



INVESTING IN OUR STUDENTS, EMPLOYEES AND COMMUNITY

2020-2022 STRATEGIC PLAN

Our focus for the next two school years





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.

Our Core Values

- Academic excellence through innovation and teamwork
- Professionalism, responsibility and respect at all levels
- Transparent communications
- Celebrate and support one another
- Commitment to our diverse community

Front Cover

*Students from Freedom Elementary
School in Bradenton, FL.*

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Our FOCUS



The new 2020-2022 Strategic Plan outlines our dedicated focus to investing in our core foundations of **Our Students, Our Employees, Our Future and Our Community** over the next two school years especially considering what our school community has been through with the recent pandemic. This new strategic plan and new core values will continue to ensure we have an exemplary student-focused school system that develops lifelong learners to be globally competitive.

Through a collaborative and inclusive process, this new strategic plan was developed with valuable input from community and business leaders, parents, district administrators and employees. The School District of Manatee County is providing the best education in the State of Florida through innovative initiatives and strategic investments. Together, we are empowering our students today for their success tomorrow.

#WeManatee!

Cynthia Saunders
Superintendent

Meet The SCHOOL BOARD

2019-2020

DISTRICT 1

Gina Messenger



DISTRICT 2

Charlie Kennedy



DISTRICT 3

Dave "Watchdog" Miner



DISTRICT 4

Dr. Scott L. Hopes



DISTRICT 5

Rev. James Golden

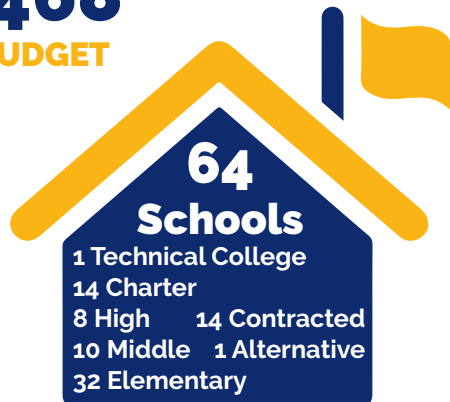


FAST FACTS

\$850,709,468


2019 - 2020 ANNUAL BUDGET

Upgraded
Ratings from
Moody's, S&P and
Fitch based on
financial
performance



Over 150
Years of
Educational
Excellence

Among the
Highest
Starting Salaries
for Teachers in
Florida



214 Buses
15,000 STUDENTS DAILY
10,500 MILES DAILY
8,000 BUS STOPS

More at Manatee
Career & Technical Technical
Programs College (MTC)
than any other
technical college
in Florida.

4,228
Technical
College
Students

50.20% Male
45.41% Female

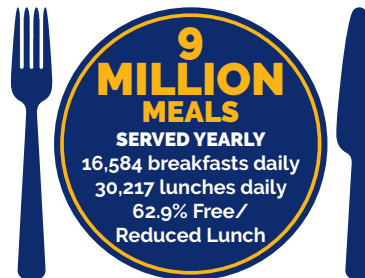
White: 50.2%
Hispanic: 30.12%
Black: 12.77%
Asian: 1.33%
Other: 4.58%



49,465
K-12 & Charter
Students

50.88% Male
49.12% Female

White: 45.2%
Hispanic: 34.7%
Black: 13.6%
Asian: 2.2%
Other: 4.3%



 **1 in 7** students
is an English Language Learner

Number One
Visual and Performing Arts
District in Florida
by percentage of
students enrolled.

- Florida Department of Education



LARGEST
Employer in
Manatee
County

8,062

EMPLOYEES

2,999 Instructional
2,543 Hourly
1,099 AFSCME
782 Paraprofessional
622 SAMP
17 Other

98
Languages
Spoken by
Students
throughout
the School
District



**7 Blue Ribbon Schools
of Excellence**

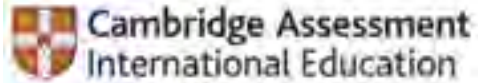
- US Department of Education

5,975.84
Tons Recycled

cans,
cardboard,
glass, paper
and plastic
yearly



School District of Manatee County OUR INITIATIVES



Blackburn Elementary is a Cambridge School. Students are prepared for the advanced academic coursework demands and expectations offered in high school.



Palm View Elementary is the First Woz Career Pathway School in Florida by Steve Wozniak, co-founder of APPLE.

Students learn eight programs:
Engineering Design Process, Coding, Drone, Cyber Security, Mobile Development, Data Science, Animation, Artificial Intelligence



Community Partnership School

Manatee Elementary School is combining a rigorous academic program with a wide range of in-school services, supports and opportunities to promote children's learning and development, focusing on visual and performing arts.



