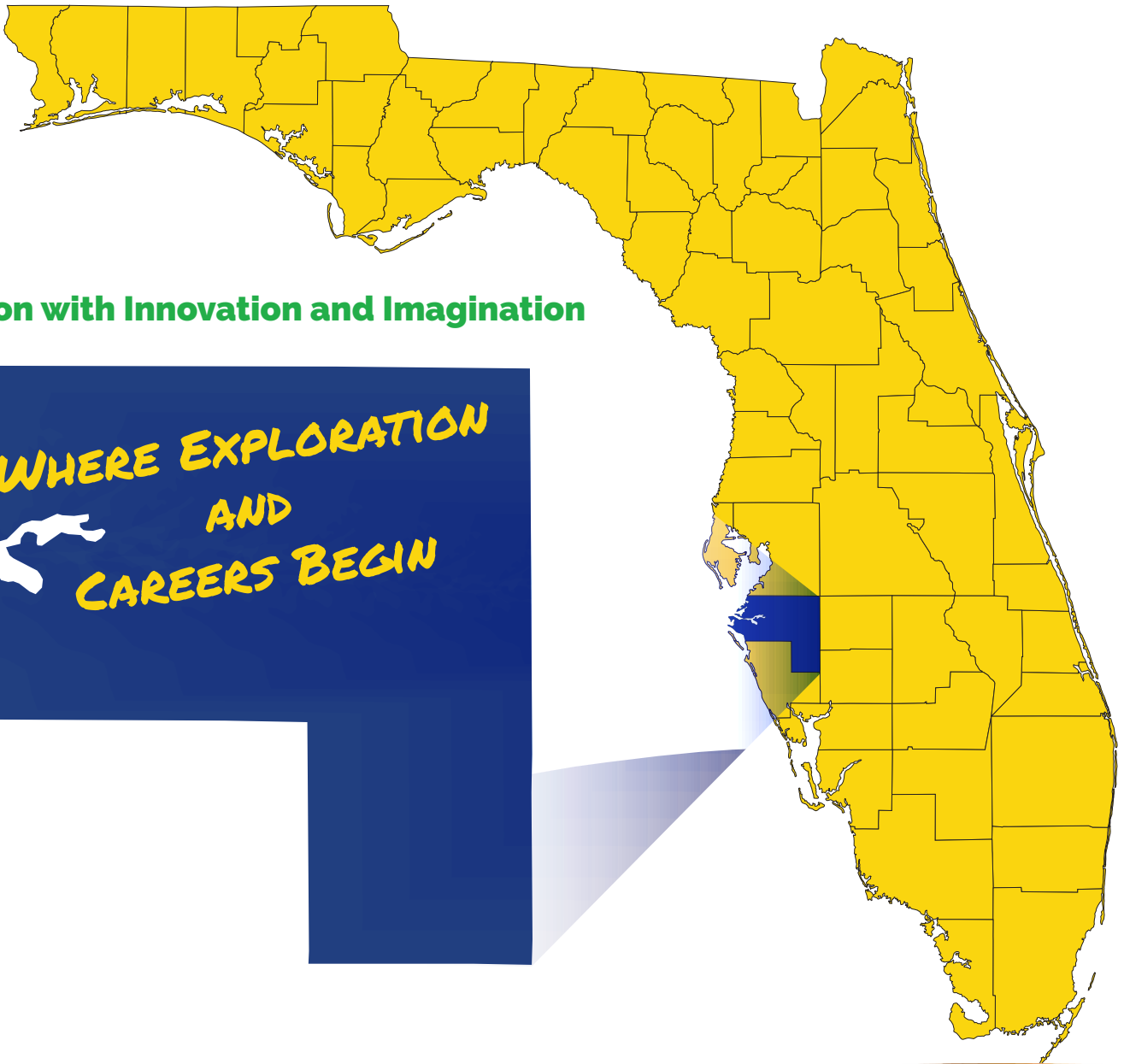


# **READY 2026** ✓ Strategic Plan



**Education with Innovation and Imagination**

**WHERE EXPLORATION  
AND  
CAREERS BEGIN**

# Mission, Vision, Core Values

## Mission

The School District of Manatee County will educate and develop all students today for their success tomorrow.

## Vision

The School District of Manatee County will be an exemplary student-focused school system that develops lifelong learners to be globally competitive.



## Superintendent



As the new Superintendent of Schools, I am honored to join our dedicated team in pursuing our strategic plan for educational excellence. Building upon the foundation laid before us, we will equip our students with the skills necessary to thrive in an ever-changing world. Together, we will shape a future where every student can flourish and become lifelong learners, contributing positively to our community and beyond.

