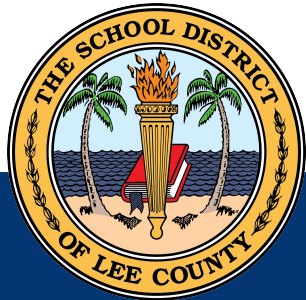
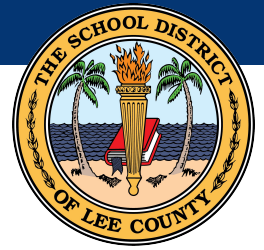


# PROJECT THRIVE

*Inspiring **Belonging**, Empowering **Growth**, and  
Supporting Every Step to **Success***





# Introductions

## The School District of Lee County



**Dr. Rebecca Savage**  
*Director*



**Jae Quintero**  
*Coordinator*



**Dana Philpott**  
*Coordinator*



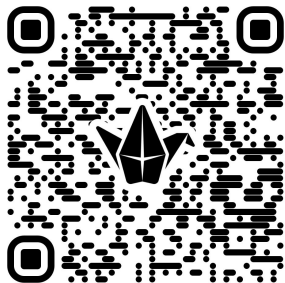
**Joelle McLaughlin**  
*Coordinator*



**Dr. Jason Kurtz**  
*Principal,*

**Organizational Development & Retention**

**Hector A. Cafferata, Jr.**  
**K-8 School**

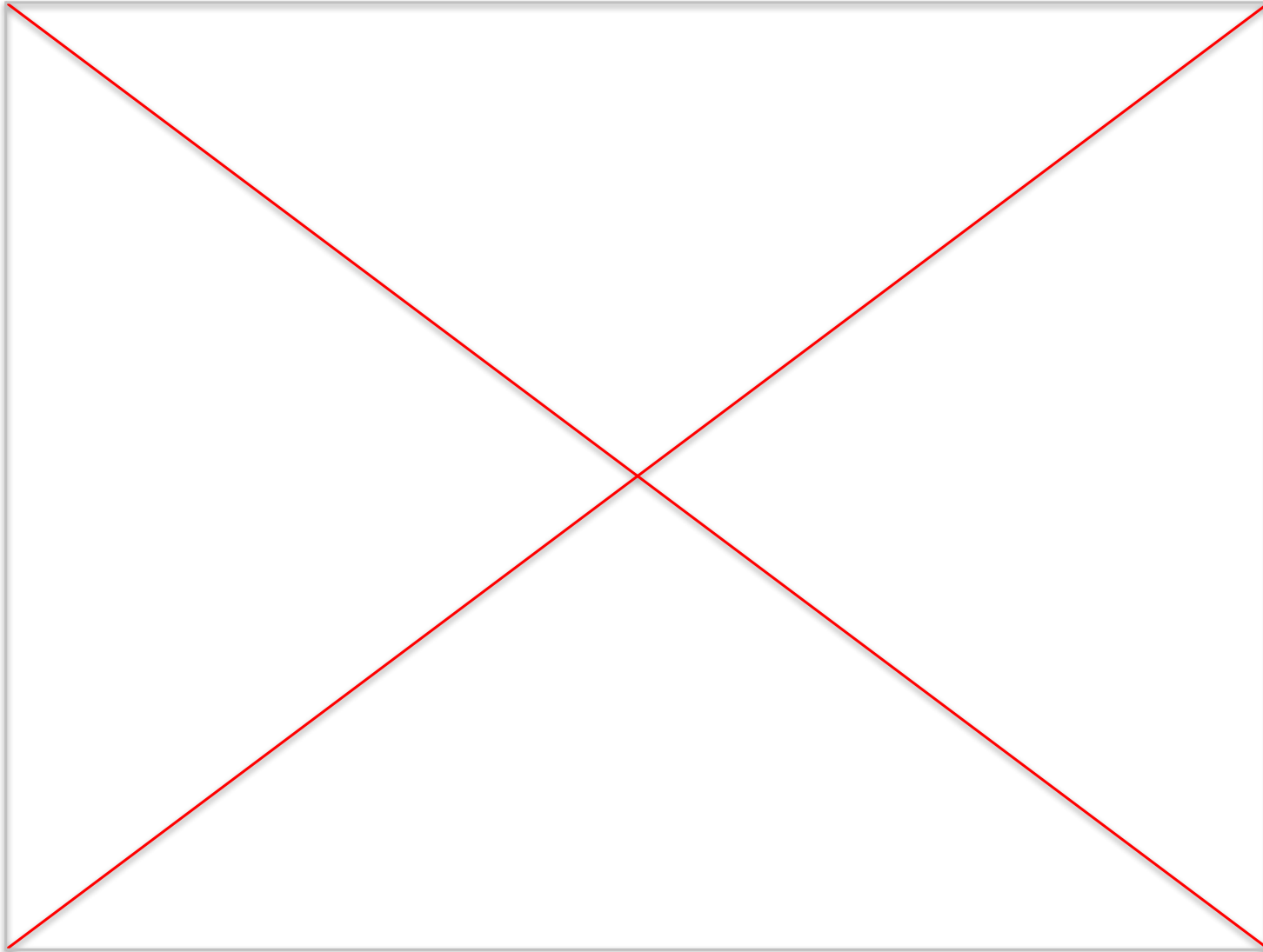


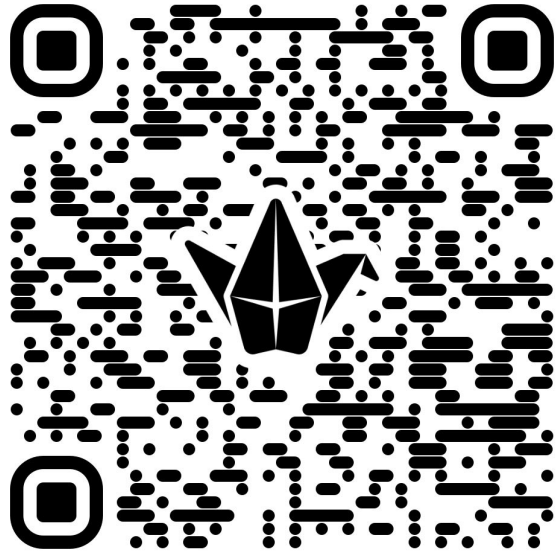
### Engage with Us!

Scan the QR Code to **ask questions** during the presentation & get access to **FREE THRIVE Resources**.