All four-year-olds and their families have the opportunities and support they need for success in preschool, school and beyond.



The School District of Manatee County is the first in the State of Florida to provide all these innovative initiatives collectively in our schools.



Community Clinics
Southeast High School and Manatee Elementary (Sept 2020) both feature an MCR Health Clinic for students and staff.



STEAM Education is an approach to learning that uses Science, Technology, Engineering, the Arts and Mathematics as access points for guiding student inquiry, dialogue, and critical thinking.

Dual Language Schools English and Spanish

Blanche E. Daughtrey Preparatory School of Arts and Sciences. Samoset Elementary and G.D. Rogers Garden-Bullock Elementary are dual language schools.

High School Entrepreneurial Program

Entrepreneurship elective for students to learn how to create a new business through classroom coaches, business mentors and real world experiences. It will begin at Southeast High School and Lakewood Ranch High School.

Arts and Education Immersion

Provides arts education from pre-kindergarten through graduation and creates a visual and performing arts track at Manatee Elementary School, Lee Middle School and Bayshore High School.



OUR SCHOOL COMMUNITY COMES TOGETHER



School District of Manatee County

PREVAILING IN A CRISIS

When the School District of Manatee County's approximately 50,000 students left school on Thursday, March 12, 2020 – they thought they were leaving for a routine and relaxing spring break. They had no idea they would not return to their campuses for the remainder of the school year after Florida Governor Ron DeSantis closed all schools on March 16, 2020.

Thankfully, district leadership, led by Superintendent Cynthia Saunders, had been tracking developments of the novel Coronavirus (COVID-19) since mid-February in collaboration with the Florida Department of Health in Manatee County. On Friday, February 28th, two days before the first confirmed case in the state of Florida, the district created a Coronavirus Updates and Information section on its district and school websites to provide regular updates to parents, employees and the community.

Teachers, food service workers, custodians, administrators and support employees all worked to enhance safety measures while completely transforming the school district's delivery of instruction from on-campus classes to fulltime eLearning.

Thousands of laptop computer devices were distributed to students who needed access to technology to take part in eLearning at home.

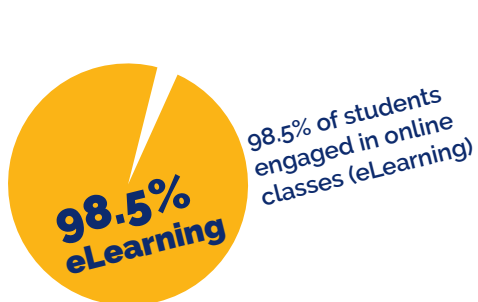
WiFi hotspots were installed on 25 school buses which were placed near churches and community centers to provide additional internet access. And Food and Nutrition Services distributed thousands of "grab and go" meals to students each school day.

Due to these creative and resilient efforts, students were able to complete the school year as originally scheduled on Thursday, May 28, 2020.

Congratulations to the students, parents and school district employees who made this remarkable achievement possible.



How We Met This Major Challenge to Help Our Students Continue to Learn and Stay Safe



98.5% of students engaged in online classes (eLearning)

400 Wi-Fi hotspots distributed to students in need of internet access

900,000+ meals distributed to students

25 school buses with Wi-Fi hotspots enabling student access to the School District eLearning platform.