- Dr. Jason Wysong, Superintendent

## School Board



### DISTRICT 1

Gina Messenger



### DISTRICT 2

Cindy Spray



### DISTRICT 3

Mary Foreman



### DISTRICT 4

Chad Choate III



### DISTRICT 5

Richard Tatem





## Building for Our Future

## Our Core Values

**WE BELIEVE IN** academic excellence through innovation and teamwork.

**WE BELIEVE IN** professionalism, responsibility, and respect.

**WE BELIEVE IN** transparent communications at all levels.

**WE BELIEVE IN** quality schools strengthening our community.

**WE BELIEVE IN** our commitment and dedication to every student.

# Fast Facts

**50,000+**  
**K-12 & Charter  
Students**

51% Male  
49% Female

White: 44%  
Hispanic: 36%  
Black: 13%  
Multiracial: 5%  
Asian: 2%



**Upgraded  
Ratings from  
Moody's, S&P and  
Fitch - Based on  
Financial Performance**

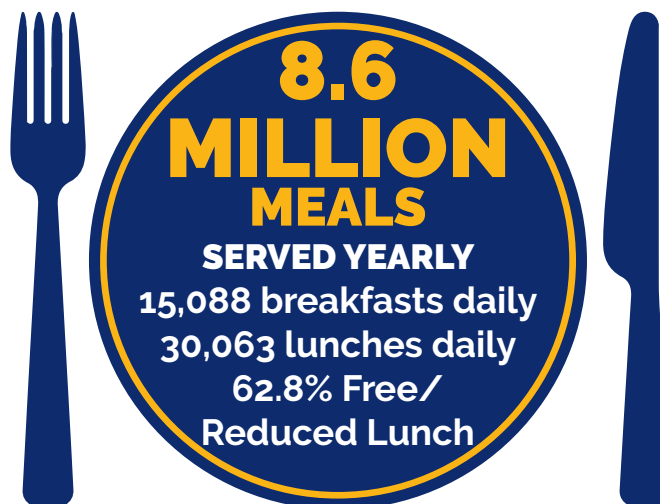
 **1 in 6 students**  
**is an English Language Learner**  
*Student with a native language that is not English*

**2,451  
Technical  
College  
Students**

46.66% Male  
53.34% Female

Hispanic: 37.41%  
White: 31.42%  
Non-Resident: 15.17%  
Black: 10.93%  
Multiracial: 3.96%  
Asian: .89%  
Pacific: .12%  
Native American: .10%

**295,124  
SUMMER  
MEALS**





**READY 2026** ✓

**Over 150**  
**Years of**  
**Educational**  
**Excellence**

**More** at Manatee  
**Career &** Technical  
**Technical** College (MTC)  
**Programs** Than Any Other  
Technical College  
in Florida.

Among the  
**Highest**  
**Starting Salaries**  
**for Teachers in**  
**Florida**

**Class of**  
**2022**  
**2801**  
**Graduates**  
**from Seven**  
**High Schools**



**6,000+**  
**EMPLOYEES**

**99**  
**Languages**  
**Spoken by**  
**Students**  
**throughout**  
**the School**  
**District**



# Portrait of a Graduate

## Ready for Success

### Academic Preparation

### Education and Innovative Initiatives

### Career and Technical Education

### Extracurricular Activities

### Community and Business Partnerships

WOZ **ED**

**Bloomberg**



Cambridge Assessment  
International Education



Guy Harvey Academy



Community  
Partnership School

Dual Language Schools  
English and Spanish





## Academic Preparation

Academic rigor will prepare a Manatee County graduate to become a productive global citizen with important life skills like problem solving, creativity, critical thinking, leadership, initiative, and self-direction.

## Education and Innovative Initiatives

Manatee County leads the State of Florida with innovative and imaginative educational initiatives, like the first ever Woz-Ed School, the Guy Harvey Academy of Arts and Science, EarlyBird Literacy Screener, and multiple Community Partnership Schools.

## Career and Technical Education

Through our programs, we link the world of education with the world of work. Our teachers and staff provide leadership, support, and resources to prepare students with the necessary technical skills, student leadership, career focus, and academic excellence needed to succeed in both careers and post-secondary education.

Our students, teachers, and staff have gained a local, regional, national, and international reputation as one of the best career and technical education programs in the state.

## Extracurricular Activities

Extracurricular activities include sports, student government, community service, employment, arts, hobbies, and educational clubs. Participating in extracurricular activities widens a student's social circle, expands their interests, and builds leadership skills all leading to positive long-term outcomes for a graduate.

## Community and Business Partnerships

Community partnerships extend students' opportunities for learning far beyond the school walls and the limits of the school day by creating connections between the school, local businesses, organizations, caregivers and families, and all education stakeholders. These partnerships also help to integrate other important components of students' lives into their learning.

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Strategic Plan Tracking for each goal, strategy and metric will be updated regularly at <https://www.ManateeSchools.net/strategicplanning>





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### About This Plan

After successfully building a strong infrastructure and foundation over the last three years through the previous strategic plan, the School District of Manatee County now must focus on future growth and opportunities, so that by 2026 it is **READY** to be at the top of all school Districts in the State of Florida.

By specifically concentrating on early learning and literacy, our young students will be **READY TO LEARN** and better prepared to succeed in later grades as they articulate through school.

Then, as they reach middle and high school, our innovative and imaginative initiatives and acceleration programs will enable them to be **READY FOR LIFE** beyond graduation: in college, career, or a specialized vocation.

As the world rapidly changes around us, the school District must adapt to these extraordinary challenges by being **READY TO GROW** and face a very competitive and expanding employment market.

This new Strategic Plan will ensure that we are

**READY 2026✓**

# READY TO LEARN:

Kindergarten Readiness / Grade Level Proficiency

## 1. Refine the elementary instructional model to strengthen the focus on foundational literacy skills in meeting each student's needs

### Department of Curriculum and Instructional Services

**Strategy 1: Provide professional learning to teachers and paraprofessionals in classroom instructional strategies and resources designed to improve phonological awareness, reading comprehension and phonics skills, fluency, vocabulary**

Metric 1: Demonstrate 100 percent fidelity of use of instructional high-quality resources strategies and resources as evidenced by classroom visits

Metric 2: Increase the percentage of students demonstrating growth per state progress monitoring assessments increased by at least two percentage points per school year

Metric 3: Decrease by 2 percent annually the number of students demonstrating a need for Tier2/Tier 3 support per Multi-Tiered Systems of Support (MTSS) interventions as evidenced in Focus through the MTSS platform

Metric 4: Monitor students who received support to ensure student and program success and viability

Metric 5: Increase professional learning for all teachers and paraprofessionals in literacy best practices including Exceptional Student Education (ESE) teachers and staff

Metric 6: Increase the percentage of ESE students showing grade-level proficiency (Kindergarten - 10th grade) as evidenced by at least two percentage points per school year



Willis Elementary students plant an EarthBox during Farm-to-School Week



## 2. Utilize screening tools and evidence-based programs to support students with substantial reading needs, such as dyslexia

### Department of Curriculum and Instructional Services

#### Strategy 1: Successfully implement a screening tool to identify students in need of further evaluation and evidence-based interventions in District schools

Metric 1: Increase the number of interventions students with dyslexia-like characteristics are receiving after screening as a result of needs identified through the screening.