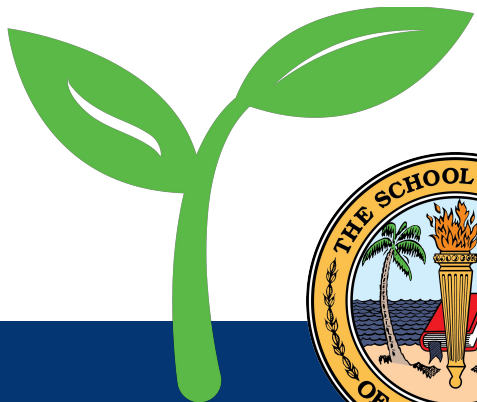
<https://padlet.com/rebeccaajs/ProjectThrive>







*What if every  
teacher ended the  
year feeling as  
inspired as the day  
they were hired?*



# Welcome to PROJECT THRIVE

*A strategic approach to strengthening teacher retention through **belonging, support, and growth.***

## What It Is

- Districtwide teacher retention initiative
- Focused on valued, supported, and inspired staff

## Why It Matters

- Strengthens school culture
- Supports student success
- Advances long-term district excellence

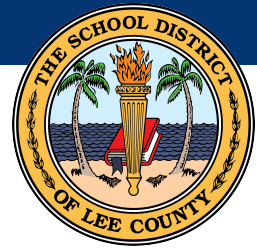
## How It Works

- Practical retention strategies
- Clear accountability structures
- Dashboards, scoreboards, and regular check-ins



**Goal:** Retain 95% of instructional staff by building a culture where employees can **THRIVE**.





# PROJECT THRIVE

## SESSION GOALS

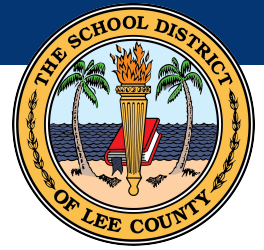


1

Share Scalable Strategies

2

Emphasize Urgency, Innovation, & **Growth**

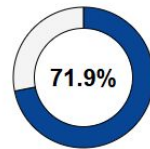


# Welcome to the School District of Lee County

<b>Superintendent Model</b>	Elected
<b>Size</b>	27th Largest School District in the Nation 8th Largest in School District in Florida
<b>Number of Schools</b>	95 "Traditional" - 117 Total
<b>Student Enrollment</b>	102,506 & Counting

## Student Demographics

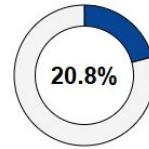
Economically Disadvantaged ⓘ



Homeless



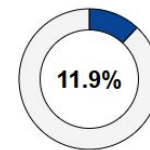
Current English Language Learners



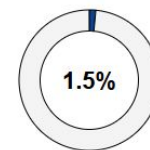
Migrant



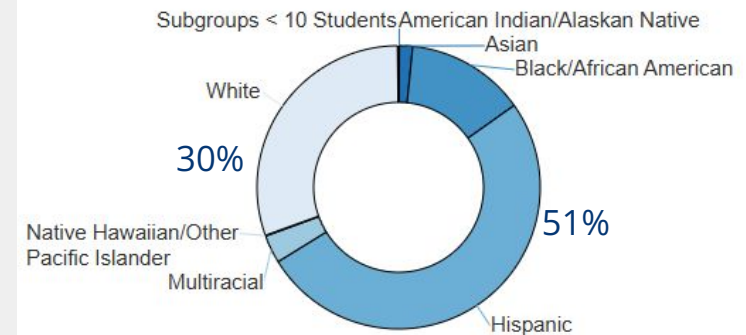
Students with Disabilities

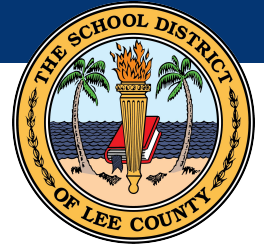


Military Family Student



Race/Ethnicity





# Organizational Goal Alignment

## District Strategic Plan Goal

**Strategic Priority: Recruiting, Developing, and Retaining Highly Effective Staff**

*Objective 6: Increase employee recruitment and retention*

- *KPI 6.1: Reduce turnover*
- *KPI 6.2: Increase the employee perception of being valued*
- *KPI 6.3: Increase meaningful feedback and the opportunity to learn and grow*

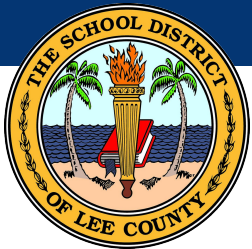
## Superintendent's Priority

**Increase Teacher Retention and Recruitment**



**PROJECT THRIVE**

**Retain 95% of the total school-based instructional group**



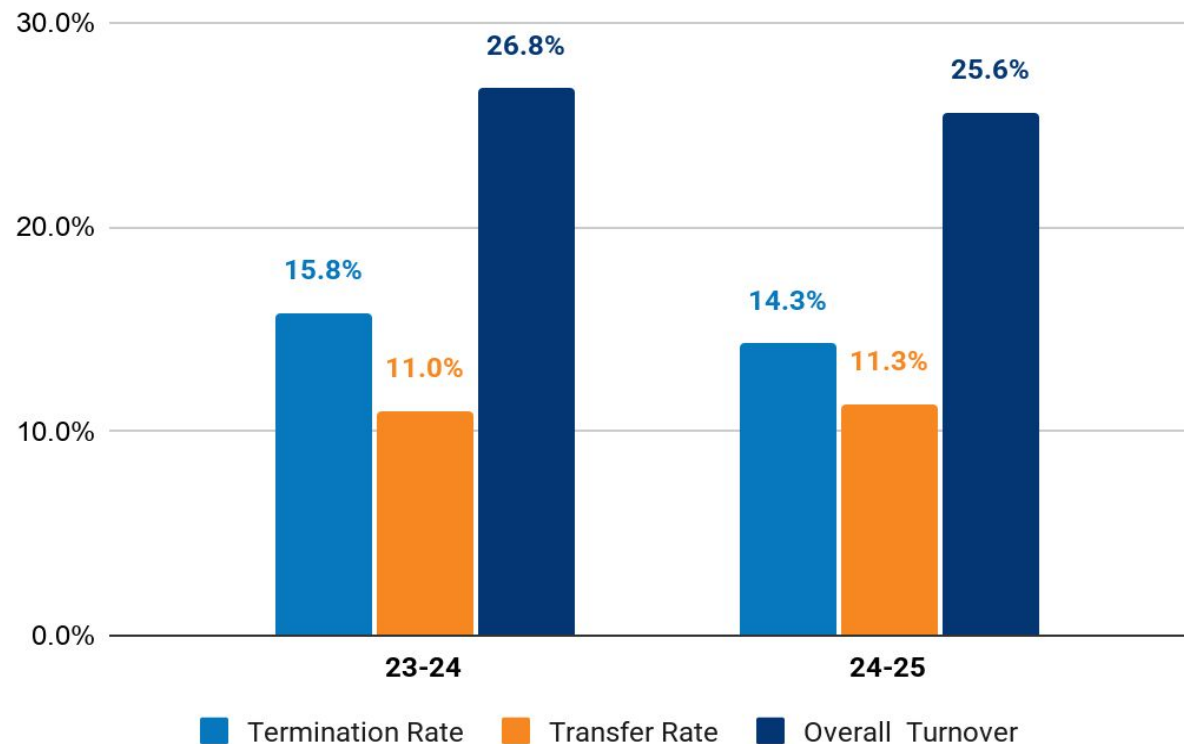
# District Retention Data

Instructional Begin Count → **5,531**

**5,254** ← 95% Retention Goal

Maximum Instructional Separation Count → **277**

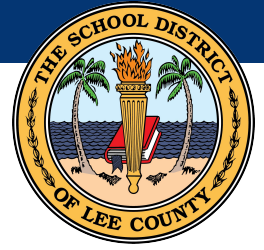
SDLC School Based Instructional Turnover Data



