs,” and our belief that, “academic culture provided to students will be of the highest caliber when every decision is made on the basis of what is best for students.” By focusing on ensuring we are meeting the needs of each individual student, we will accelerate our success in improving student achievement.

#### Outcome Metrics

Increase the academic performance for students in high-priority subgroups: African-American and Students with Disabilities (SWD) as indicated by the Federal Percent of Points Index (FPPI)\*\*.

1. Increase the number of schools that have an FPPI greater than 41% for SWD from 1 school in 2022-23 to 6 schools in 2024-25.
2. Increase the number of schools that have an FPPI greater than 41% for African-American students from 6 schools in 2022-23 to 9 schools in 2024-25.

Increase the percentage of seniors who have successfully completed a college and career acceleration option in high school from 48% in 2023-24 to 54% in 2025-26.

#### Priority Strategies

- 2.A Ensure that all students have access to accelerated coursework, with an emphasis on students who are traditionally underrepresented.
- 2.B - Implement classroom to career pathways at the elementary, middle and high school levels.
- 2.C Conduct instructional reviews and align instructional practices for students with disabilities to ensure they receive appropriate support and services.
- 2.D - Implement improved handbook and monitoring systems for MTSS (Multi-Tiered System of Supports).
- 2.E - Monitor progress toward FPPI targets with student achievement scores.

\*As defined by Florida Statute 1000.05 (FL 2021) and Florida Administrative Code 6A-19 (1985)

\*\*The Federal Percent of Points Index (FPPI) is comprised of several data points including academic achievement, learning gains, English language proficiency, acceleration, and graduation.



## GOAL 3

# Resiliency and Well-being

**What?** This goal is focused on ensuring that all students are safe and supported. Learning environments that establish systems and processes promote a sense of belonging and support students academically. Schools, district personnel, and community organizations will be engaged in developing and implementing initiatives that support the social and emotional well-being of our students. This community-wide focus will help form socially responsible citizens with the skills necessary to excel in school and beyond. This goal will provide a structured framework for improving student social and emotional well-being throughout the school district.

**Why?** This goal is aligned with our guiding principles “Children First” and “Commitment to Individual Needs,” and our belief that, “By working together parents, students, community members and teachers will provide the level of support that is necessary for students to reach their maximum potential.” By including a strategic focus on social/emotional well-being for our students, we get closer to meeting our vision and mission focused on developing students to meet their full potential in our community.

### Outcome Metrics

Mitigate chronic absenteeism for students who have accrued 21 or more days of unexcused absences to a rate of 5% or fewer enrolled students in 2024-25 and 2025-26.

Enhance staff wellness by implementing a Flagler Schools wellness center with targeted participation of 36% of employees receiving services in 2025-26.

### Priority Strategies

- 3.A - Build staff capacity to support their own needs and the needs of their students by improving staff wellness benefits and programming.
- 3.B - Foster a consistent, positive, and proactive approach to behavior management.
- 3.C - Implement an attendance and truancy specialist to carry out tiered support for absenteeism.
- 3.D - Develop a culture that fosters and encourages a school-wide norm that is supportive of resiliency and well-being.

## GOAL 4

### Talent

**What?** This goal is designed to attract and retain top talent to Flagler Schools in order to be the Nation's premier learning organization. Utilizing a system of support for all employees will promote a culture that encourages growth and employment longevity. A long-term investment in our employees is an even longer-term investment in the future success of our students.

**Why?** This goal is aligned with our guiding principles "Empower Others" and "Teamwork," and our belief that, "all our educators, teachers, support staff, administrators, and School Board Members have special talents and strengths that have a positive impact on student achievement." By bringing a strategic focus to our recruitment and retention work, we will secure and maintain a consistent, high-quality team of educators, staff, and administrators.

#### Outcome Metrics

Recruitment: Reduce the monthly vacancy rate of posted positions.

1. Reduce the percentage of vacant instructional positions on day 1 of each semester from 5% in 2023-24 to 4% or less in the 2025-26 school year.
2. Reduce the percentage of vacant non-instructional positions on day 1 of each semester from 7% in 2023-24 to 6% or less in the 2025-26 school year.