Metric 2: Increase the percentage of students closing achievement gaps per state progress monitoring assessment as evidenced by two percentage points per school year



Nolan Middle School students read in their Media Center

### 3. Increase Elementary School enrollments in accelerated courses and identification of gifted and talented students

#### Department of Curriculum and Instructional Services

##### Strategy 1: Design an elementary scheduling model to increase the number of students accessing advanced literacy and math content

Metric 1: Increase the percentage of students in grades 3-5 enrolled in accelerated course content

Metric 2: Increase the percentage of students enrolled in gifted and in accelerated courses who show proficiency /mastery on state standardized assessments

##### Strategy 2: Expand District testing for gifted to include additional measures, methods, and grade levels to increase the number of students screened and identified, especially in Federal Index Subgroups

Metric 1: Increase the number of additional screener(s) identified and update the evaluation procedures currently in place with increased opportunities for screening

Metric 2: Increase the number and percentage identified as gifted and number and percentage identified as talented

##### Strategy 3: Enhance District resources for accelerated and gifted students and their families, including enrichment activities, academic competitions, and at-home supports, especially in Federal Index Subgroups

Metric 1: Develop more District resource sites and create opportunities for more accessibility for all students and families

Metric 2: Increase the number and variety of District field trips and related enrichment activities

Metric 3: Increase the amount of student-parent workshops and resource fairs designed to help families navigate the transition to middle school, high school and post-secondary options

#### Strategic Plan Progress

Strategic Plan Tracking for each goal, strategy and metric will be updated regularly at <https://www.ManateeSchools.net/strategicplanning>



## 4. Develop effective professional development and high-quality instructional coaching for teachers to support rigorous literacy instruction across all grades

### Department of Curriculum and Instructional Services

**Strategy 1: Enhance the District's new educator onboarding program to include pairing new teachers with veteran teachers and offering professional development that includes evidence-based literacy strategies**

Metric 1: Increase the percentage of new teachers who report satisfactory feedback regarding first year onboarding and professional development

Metric 2: Increase the percentage of new teachers hired who are retained after year one and year three

Metric 3: Increase the percentage of new teachers with progress toward obtaining a reading endorsement or reading certification

**Strategy 2: Ensure that a District coaching academy is in place, includes professional learning around best practices in literacy, and supports coaches with earning the new state Coaching Endorsement**

Metric 1: Increase the number and percentage of District schools supported by an on-site instructional coach

Metric 2: Increase the percentage of District classrooms with evidence of effective literacy instruction (per classroom visits)

Metric 3: Increase the number and percentage of coaches completing the state coaching endorsement program or another recognized coaching endorsement program



**Rogers Garden-Bullock Elementary School Volunteer Appreciation Day**

# READY TO LEARN:

Kindergarten Readiness / Grade Level Proficiency

## 5. Continue to partner with community-based agencies to ensure expanded Pre-Kindergarten learning opportunities and alignments

### Department of Curriculum and Instructional Services

**Strategy 1:** Expand availability of year-round literacy support and reading materials, aligned with early learning curriculum and at Campaign for Grade-Level Reading community partner sites/locations

Metric 1: Measure the increases through the community partner's end-of-year survey results

**Strategy 2:** Develop both face-to-face and virtual literacy programs, aligned with Pre-Kindergarten standards, for early learning parents with Campaign for Grade-Level Reading community partners

Metric 1: Develop and expand multilingual training with community partners

Metric 2: Increase the number of families taking part in virtual and in-person events

**Strategy 3:** Develop volunteer training for community-based volunteers that aligns opportunities

Metric 1: Develop with community-based agencies a best practice literacy-based in-person or virtual training and increase participation annually

**Strategy 4:** Integrate early learning concepts and hands-on activities across subjects to increase family engagement and exposure to literacy

Metric 1: Percentage of community-based partners that show an increase in serving unduplicated clients

Metric 2: Increase the percentage of families who report that Soar in 4 is engaging, relevant, and impactful



**Dive Into Reading program**



## 6. Expand the availability of relevant literacy training and reading materials for first-time parents and families

### Department of Curriculum and Instructional Services

**Strategy 1: Work with community partners to ensure that first-time parents and families have access to books and related child development materials to support at-home learning before entering kindergarten**

Metric 1: Increase the number and percentage of families with children ages 0 to 3 who have sufficient resources at home

Metric 2: Increase the number and percentage of families with children ages 0 to 3 attending District and community resource events

Metric 3: Increase the percentage of kindergarten students meeting state kindergarten readiness rates for literacy

**Strategy 2: Develop both face-to-face and virtual literacy training for new parents and families specific to oral language development**

Metric 1: Develop training that is easy to locate, parent-friendly, and multilingual

Metric 2: Increase the number and percentage of new parents and families taking part in literacy training and events

Metric 3: Increase the percentage of kindergarten students meeting state kindergarten readiness rates for literacy

**Strategy 3: Design an information campaign for new families to support their understanding of what our public schools offer and what is expected of children entering kindergarten**

Metric 1: Increase the number and percentage of eligible families who enroll their students in District kindergarten seats

Metric 2: Link District and state Read-at-Home plans on District and school websites for easy accessibility and communication with families at family nights and parent conference

Metric 3: Develop a recorded family-friendly webinar to introduce families to kindergarten Benchmarks for Excellent Student Thinking (BEST) standards



Blackburn Elementary School

### 1. Improve easy access to quality family resources that support student learning

#### Department of Curriculum and Instructional Services

##### **Strategy 1: Create parent-friendly curriculum documents containing grade-level expectations that outline what students are learning and must master as they transition across grades**

Metric 1: Ensure that curriculum resources are available annually and easily accessible for students and families in multiple languages