SDLC	Termination Rate	Transfer Rate	Overall Turnover
2023 - 2024	15.8%	11.0%	26.8%
2024 - 2025	14.30%	11.30%	25.60%



# FranklinCovey 4DX Framework



**Discipline 1:**  
*Focus on the Wildly Important Goal (WIG)*

**Retain 95% of our total school-based instructional group by July 31st, 2026**

**95%**

**Discipline 2:**  
*Act on the Lead Measures*

**LAG Measure**  
Retention Rate

**LEAD Measure**  
Monthly Meetings with Identified Schools

**Discipline 3:**  
*Keep a Compelling Scoreboard*

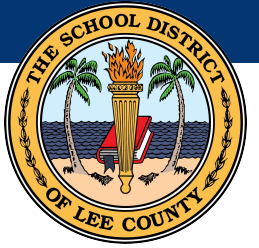
**Weekly**  
Project Thrive Data Dashboard  
Tracks by District, Region, and School

**Discipline 4:**  
*Create a Cadence of Accountability*

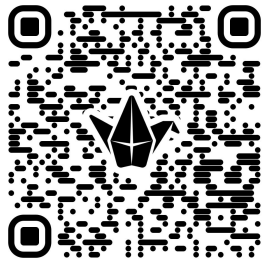
**Weekly Updates**  
School Board  
Cabinet  
School Leadership Team  
WIG Sessions

**All In**  
Identified Barriers  
Shared Strategies





# 4DX In Action



# Retention Support Team



Dr. Rebecca Savage,  
Principal Support

Dr. Mary Hamner,  
Principal Support



Jae Quintero,  
West Regional Support



Dana Philpott,  
South Regional Support



Kari Hardman,  
Assistant Principal Support



Joelle McLaughlin,  
East Regional Support



Kindra Pinnace,  
North Regional Support

# Defining Retention

**Retention** is defined as the percentage of **school-based instructional staff** within a given cohort that remain employed within our organization each year.

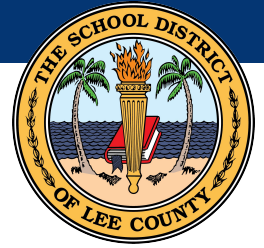


**5,531 Total Instructional Personnel** as of August 1, 2025

- Maximum of **277** terminations to achieve 95% Retention
- We need to retain **5,254** teachers

## Track One Cohort

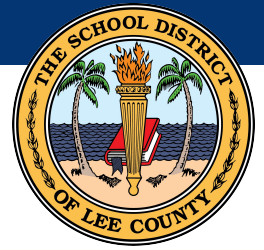
*The Project Thrive cohort includes school-based instructional personnel with a contract report to work date of August 1, 2025, or prior. Does not include: SLPs, Psychologists, Mental Health, Nurses, Special Instructional tied to Central Office, etc.*