10,000 laptops distributed in 2 weeks

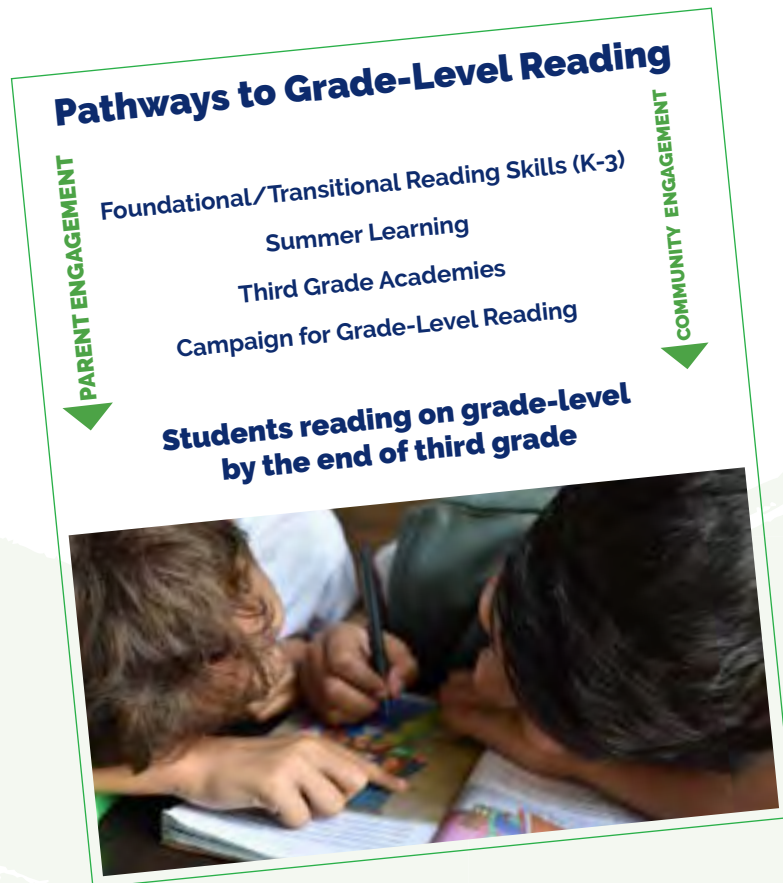
STUDENT ACHIEVEMENT

Implement a student-centered, standards-based, rigorous teaching and learning framework so that every student receives high-quality instruction. As a result, ALL students will graduate on time to become college and career ready.

GOAL 1:

Grade-Level Reading

- By 2023, 60% of our third grade students will meet or exceed grade-level expectations for reading as evidenced by progression through the reading continuum.*



GOAL 2:

Graduation

- Increase the average high school graduation rate by 2% points each school year (baseline: 2018-2019, 83.2%).
- Maintain graduation rate amidst a global pandemic.

GOAL 3:

Acceleration

- Increase the percentage of students meeting college and career acceleration, as defined by the state accountability model, by 2% points each school year (baseline: 2018-2019, 56%).

GOAL 4:

Early Learning

- Increase the percentage of students deemed Kindergarten ready by 2% each school year using documented performance on the Florida Kindergarten Readiness Screener (baseline: 2018-2019, 50%).

*READING CONTINUUM

- Comprehending texts through listening, reading and viewing.
- Composing texts through speaking, writing and creating.

"Educating our students successfully begins with ensuring they are reading on grade-level by the end of third grade. It is vital that our strategic focus be on this essential goal."

- Superintendent Cynthia Saunders



CURRICULUM & INSTRUCTION

Students need equitable access to well-rounded education that includes the arts, humanities, sciences, social sciences, English and math as we prepare them for college, career and life.

GOAL 1: Curriculum and Instruction

- Review and revise the PreK-12 literacy continuum in English Language Arts, Mathematics, and Science each school year to increase the percentage of student proficiency on the Florida Standards Assessment (FSA) across the district by at least 2% each school year in English Language Arts (ELA), Mathematics, and Science (baselines: 2018-2019, 53% ELA, 61% mathematics, 54% science).
- Narrow the achievement gap by continuing to develop unique innovative initiatives that create well-rounded education for ALL students; including programs in the arts, humanities, and STEAM (Science, Technology, Engineering, Art, Mathematics) by August 2023.
 - WozEd Pathway Programs
 - Cambridge AICE Programs
 - Dual-Language Programs
 - Community Partnership School
 - Dual Enrollment – USF/SCF
 - Exceptional Student Education (ESE) and General Education Teacher Internships
 - Entrepreneurial Incubator Program
 - Certified Nursing Assistant (CNA) Program
 - Advanced Placement (AP) Programs
 - International Baccalaureate (IB) Programs

GOAL 2: Multi-Tiered Support System

- Review and revise the current MTSS Behavioral and Academic Document to create a Framework that encompasses academics, behavior, social emotional learning and mental health by June 2021. This will ensure that by May, 2024, all staff and students will receive training and instruction in social emotional learning, mental health, human trafficking, and substance use.

GOAL 3: Professional Learning

- Establish professional learning systems to advance continuous academic improvements, promote collective responsibility for student achievement, and support alignment of educator goals, school improvement goals, and school district goals by August 2022.

GOAL 4: eLearning/Online Education

- Improve our eLearning structure to maximize online learning for our students, teachers and families that encompasses enhanced instructional and curriculum opportunities and social-emotional and mental health resources; incorporate eLearning instructional best practices and strategy into professional learning; work with community partners and educational initiatives to provide continuous equitable access to our eLearning system.

QUICK FACTS

- **49,709 students are present on an average day, with an attendance rate of 93.92%.**
- School Year 2019-2020
- **Grade 3-8 FSA Math Scores were higher than the State of Florida average in school year '18-'19.**



Transportation



Food & Nutrition Services

Investing in Our Employees

EQUITABLE RECRUITMENT & RETENTION

We are dedicated to building and maintaining a diverse and talented workforce that provides our students with the best opportunities for success in and out of the classroom.