Metric 2: Develop a search engine provided for students and families to locate materials efficiently to support learning, along with support for closing students learning gaps

Metric 3: Increase the number and percentage of unique log-ins to the District resource website by school, grade, and student subgroups

##### **Strategy 2: Host quarterly resource workshops by level (Elementary, Middle, High) to support families across the District**

Metric 1: Increase the number of workshops scheduled and available as designed and inclusive of Exceptional Student Education (ESE), English Language Learner (ELL) families

Metric 2: Ensure annually that family-friendly training materials are available specific to increasing the use of FOCUS "parent portal" software

Metric 3: Increase the number and percentage of families with FOCUS "parent portal" accounts and percentage logging in weekly, monthly

##### **Strategy 3: Develop a school-based family outreach model designed to inform parents about student progress and promote family involvement**

Metric 1: Develop a District evidence-based family engagement model with feedback from relevant stakeholders

Metric 2: Train a school family engagement designee in the family outreach model for both in-person and virtual modes

Metric 3: Increase the number and frequency of parent surveys per year

Metric 4: Increase the number of parents engaged in Student Advisory Councils (SAC)/ Parent Teacher Organizations (PTO) per school year

Metric 5: Increase the number of and frequency of volunteer participation District-wide per school year

##### **Strategy 4: Ensure that school counselors, social workers, and Graduation Enhancement Technicians (GETs) create family intervention plans for those students with excessive absences (more than 10 percent days absent)**

Metric 1: Decrease the number and percentage of schools that have students with 10 percent or more days absent

Metric 2: Increase the number of students with family intervention plans



## Strategy 5: Continue to host community events for families that provide access to needed resources

Metric 1: Increase the number of community resource events/fairs such as Soar In 4 and Community, Hispanic Fairs, etc.

Metric 2: Increase the number of families assisted by providing access to physical and mental health screenings

## Department of Technology

### Strategy 1: Implement enterprise notification service offerings for teachers and school/District leadership to continually improve communications

Metric 1: Expand the use of enhanced text messaging features to all schools

Metric 2: Transition the manateeschools.net website to a robust, innovative, and intuitive design

### Strategy 2: Expand parent engagement through MySDMC SSO (Single Service Sign-on)

Metric 1: Implement Choice for Voluntary Pre-Kindergarten (VPK) or Exceptional Student Education Pre-Kindergarten (EPK) by December 2022 through FOCUS Student Information System (Parent Portal)

Metric 2: Develop progress monitoring for VPK-EPK through FOCUS and Gradebook



Johnson K-8 Students

# READY FOR LIFE:

Acceleration & Innovative Learning / College, Career Readiness

## 2. Ensure that all staff are trained to respond to students impacted by trauma and adverse childhood experiences, including highly effective student services and mental health supports

### Department of Curriculum and Instructional Services

#### Strategy 1: Develop and execute professional learning for teachers and staff specific to increasing student engagement and trauma-informed instruction (responding to trauma) as evident by Florida Statute

Metric 1: Develop and execute annually professional learning in classroom management, student engagement

Metric 2: Develop and execute professional learning in trauma-informed instruction (responding to trauma)

Metric 3: Develop a model classroom(s) at each school to showcase best practices in instruction

Metric 4: Increase the percentage of teachers and staff trained in classroom management (engagement), trauma-informed instruction, and youth mental health (state professional learning)

#### Strategy 2: Design District response teams to support the unique needs of each school and community in order to provide safe and positive school climates as evident by Florida Statute

Metric 1: Ensure Student Services and Exceptional Student Education (ESE) supports (school-based and District-based) are fully staffed to meet each school's needs

Metric 2: Formulate District response teams to include alignment of social workers, psychologists, behavior, and ESE supports by community feeder pattern

Metric 3: Biannually assess whether needs are being addressed in terms of student behavior and mental health, especially for students identified as MTSS Tier II and III

Metric 4: Continue and enhance the use of the Handle with Care program.



**Samoset Elementary School Cafeteria Staff**



### 3. Provide unique and highly personalized support for English Language Learners

#### Department of Curriculum and Instructional Services

**Strategy 1: Expand Dual Language (DL) Programs in our existing elementary schools and create a plan to move into secondary schools to help close the achievement gap between English Learners and non-English Learners**

Metric 1: Increase the number of schools with dual language programs

Metric 2: Develop and execute a finalized plan to create a dual language program in middle schools

Metric 3: Assess annually the data of dual language programs to ensure increased student achievement

**Strategy 2: Develop a newcomer program that assists recently arrived students with a 10–12 week program within the school day to help English Language Learners acclimate to school in the United States**

Metric 1: Assess the data annually to ensure increased student achievement

**Strategy 3: Grow the English Language Development classes in secondary schools to assist English learners to be successful with academic content in middle and high school**

Metric 1: Assess the data annually to ensure increased student achievement

**Strategy 4: Continue to provide students with digital devices through the TECH4STUDENTS program – technology beyond the classroom initiative**

Metric 1: Increase annually the number of digital devices through the TECH4STUDENTS program





# READY FOR LIFE:

Acceleration & Innovative Learning / College, Career Readiness



Southeast High School Graduation 2022



## 4. Create an instructional model centered around real-world skills, civic involvement, financial literacy, and arts integration

### Department of Curriculum and Instructional Services

#### Strategy 1: Integrate civics literacy and community involvement into core subjects to increase student access to civics content and the principles of citizenship for all students

Metric 1: Develop District curriculum maps/resources that reflect the integration of civics literacy across subject areas that support student learning across all Federal Index Subgroups

Metric 2: Increase the percent of students completing community service hours across grade levels as evidenced by Bright Futures qualifications met by Federal Index Subgroups

Metric 3: Increase the percentage of students passing state civics assessments at End-of-Course (EOC) and the percentage scoring satisfactorily on the Florida Civic Literacy Assessment (FCLE)