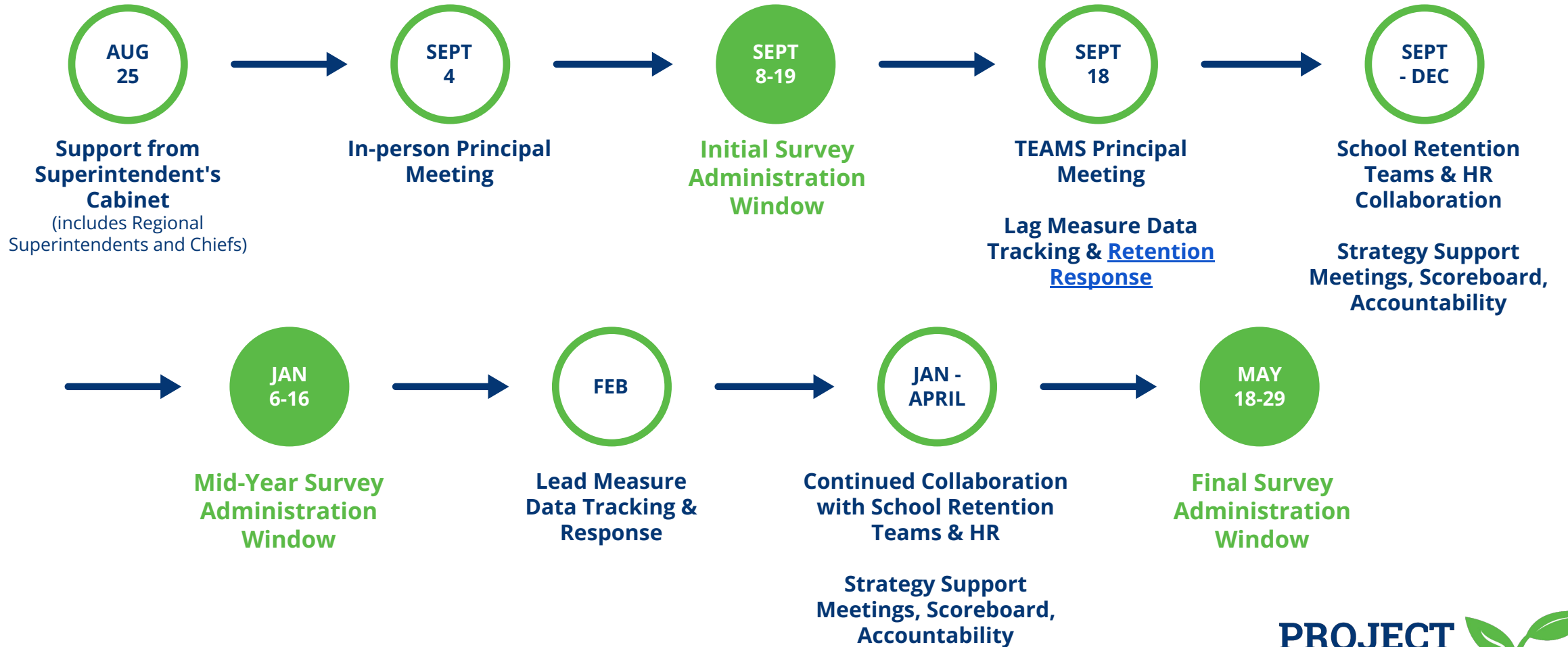
# Teacher Retention Categories

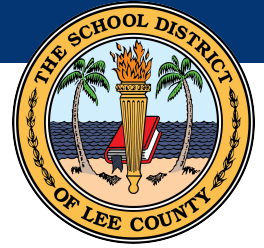
1. Structured Onboarding and Integration
2. Meaningful Work and Purpose  
FELS 2D
3. Supportive Leadership and Management  
FELS 3B, 3C, 5C, 6H
4. Growth and Development Opportunities  
FELS 5C, 6A, 6E, 6G, 7B
5. Rewards and Recognition  
FELS 2E
6. Healthy Organizational Culture  
FELS 3E, 4A, 6H
7. Employee Voice and Feedback  
FELS 2B, 2C
8. Work-Life Balance and Flexibility
9. Exit and Stay Interviews to Inform Strategy

*\*To see full alignment chart document, [click here](#).*



# Timeline: Year at-a-Glance





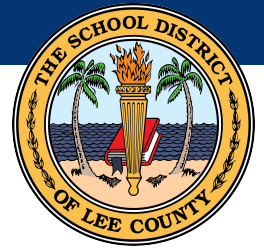
# A Tiered School Approach

Project THRIVE focuses on separations, but that's only part of the story. Tiering allows us to understand the bigger picture.

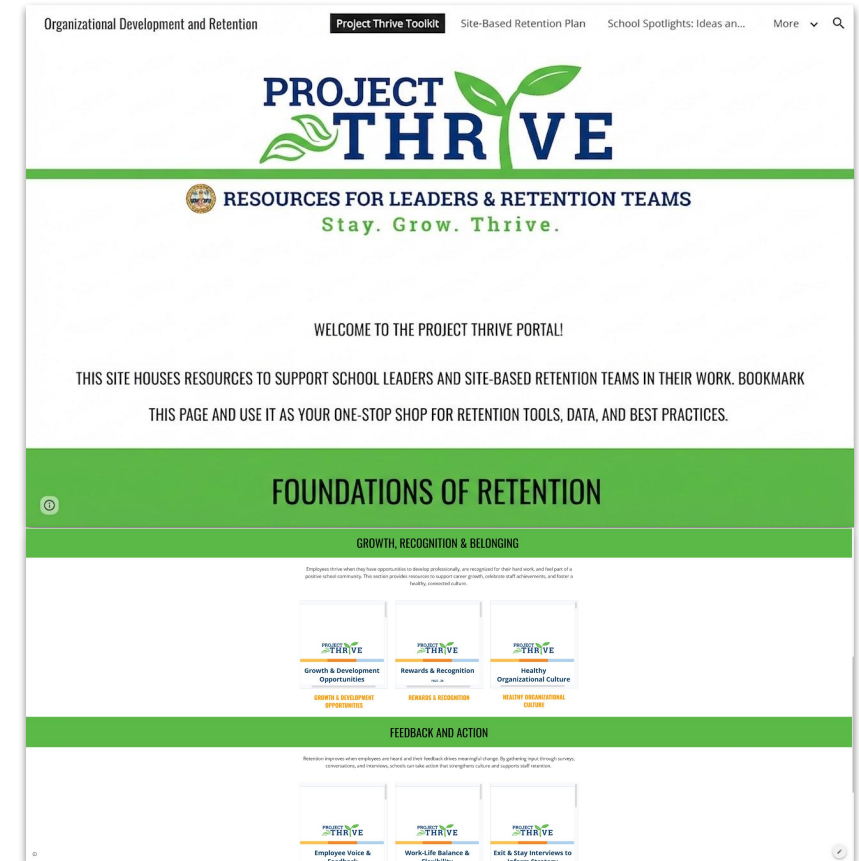
## School Tiering Process:

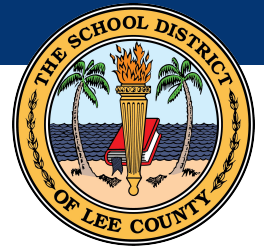
1. Collected a two year trend, FY24 and FY25, for every location.
2. Then sorted schools based on...
  - Overall Turnover Rate (includes both Terms and Transfer Outs)
  - Term Rate
  - Transfer Rate
3. Tiered proportionally (approx. 10/20/70)





# Tiered School Support & Toolkit

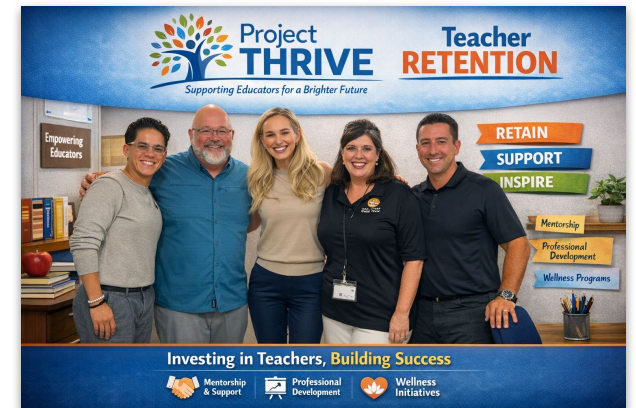
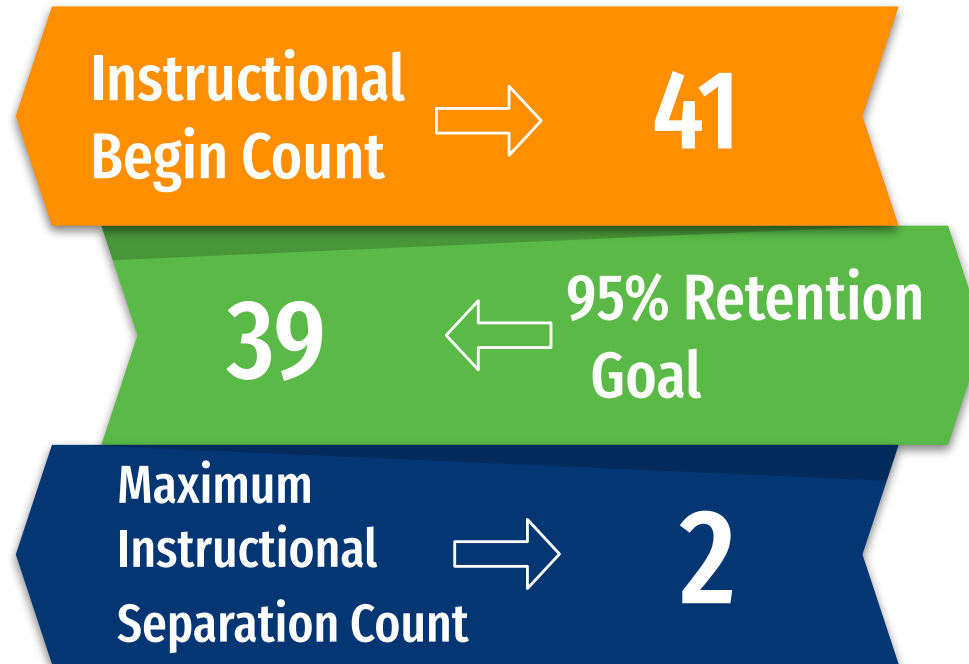