#### Priority Strategies

- 4.A - Build stronger recruitment systems.
- 4.B - Expand leadership development experiences and career pathway opportunities.
- 4.C - Create systemic support for employee growth/development in priority areas: customer service, leadership, and continuous professional improvement.
- 4.D - Strengthen the culture of feedback and growth through ongoing coaching and evaluation.
- 4.E - Build more effective systems and processes for talent management.

## GOAL 5

# Operational Efficiency

**What?** This goal is focused on ensuring that Flagler County Schools operates efficiently and effectively to optimize resources that support teaching and learning. The establishment of standard operating procedures among all departments will create responsive and integrated systems that are fiscally responsible. Effective stewardship of funds demonstrates transparency and accountability to our community. This, in turn, prepares the district to be adaptable when facing unprecedented challenges.

**Why?** This goal is aligned with our guiding principles of “Teamwork,” “Excellence, Quality and Consistency,” and “Trust and Respect for All.” By bringing a strategic focus to improving our operational efficiency, we will ensure we are meeting and exceeding our fiscal, safety, and environmental goals as a district.

### Outcome Metrics

Plant and Custodial services: Decrease the average number of days from the start of a work order to when the ticket is closed from 14 days in 2023-24 to 10 days in 2025-26.

Food and Nutrition Services: Increase meals produced and served per labor hour (MPLH) by 1 increment per year, from 19 MPLH in 2023-24 to at least 21 MPLH in 2025-26.

Transportation: Increase on-time arrivals from 90% in 2023-24 to 92% in 2025-26.

Finance: Ensure continuity of operations in the event of an unforeseen emergency by maintaining the general fund balance between 5-8%.

Technology: Develop and implement a comprehensive professional learning plan centered around technology in education and artificial intelligence by 2025-26.

### Priority Strategies

- 5.A - Increase operational efficiencies in plant & custodial services.
- 5.B - Optimize operational efficiencies while increasing participation in meal programs.
- 5.C - Improve transportation efficiency, including on-time departures, fleet maintenance, GPS monitoring, and family engagement.
- 5.D - Improve staff and student knowledge of the use of technology in education.
- 5.E - Enhance data governance systems to ensure the accuracy of district data.
- 5.F - Improve accessibility and organization of standard operating procedures.

## GOAL 6

## Communications

**What?** The goal of communications in Flagler Schools is to provide exemplary leadership in communications and outreach so the various stakeholder groups in our community can support student achievement. We are dedicated to providing creative communication support for district-wide initiatives so we can educate key audiences, increase awareness, and promote a positive perception of Flagler Schools throughout our community. Clear, concise, and timely communication ensures the continued success of our students and supports all our district goals.

**Why?** This goal is aligned with our Guiding Principle “Trust and Respect for All” and our belief that “in order to provide an internationally competitive education to all students that teamwork, open communication, honesty and trust must be part of all working relationships.” By improving our strategic alignment and approach to communication across the district, we will ensure that all stakeholders understand consistent messages from the district.

### Outcome Metrics

Increase in social media reach and engagement, as measured by quarterly media metrics across Facebook, LinkedIn, and Instagram, targeting growth of 5% by 2025-26.

Increase positive perceptions of school district communication, as measured by the annual families survey, from 82% in 2023-24 to 84% in 2025-26.

### Priority Strategies

- 6.A - Implementation of communications plan at the school and district level.
- 6.B - Increase outreach within our community (to include community organizations, business partners, and other external partners) to keep them informed of programs, news, and services within the district.
- 6.C - Focus on internal communications cadence to improve the employee experience.
- 6.D - Improve crisis communications efforts and implementation using standardized templates across schools and departments.



# Our Appreciation

We appreciate the opportunity to work with the DeliverED staff in creating this document; however, without the collaboration of administrators, teachers, parents, and community members, this plan would not be possible. We thank you all for your time and dedication to this first step. This plan outlines the steps Flagler Schools will take to transform the educational experience of our students. We know the hard work all the Flagler Schools staff put forth each and every day will ensure this plan moves from paper to reality.





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