Metric 4: Integrate critical thinking and current events into extracurricular activities

#### Strategy 2: Integrate art concepts and hands-on projects and performances across subjects and grade levels to increase student engagement and exposure to the arts

Metric 1: Develop District curriculum maps/resources that reflect the integration of arts across subject areas and grade levels

Metric 2: Increase the percentage of classrooms showing evidence during classroom visits of presentations and hands-on projects

Metric 3: Increase the percentage of students who report on climate surveys that school is engaging, relevant, and interesting

#### Strategy 3: Develop an engaging high school financial literacy course and infuse financial literacy content into math courses across grade levels

Metric 1: Ensure annually math curriculum maps/resources reflect financial literacy concepts across all grades and student interests

Metric 2: Increase the percentage of high school students by subgroup completing a financial literacy course before graduation

#### Strategic Plan Progress

Strategic Plan Tracking for each goal, strategy and metric will be updated regularly at <https://www.ManateeSchools.net/strategicplanning>

### 5. Expand visual and performing arts programs across all schools

#### Department of Curriculum and Instruction Services

##### **Strategy 1: Build District inventory and create systems for refreshing/replacing equipment that ensures quality materials, instruments, and related arts resources are available equitably across all schools**

Metric 1: Ensure District refresh/replace, and arts millage budget(s) are available and based on each school's enrollment, course enrollment, and unique needs

Metric 2: Verify District and school inventory systems are in place via a common tracking method for accountability and resource planning

Metric 3: Increase the percentage of students enrolled in visual and performing arts programs across all schools as measured by course offerings, student schedules

##### **Strategy 2: Develop District level supports for all schools and teachers**

Metric 1: Equip a visual and performing arts curriculum and instruction team to enhance curriculum maps, professional development, and instructional strategies to build diverse and robust programs.

Metric 2: Provide and increase professional development for all visual and performing arts teachers to bring relevance and sustainability to all art programs

Metric 3: Upgrade visual and performing arts classrooms and performance areas at all schools

##### **Strategy 3: Increase visual and performing arts course offerings across all schools that are unique to each school's student needs and interests**

Metric 1: Ensure a wide variety of visual and performing arts courses are offered for students at secondary schools to register for each year based on student interests

Metric 2: Increase the percentage of students enrolled in visual and performing arts programs across all schools each year

##### **Strategy 4: Develop arts magnet programs in one District elementary, middle and high school**

Metric 1: Build a sustainable magnet program to allow student growth from elementary to middle to high school

Metric 2: Conduct a needs assessment at designated magnet schools (Manatee Elementary, Lee Middle, Bayshore High) to determine future capital project improvements

Metric 3: Assess annually the student interest at each school to determine course offerings and visual and performing arts program expansion

Metric 4: Develop model arts classrooms to encourage increased student enrollment in arts programs and diversify program options

Metric 5: Increase the annual percentage of students utilizing school choice to enroll at each arts magnet school



Parrish Community High School Theatre Class



### 6. Continue implementation of innovative technology advancements that improve classroom and school environments for exceptional learning

#### Department of Technology

##### Strategy 1: Enhance the productivity and educational experiences of all students and staff by implementing innovative and cost-efficient technology solutions

- Metric 1: Digitize all active student and active employee records by 2023
- Metric 2: Create innovative learning centers in all school media centers by 2025
- Metric 3: Upgrade audio and video display technology in all cafeterias by 2025
- Metric 4: Upgrade FIBER Infrastructure across all schools by 2025
- Metric 5: Digitize all inactive student and inactive employee records by 2026

##### Strategy 2: Maintain a technology refresh plan that provides equitable, sustainable, and relevant technology resources to all students and staff

- Metric 1: Maintain and support a District staff and student device refresh plan annually
- Metric 2: Upgrade all school network infrastructure ERATE category 2 eligible equipment by 2026.
- Metric 3: Refresh approximately 300 multifunction devices and 1,200 desktop printers in schools and support sites with solutions that feature sustainable costs and capacity needed to support instruction and operations
- Metric 4: Upgrade audio/video technology in high school auditoriums and athletic fields by 2026
- Metric 5: Upgrade Printing Services with cost-efficient production equipment that produces quality printed material for classroom use and parent communications by 2024.

##### Strategy 3: Provide a safe, secure, and seamless connectivity experience to all users supporting the educational goals of all schools

- Metric 1: Implement and maintain 1:1 cloud-ready management wireless access points in all instructional classrooms and common areas
- Metric 2: Evaluate on-premise enterprise applications and critical core systems (Enterprise Resource Program [ERP]) for cloud readiness annually
- Metric 3: Evaluate and implement cabling infrastructure retrofit projects at select schools to increase bandwidth and improve the user experience by 2026.



## **7. Implement additional research-based initiatives that support first-generation college students by expanding literacy-building opportunities and critical thinking elements in secondary classrooms**

### **Department of Curriculum and Instructional Services**

**Strategy 1: Expand District implementation of Advancement Via Individual Determination (AVID) elective across all District middle and high schools in order to scaffold and support educators and students to encourage college and career readiness across all Federal Index Subgroups**

Metric 1: Increase the offerings of the AVID elective to empower schools to create changes that are sustainable and measurable

Metric 2: Build tools to help educators implement and refine instructional practices at each school to meet student interest

Metric 3: Increase the number of AVID schools in elementary and secondary from 10 to 15 and increase the number of instructional staff trained in AVID strategies.

**Strategy 2: Provide college readiness testing opportunities and highly effective learning opportunities to close the gap on students demonstrating college and career readiness**

Metric 1: Utilize the PSAT in 8th grade to support student learning by analyzing data and building in support for all learners prior to entering high school

Metric 2: Increase the number of students scoring college ready per the ACT/SAT by subgroup

Metric 3: Build additional after-school and summer bridge programs designed to close gaps in learning for students based on PSAT/SAT and ACT data.