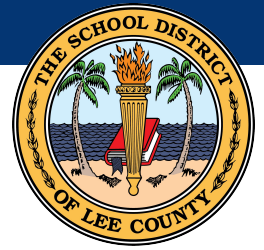


# Hector A. Cafferata Jr. K-8 School

## Principal Insights

**Dr. Jason Kurtz**  
Principal





# Dashboard for District Leadership

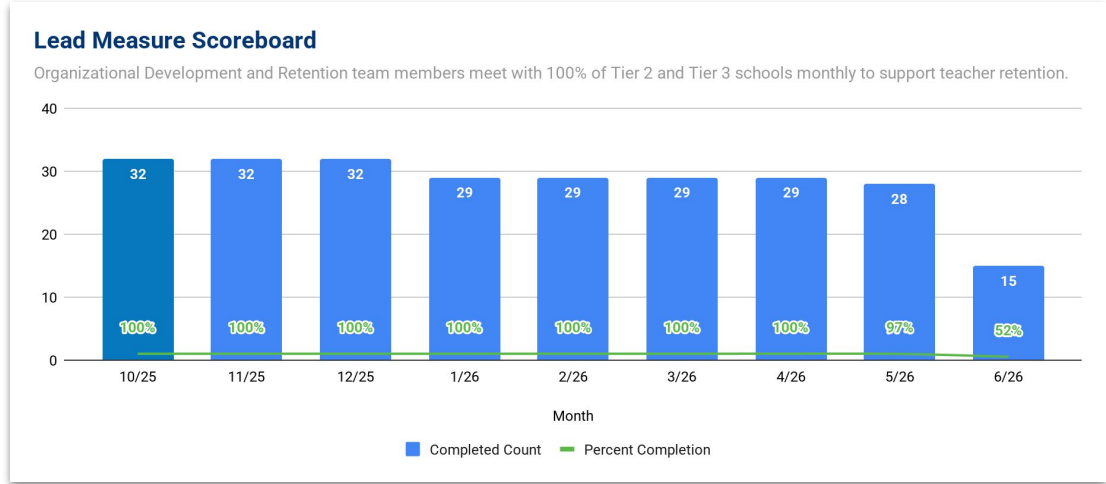
**PROJECT THRIVE** | Goals | District | Region | School | Survey

	Initial Count	5% Separation Goal	Separations YTD*	% Instructional Retention
	5,531	277	169	96.9%
North	1,296	65	32	97.5%
East	1,431	72	49	96.6%
South	1,201	60	33	97.3%
West	1,395	70	31	97.8%
Special	208	10	14	93.3%

**Retention Rates by Region**

**Report Date:** 4/6/2026

\* YTD counts do not include the 26 teachers who retired or left under special circumstances. Region level counts do not include the 10 instructional separations where the teacher began the school year on leave.



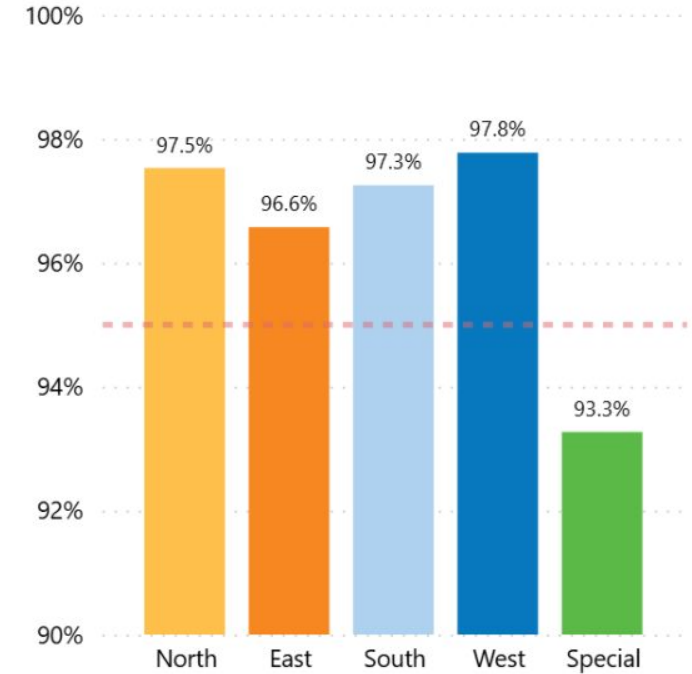
*ODR team members meet with 100% of Tier 2 and Tier 3 schools monthly to support teacher retention.*





	Initial Count	5% Separation Goal	Separations YTD*	% Instructional Retention
<b>District</b>	5,531	277	169	96.9%
<b>North</b>	1,296	65	32	97.5%
<b>East</b>	1,431	72	49	96.6%
<b>South</b>	1,201	60	33	97.3%
<b>West</b>	1,395	70	31	97.8%
<b>Special</b>	208	10	14	93.3%

Retention Rates by Region



\* YTD counts do not include the 26 teachers who retired or left under special circumstances. Region level counts do not include the 10 instructional separations where the teacher began the school year on leave.

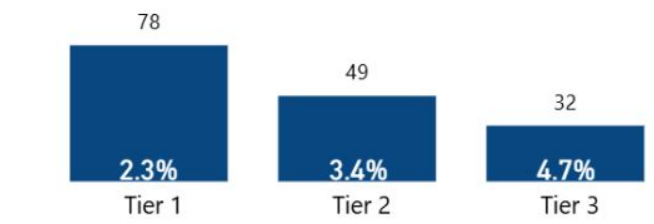


April 2026

Report Date: 4/6/2026



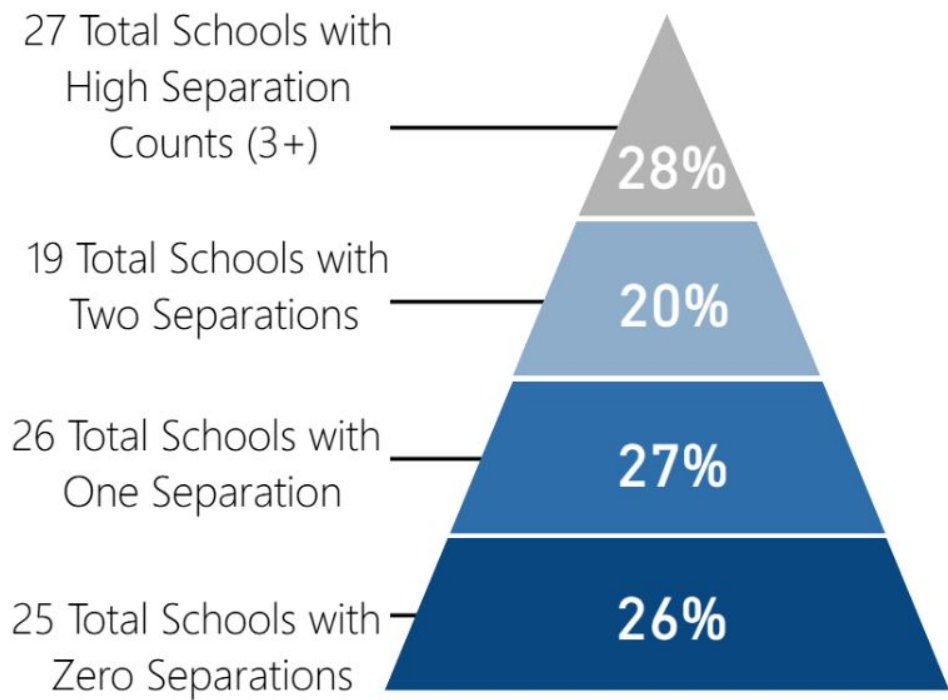
Profile of Teacher Separation



School tiers reflect ODR tiering

Teacher Role Type Description	Total Number of Separations	Separation Percentage
Core Elementary	48	2.3%
Core High	34	3.0%
Core Middle	28	3.1%
ESE Services	31	4.3%
Other	7	2.8%
Support Role	11	2.7%

Separation Frequency by Location



Month over Month Movement\*

Month	Total Separations	Total Rehires	Total Transfers
01 September*	42	0	39
02 October	31	5	19
03 November	17	4	12
04 December	18	9	5
05 January	36	3	17
06 February	22	0	6
07 March	16	5	11
08 April	0	0	0
09 May	0	0	0
10 June	0	0	0
11 July	0	0	0
<b>Total</b>	<b>182</b>	<b>26</b>	<b>109</b>

\*Note: September Counts Includes August Data and the month over month movement and may differ from the summary numbers which are adjusted for leaves/retirement



# April 2026

Region

All

Teacher Retention Goal

95%

Current Retention Rate

97.1%

Retention Gap to Goal

+2.1%

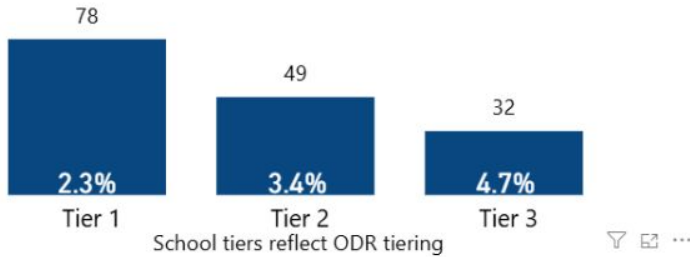
Adjusted Target Openings

15

## Profile of Teacher Separation

Max Allowable Separations **277**

Year to Date Separations **159**



Teacher Role Type Description	Total Number of Separations	Separation Percentage
Core Elementary	48	2.3%
Core High	34	3.0%
Core Middle	28	3.1%
ESE Services	31	4.3%
Other	7	3.9%
Support Role	11	2.7%

## Current Separation Count and Retention Rates by Location

### Elementary Schools

School Name	Year to Date Separations	Year to Date Retention Rate
School 1023	1	94.44%
School 1113		100.00%
School 1143		100.00%
School 1173	1	98.11%
School 1203	2	96.67%
School 1263	2	96.83%
School 1293		100.00%
School 1383	2	96.88%
School 1413	1	98.55%
School 1443	3	95.24%
School 1683	1	97.78%
School 1713		100.00%
School 1791	4	94.74%
School 1893	1	98.11%
School 1923	1	98.41%
School 2016	1	98.67%

### Middle, High, and Combination Schools

School Name	Year to Date Separations	Year to Date Retention Rate
School 1053	1	98.08%
School 1083		100.00%
School 1146	2	97.37%
School 1473	2	97.37%
School 1533	3	96.59%
School 1563		100.00%
School 1593	2	97.40%
School 1623	1	96.88%
School 1626		100.00%
School 1629		100.00%
School 1656		100.00%
School 1716	3	95.24%
School 1743		100.00%
School 1746	2	96.77%
School 1773	1	98.88%
School 1776	4	93.22%

Legend

Below 95% Retention Goal

At or Slightly Above 95% Goal

Report Date: 4/6/2026



April 2026



School

School 1833

Separation Data

Project Believe Data

[Click here for principal context form \(coming soon\)](#)



Separations		
Name	Role	Term Reason
Teacher 1632	TCH Math M/J	Personal Reasons
Teacher 2535	TCH Math M/J	Probation Period Terminat...
Teacher 2685	TCH Language Arts M/J	Reason Not Given

Adjusted Target Openings		
School Name	Job Description	Adj. Target Openings
School 1833	Math (Open End)	1
School 1833	School Counselor	1