**Strategy 3: Develop career-planning tools for students and families that support college-and-career pathways**

Metric 1: Conduct a needs assessment and research review conducted to determine District needs and products available to meet these needs

Metric 2: Increase the number and percentage of parents and students logging into the new system

Metric 3: Increase the number and percentage of students enrolling in college or career pathways per review of high school schedules

Metric 4: Increase the number of students in each subgroup demonstrating proficiency in literacy skills by equipping teachers with professional development in reading instruction and support

# READY FOR LIFE:

Acceleration & Innovative Learning / College, Career Readiness

## 8. Expand acceleration opportunities for all middle and high school students

### Department of Curriculum and Instructional Services

#### Strategy 1: Increase literacy proficiency in secondary schools for all students

Metric 1: Increase the percentage of English Language Arts proficiency across all Federal Index Subgroups closing achievement gaps in under-performing student groups

Metric 2: Increase professional learning to administrators, teachers, and paraprofessionals specific to phonological awareness, phonics, fluency, vocabulary, and comprehension

#### Strategy 2: Increase enrollment across all subgroups in Dual Enrollment (DE), Advanced Placement (AP), AICE Cambridge (AICE), and International Baccalaureate (IB) to provide robust and challenging programs and diploma options for all learners

Metric 1: Increase the variety of accelerated coursework options for students to meet students' varying needs and interests.

Metric 2: Increase the percentage of students in all Federal Index Subgroups enrolled in accelerated coursework both on and off campus.

Metric 3: Increase the percentage of teachers trained and credentialed (example: Master's Degree) to teach DE, AP, AICE, or IB courses

Metric 4: Increase the percentage of students in middle schools and high schools taking at least one accelerated course by two percentage points each year

#### Strategy 3: Design and market District choice and magnet offerings available and unique to each middle school and high school

Metric 1: Increase the amount of high-quality, accelerated choice options available at each middle school and high school

Metric 2: Increase the number of visits to school websites and attendance at District choice fairs



Southeast High School Graduation

## 9. Advance career-centered programs across the District to provide quality post-high school education and employment opportunities

### Department of Adult, Career, and Technical Education (CTE)

#### Career and Technical Education (K-12)

**Goal 1:** To provide quality career and technical education programs at all instructional levels that will prepare students for a diverse technical landscape that supports the local workforce needs of our community

#### Strategy 1: Increase the number of students earning Industry Certification (IC)

Metric 1: Increase the number of IC offered in each high school program

Metric 2: Increase the number of IC tests offered with the status of pass/fail

Metric 3: Increase the number of students passing ICs

#### Strategy 2: Increase the number Work-Based Learning Opportunities

Metric 1: Increase the offering of On-The-Job training (OJT) courses

Metric 2: Develop Summer internships and document the quantity of student participation

Metric 3: Survey teachers on the quantity of job shadowing experiences by program

Metric 4: Develop opportunities with pre-apprenticeship alignment for future development

Metric 5: Increase student participation in Career and Technical Student Organization Competitions

#### Strategy 3: Increase exposure to postsecondary options

Metric 1: Annually track the number of CTE students who visited Technical Colleges for tours or events

Metric 2: Annually track the number of CTE students who visited State Colleges for tours or events

Metric 3: Annually track the number of CTE students who visited Universities for tours or events

Metric 4: Annually increase the amount of postsecondary informational events at our secondary schools



# READY FOR LIFE:

## Acceleration & Innovative Learning / College, Career Readiness

**Goal 2: To use secondary career and technical education programs to deliver quality instruction to enhance employability skills and provide exposure to local employment opportunities**

**Strategy 1: Increase the amount of business and community partnerships**

Metric 1: Increase the number of high school program advisory committee meetings annually to ensure business and community input and participation

Metric 2: Increase the number of guest speaking opportunities from business and industry partners in each program annually to ensure exposure to business and community leaders

Metric 3: Increase the number of career-centered field trips offered at the elementary, middle, and high school levels annually to ensure exposure to business and community opportunities

**Strategy 2: Increase the amount of Workplace Skills curriculum throughout the District**

Metric 1: Increase the amount of industry-standard behaviors taught in each program collected annually

Metric 2: Increase the amount of industry-standard ethics taught in each program collected annually

Metric 3: Increase the amount of industry-standard expectations taught in each program collected annually

Metric 4: Increase the number of March to Success and/or Armed Services Vocational Aptitude Battery (ASVAB) tests administered annually

## Manatee Technical College (MTC)

**Goal 1: Expand workforce development education for high-skill, high-wage occupations to meet the local needs of our fast-growing economy**

Goal Description [Educational Programs]: All Manatee Technical College programs will be competitively filled based on factors recognized as predictors of success for the specific program All MTC programs will have full enrollment based on the availability of space and equipment All programs will have a completion rate of 80 percent or higher. All programs will have a licensure pass rate of 90 percent or higher or a student industry-certification rate of 90 percent or higher. All programs will have a placement rate of 90 percent or higher.

**Strategy 1: Use program evaluations completed by current students for program improvement to increase student retention**

Metric 1: Increase enrollment in each program

Metric 2: Increase the completion rate annually of each program

**Strategy 2: Use national program certifications for program improvement**

Metric 1: Increase the number of industry certifications earned and/or licensure pass rate of each program annually

### Strategy 3: Strengthen the school's placement and follow-up program

Metric 1: Increase the placement rate of each program annually

### Strategy 4: Conduct a comprehensive local needs assessment to ensure programs are adequate in size, scope, and quality and aligned with local labor market needs

Metric 1: Conduct an assessment every two years

### Strategy 5: Increase hybrid and distance learning programs to meet the needs of our students and community

Metric 1: Increase the percentage and number of hybrid and distance learning programs offered each year

## Goal 2: Keep pace with the growth of Manatee County by expanding educational opportunities for students and business and industry

Goal Description [Physical Resources]: Manatee Technical College will continually improve its state-of-the-art equipment and facilities

Goal Description [Human Resources]: In the year 2025, Manatee Technical College will be fully staffed to provide the services, programs, and leadership for the college

### Strategy 1: Monitor regional demand list for local job needs

Metric 1: Compare regional demand list to programs offered/requested by business and industry

### Strategy 2: Provide professional development to staff to meet industry needs.

Metric 1: Increase the variety of professional development to staff aligned with business and industry needs

### Strategy 3: Build additional school facilities in Manatee County to increase the educational opportunities to both Career and Technical and Adult Education students.