School

School 1533

Overview

Question Details

PM1 Overview

PM2 Overview

PM3 Overview

### School Survey Data

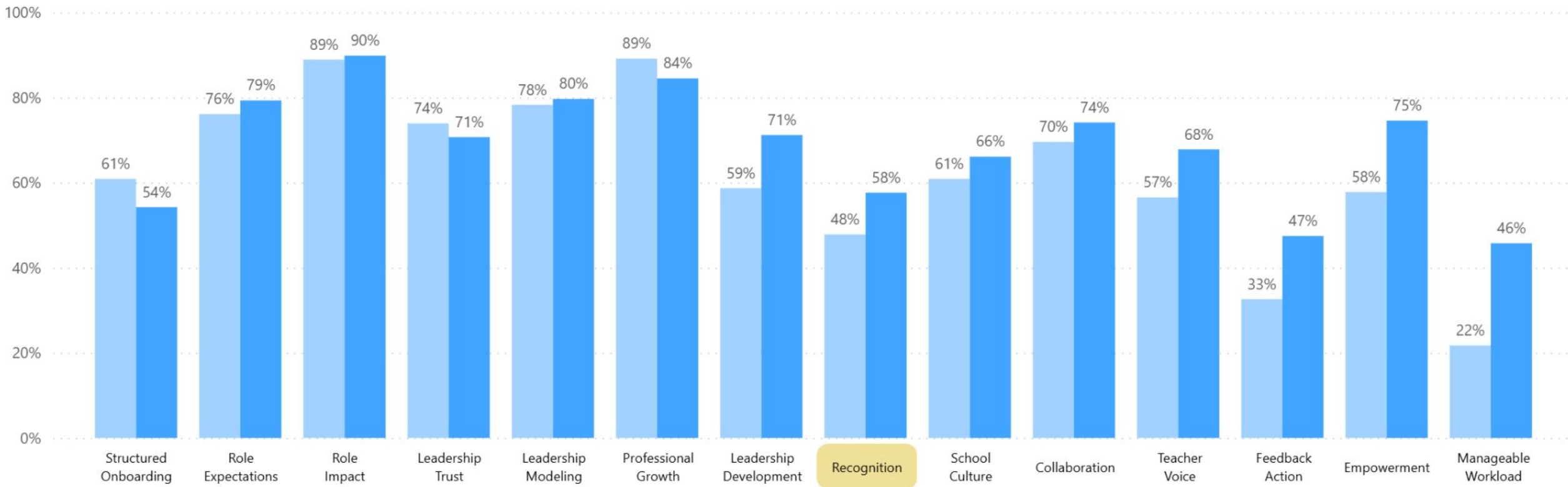
Percentage of Staff that Agree or Strongly Agree

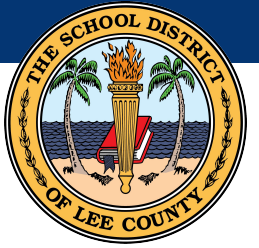
Region

All

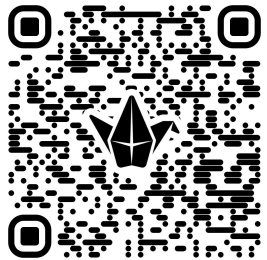
PM ● PM1 ● PM2

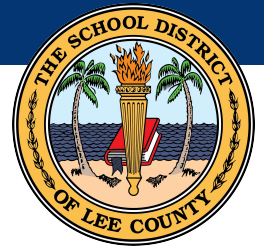
Lead Measures





# Survey Insights



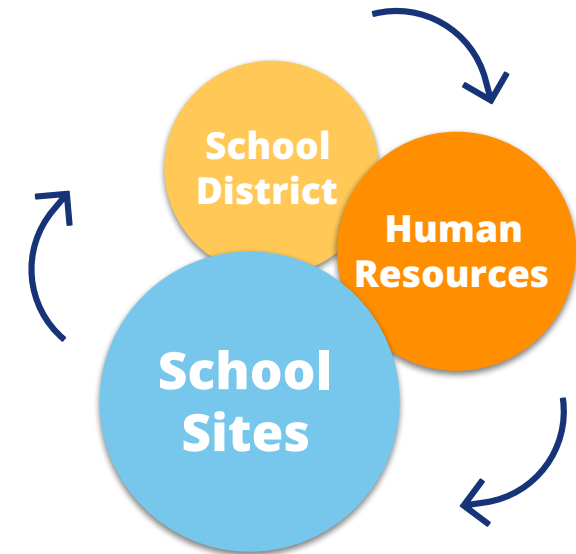


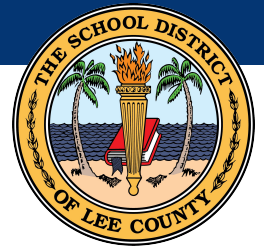
# Compensation & Incentive Initiative

## *Risk Level Schools & Criteria*

School Level Incentives are provided to school-based instructional and special instructional non-itinerant staff and prorated as such.

Risk Level	School Level	Critical Subject/Course	Complementary Subject/Course	Total Incentive Range
4	\$2,500	\$6,500	\$2,500	\$2,500 - \$9,000
3	\$2,000	\$4,500	\$1,500	\$2,000 - \$6,500
2	\$1,000	\$2,500	\$500	\$1,000 - \$3,500
1	N/A	\$1,000	N/A	\$0 - \$1,000



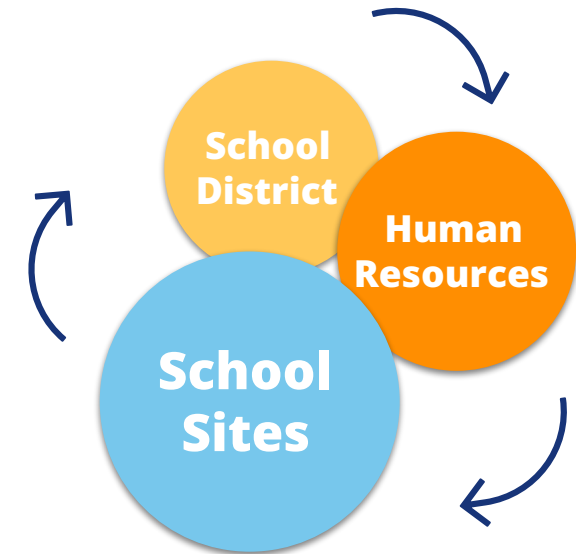


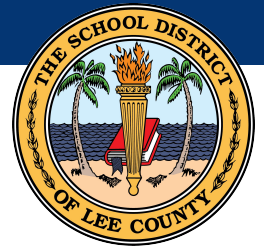
# Compensation & Incentive Initiative

## *FY27 Risk Level Schools & Criteria*

School Level Incentives are provided to school-based instructional and special instructional non-itinerant staff and prorated as such.

Risk Level	School Level	Critical Subject/Course	Complementary Subject/Course	Total Incentive Range
4	\$3,000	\$7,000	\$6,500	\$3,000 - \$10,000
3	\$2,000	\$6,000	\$3,000	\$2,000 - \$8,000
2	\$1,000	\$5,000	\$2,500	\$1,000 - \$6,000
1	N/A	\$4,000	\$2,000	\$0 - \$4,000





# Compensation & Incentive Initiative

## *Critical & Complementary Subject Areas*

Superintendent's feature:

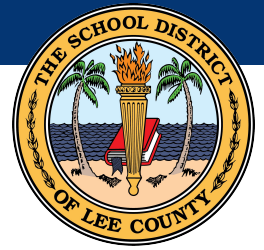
**DA** DISTRICT ADMINISTRATION®

### Critical Subject Areas

- Grades 3–10 ELA/Reading Courses
- Grades 3–8 Mathematics Courses
- Algebra 1 Courses
- Geometry Courses
- Grade 5 Science
- Grade 8 Science
- Biology 1 Courses
- Civics Courses
- High School U.S. History Courses
- ESE In-Person, Self-Contained Courses

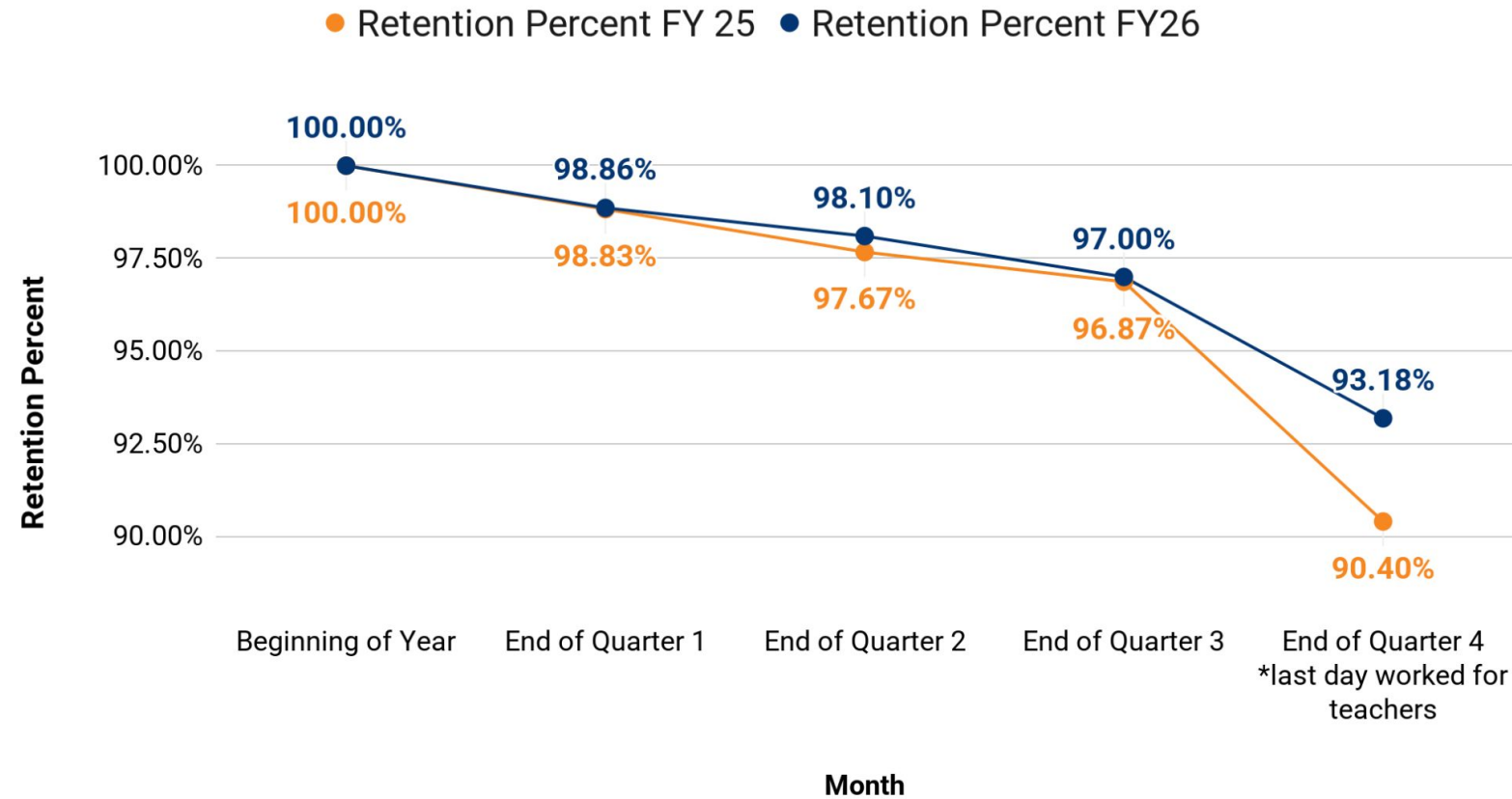
### Complementary Subject Areas

- Grades K-2 ELA, Mathematics, and Science Courses
- Grades 3-4 Science Courses
- Grades 6-12 Science Courses *not listed*
- Grades 6-12 Social Studies Courses *not listed*
- Grades 11-12 ELA/Reading Courses
- Grades 9-12 Mathematics Courses *not listed*
- ESE Courses *not listed*



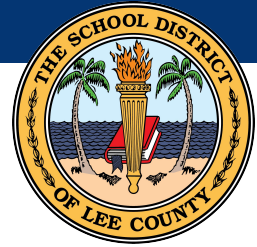
# Current Status: Quarterly Year Over Year

## Retention Percent FY25 vs. Retention Percent FY26



Retention percentage remains higher at each checkpoint than last year, with a slower rate of decline.

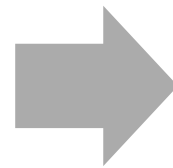
*\*Data represents a projection based on historical trends and current-year performance.*



# Retention to Recruitment

**PROJECT THRIVE**

*Inspiring Belonging,  
Empowering Growth, and  
Supporting Every Step to Success*



**PROJECT**  
**Believe!**

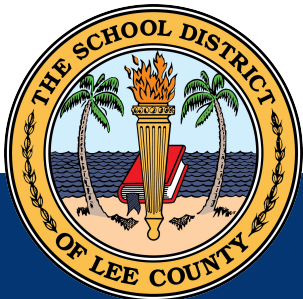
*Making Sure  
Every Student  
Has a Teacher  
in the Classroom  
on the First Day of School*



# Parting Thoughts



*What if '95% retention' wasn't a **metric** we chased, but a **natural result** of how we supported our teachers?*



2026 Leadership Learning Annual  
Convening Breakout Session  
Round 2 Exit Survey



# Thank You

**Dr. Rebecca Savage**

RebeccaJS@LeeSchools.net

**Dana Philpott**

DanaP@LeeSchools.net

**Jae Quintero**

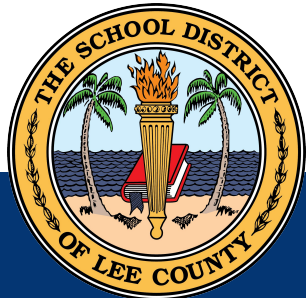
JaelynQ@LeeSchools.net

**Dr. Jason Kurtz**

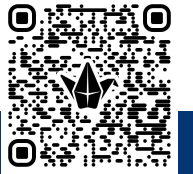
JasonWKu@LeeSchools.net

**Joelle McLaughlin**

JoelleRM@LeeSchools.net



PROJECT  
**THRIVE**



THRIVE Resources