Technology Student Association (TSA)



SkillsUSA



# District Life



Braden River High School



Art Center Manatee



Harvey Elementary School Musical Theatre





First Graduating Class  
at Parrish Community High School



Celebrating the 100th anniversary  
of Ballard Elementary School



Outdoor fun at Myakka City Elementary School



# READY TO GROW:

Staff Hiring and Retention / District Financial Stability / Safety and Security

## 1. Develop a competitive employee salary schedule that will attract the best talent and continue to provide quality customer service to our staff and parents

### Department of Operations

#### Strategy 1: Continue to analyze and adjust salary schedules to remain competitive relative to current workforce standards and benefits

Metric 1: Monitor surrounding districts and local similar employers to ensure our salary is competitive to the current market

Metric 2: Increase the offer/acceptance rate by site/position

#### Strategy 2: Provide focused and cost-effective recruitment, selection, and hiring sources

Metric 1: Improve the number of qualified candidates per hire ratio by implementing a screening process for a good fit

Metric 2: Develop an applicant tracking system to trace the source of hire and to identify cost-effective recruiting channels

Metric 3: Increase efficiently in the time to fill positions by division, department, and hiring manager

#### Strategy 3: Continue to provide quality customer service to our staff and parents

Metric 1: Increase the number of surveys deployed during a school year to staff and parents

Metric 2: Increase opportunities with community, higher education, and business partners to enhance and expand the incentives for current and future employees



A large group from Barbara A. Harvey Elementary School attend the Excellence in Education Awards together to cheer on their favorite nominee, with help from Marty the Marauder.

## 2. Strengthen our new employee orientation and development program to foster, promote, and retain qualified educators and staff

### Department of Operations

#### Strategy 1: Retain and recruit talented staff to provide instructional, operational, and support services of the highest caliber

Metric 1: Determine the best methods to retain existing staff and recognize them for performance

Metric 2: Ensure that appropriate staff safety and accountability professional learning is completed per school year

Metric 3: Continually evaluate staff coverages to ensure the adequacy of allocations

#### Strategy 2: Deliver meaningful, relevant, and engaging new hire onboarding and professional learning

Metric 1: Decrease the amount of time and steps from candidate acceptance to their start date by streamlining the process

Metric 2: Provide onboarding and job-specific induction or professional learning and track evaluation of professional learning

#### Strategy 3: Enhance methods to seek input from teachers and staff

Metric 1: Increase the number of surveys deployed during a school year to staff and teachers

Metric 2: Develop a process to obtain the reasons why an employee leaves the District and analyze the results

#### Strategy 4: Utilize efficient and timely teacher certification processes and procedures

Metric 1: Increase the number of teacher certification appointments held per month.

Metric 2: Increase the number of teacher certifications processed per month.

Metric 3: Increase the number of temporary certifications issued per month.

Metric 4: Increase the number of certification renewals processed per month.

Metric 5: Increase the number of Add Endorsements processed, number of Subject Add applications processed, number of District certifications (MTC) issued, Number of Adjunct Certifications issued per quarter

#### Strategy 5: Build and maintain a new employee health and wellness center for employee healthcare needs

Metric 1: Assess the quality of care provided as measured by staff surveys annually



# READY TO GROW:

Staff Hiring and Retention / District Financial Stability / Safety and Security

## 3. Develop an innovative leadership development program and succession-planning model to attract and support quality school and District leaders

### Department of Operations

#### Strategy 1: Develop and retain a customer service focused and highly qualified operational team

Metric 1: Increase operational staff completion of industry certifications annually

Metric 2: Operational staff complete 100 percent of professional development portfolio professional learning aligned with core job responsibilities, leadership course, and succession planning

Metric 3: Provide teachers with a sustainable professional development plan for the use of interactive display panels across all schools

Metric 4: Provide an on-demand Information Technology Video Learning Library

#### Strategy 2: Develop high-quality PeopleSoft professional learning courses to improve efficiency

Metric 1: Maintain and enhance professional learning tools to include job aids, videos, and quick guides

Metric 2: Establish PeopleSoft learning paths for specific job functionalities and ensure staff is trained annually

#### Strategy 3: Enhance our New Leaders Program

Metric 1: Customize leadership pathways aligned to career ladders

Metric 2: Evaluate organizational system by department to identify core competencies and skills for succession plan professional learning

Metric 3: Increase the amount of job shadowing opportunities and professional learning

#### Strategic Plan Progress

Strategic Plan Tracking for each goal, strategy and metric will be updated regularly at <https://www.ManateeSchools.net/strategicplanning>

## 4. Maximize the energy efficiency and management of our facilities to remain sustainable and financially responsible

### Department of Operations

**Strategy 1: Focus on critical factors leading to efficient use of financial resources that highlight the importance of public stewardship**

Metric 1: Enhance procedures for oversight of contracts at all levels of capital expenditures

**Strategy 2: Undertake strategies and actions to support effective energy planning**

Metric 1: Reduce overall energy/utility consumption and expenditures to promote and protect the environment while enhancing operational efficiency



The admin team from Palmetto High School, led by Principal Monica DeLesline, agrees to being slimed, after students raise \$650 for United Way Suncoast in just three days.



# READY TO GROW:

Staff Hiring and Retention / District Financial Stability / Safety and Security

**5. Continue our secure financial position, utilize referendum millage funds effectively, and modernize and enhance our current schools to meet our school community needs, including building vibrant, new schools**

## Department of Operations

**Strategy 1: Establish consistent operational procedures and practices focusing on the retention of asset value and program adequacy to support school innovation and student achievement**

Metric 1: Analyze facility adequacy each school year

Metric 2: Ensure appropriate technologies are in place to enhance safety through all operations

Metric 3: Develop an appropriate school bus replacement cycle and implement a comprehensive white fleet lease program

**Strategy 2: Enhance communications with School and District based stakeholders regarding the implementation and status of critical responsibilities.**

Metric 1: Enhance the usage of Smart Sheets to allow for reliable project communication.

Metric 2: Continue development of reporting methodologies to enhance details provided to school, District, and community based stakeholders.

Metric 3: Develop opportunities to celebrate department successes.

Metric 4: Provide exceptional Food Service offerings to students.

Metric 5: Enhance on-time performance for Transportation Services and increase communications with parents.

**Strategy 3: Every four years the School Board will renew the 1-Mill referendum to continue to recruit and retain staff and provide quality education to our students**



Palmetto High School  
Tiger Battalion JROTC



## 6. Maintain our robust security readiness and safety system across the District

### Department of Curriculum and Instructional Services

#### Strategy 1: Develop classroom management professional learning for all teachers and staff and ensure that behavior plans are evident across schools

Metric 1: Increase the number and percentage of teachers and staff trained in SPARK (CHAMPs) professional learning

Metric 2: Increase the number and percentage of classrooms with classroom management plans in place that are evident and observable

Metric 3: Decrease the number and percentage of students receiving referrals / Out of School Suspension (OSS) by quarter / compared to previous years

#### Strategy 2: Ensure that data management and student information systems are in place to log Multi-Tier Systems of Support (MTSS) plans in response to student misbehavior and interventions

Metric 1: Ensure a new MTSS data system is developed and teachers and staff receive professional learning to use the system

Metric 2: Decrease the number and percentage of students with an MTSS intervention plan for behavior

Metric 3: Decrease the number and percentage of students with repeated referrals and-or OSS (more than 1)

### Department of Safety and Security

#### Strategy 1: Maintain Alyssa's Alert Centegix Crisis Alert System and ensure all schools, departments, and staff maintain 100 percent compliance

Metric 1: Ensure all employees wear a Centegix Crisis Alert System badge and are trained annually by October 1st.

#### Strategy 2: Continue annual Active Assailant Response Professional Learning across the District

Metric 1: Ensure all employees receive professional learning annually by October 1st.

#### Strategy 3: Strengthen threat assessment teams and continue to verify the coordination between school personnel and law enforcement

Metric 1: Conduct monthly threat assessment meetings

#### Strategy 4: Enhance school locations with physical security enhancements

Metric 1: Conduct a Florida Safe Schools Assessment every year by October 1st

#### Strategy 5: Maintain a working relationship with Manatee County Emergency Operations Center (EOC)

Metric 1: Attend required meetings and participate in exercises

#### Strategy 6: Execute tabletop exercises at each school every year

Metric 1: Train staff in advanced tabletop exercises in active assailant and weather-related emergencies

# READY TO GROW:

Staff Hiring and Retention / District Financial Stability / Safety and Security

## 7. Promote our schools and District as remaining highly competitive and uniquely designed to produce top-notch graduates, great neighbors, and responsible citizens

### Department of Communications and Family Engagement

**Strategy 1: Continue to accentuate and publicize student, school, and employee successes through our District Good News web page, MSTV, social media, and additional platforms including live streaming services**

Metric 1: Produce an average of 10 Good News stories and 2 MSTV Good News feature videos each month during the school year

Metric 2: MSTV and the high school TV production programs will work together to live-stream an average of 6 events per month during the school year month.

**Strategy 2: Continue to promote our District as a state leader in introducing innovative and imaginative academic opportunities for our students**

Metric 1: Develop a District-wide directory of innovative academic, arts, and extracurricular programs by school

Metric 2: Highlight innovative programs each month on our Good News page, social media, and MSTV videos

Metric 3: Feature an innovative program monthly during School Board recognitions

**Strategy 3: Work with our schools to help them communicate and promote innovative programs, features and characteristics that make them uniquely special**

Metric 1: Develop School Advocacy Teams (SATs) at each school to focus on identifying and communicating programs, features, and Good News stories that make them attractive to prospective students and parents

Metric 2: Utilize updates to the District's websites to promote the positive strengths of each school

Metric 3: Reinstate the School Choice Showcase as a way for schools to meet and speak directly to students and parents from across Manatee County about their individual schools and the advantages of public education

**Strategy 4: Provide parents and employees increased access to the Superintendent and District Leaders**

Metric 1: Have the Superintendent and members of the Senior Cabinet individually visit a School Advisory Council or Faculty meeting six times per school year each to make a presentation and answer questions

Metric 2: Hold quarterly Town Hall meetings in different parts of the county with the Superintendent and District Leaders present

### **Strategy 5: Recognize and celebrate employees for reaching employment milestones, exemplary actions, and notable accomplishments**

Metric 1: Work closely with Human Resources to devise positive, practical, and appropriate ways to honor employee milestones each month

Metric 2: Recognize examples of extraordinary employee successes at School Board meetings

### **Strategy 6: Continue to enhance and improve communications to all areas of Manatee County**

Metric 1: Enhance working relationships with radio stations and other media outlets that connect with families and communities that can be difficult to reach.

Metric 2: Continue to build strong relationships with all community members through activities like Resource Fairs, other programs, and events

### **Strategy 7: Continue to increase and strengthen community partnerships**

Metric 1: Continue to strengthen existing community partnerships and increase the number of new partnerships with private businesses, non-profits, and faith-based agencies.

Metric 2: Increase and promote volunteer opportunities for the community through community and district initiatives



**Learning Facials Specialty at Manatee Technical College**