GOAL 1

Recruit the most qualified, diverse and motivated staff.

STRATEGIES

- Enhance and strengthen the district's recruitment plan.
- Increase the diversity of new employees, especially teachers.
- Hire additional highly-qualified teachers at high-need schools.
- Employ more high-performing student teachers/interns.
- Utilize the USF McCracken Educators Scholarship for recruiting teachers.
- Develop a strategic hiring timeline that aligns with the academic calendar.

GOAL 2

Improve teacher and other employee retention rates.

STRATEGIES

- Develop a retention plan for new and highly-effective teachers and employees.
- Implement a plan for professional learning linked to individual performance with a focus on low-performing teachers.
- Improve teacher daily attendance rates.
- Create a new teacher mentor program.
- Utilize the USF McCracken Educators Scholarship for advanced educational opportunities for teachers.

GOAL 3

Create and implement recognition programs for employees.

STRATEGIES

- Highlight significant employment milestones and achievements in a variety of celebrations.
- Establish an annual event that connects employees from across the district.
- Develop new initiatives that encompass employee well being and health.

GOAL 4

Develop a district-wide Professional Learning System.

STRATEGIES

- Engage employees from both instructional and non-instructional departments in professional learning to support their roles and responsibilities and align them to district initiatives.
- Identify and assess desired and required training through a customized systematic training plan that provides specific resources to build capacity for all district staff.

"Let's make the School District of Manatee County one of the best places to work in the State of Florida."

- Superintendent Cynthia Saunders





QUICK FACTS

8,062 EMPLOYEES

- **2,999 Instructional**
- **2,543 Hourly**
- **1,099 AFSCME**
- **782 Paraprofessional**
- **622 SAMP**
- **17 other**

- School Year 2019-2020



To address health and wellness district-wide, the school district implements both participatory-based and incentives-driven wellness programs, which encourage all employees to seek preventive health care services while providing opportunities for on and off-site "self-care."



External incentives offered to employees.

Investing in Our Employees

INCLUSIVE CULTURE & ENGAGEMENT

Employee engagement is vital to our school district's continued success. We believe that every employee should be valued and can add value to our students' achievement.

GOAL 1

Create a cultural commitment for improving service at all levels of the school district for internal and external customers.

STRATEGIES

- Annual professional training for all district departments.
- Implement an ongoing new hire orientation program.
- Initiate a system for tracking and monitoring customer service requests throughout the district.
- Standardize all employee email settings and voicemail messages.

GOAL 2

Improve internal and external communications.

STRATEGIES

- Provide annual training on workplace communication.
- Expand opportunities for employees to engage with leadership and other employees.
- Develop new marketing initiatives to increase community engagement and awareness to promote the district as a state leader in education.
- Create a district Online Dashboard that will be continually updated with academic, transportation and human resources data to inform parents and the community of current district data by December 2020.

GOAL 3

Expand diversity and inclusion initiatives across the school district for employees and students.

STRATEGIES

- Develop/facilitate diversity, equity and inclusion training to become equipped to meet the needs of our increasingly diverse student population.
- Integrate best practices into the curriculum to eliminate academic disparities.
- Assess school climate and discipline/suspension data biannually.
- Increase student and staff engagement and learning opportunities in cross-cultural activities and events.
- Improve facilities and schools to ensure they are welcoming and inclusive.
- Continue to collaborate with the internal and external diversity and inclusion committees on meaningful and lasting improvements.
- Highlight cultural celebrations and monthly recognitions.

GOAL 4

Enhance parent and community engagement.

STRATEGIES

- Increase School Advisory Council (SAC) participation.
- Utilize our district's innovative initiatives to connect with more parents and community members.
- Create a Family and Community Steering Committee to increase parental involvement and community engagement in order to develop an understanding of cultural and regional needs and increase community collaboration.
- Create a new "Adopt a School" initiative to increase engagement in schools by non-profit organizations.

Celebrate and support one another



Building a Future



STEM

Science
Technology
Engineering
Math

- **Modernize science labs at our high schools**
- **Google Chromebooks will be provided for every Elementary Science classroom to teach STEM.**

MILLAGE IS BUILDING A BETTER FUTURE

Your Tax Dollars Investing in Our Students

On Tuesday, March 20, 2018, a majority of Manatee County voters approved a 1-mill referendum to enhance funding for school district operational needs. As a result of the passage of the 1-Mill Referendum: **Students now receive 30 more minutes of instruction daily, or one full year of additional instructional time during their K-12 career**; Salaries for teachers and other school-related staff have been increased, allowing Manatee County to be more competitive with surrounding counties when recruiting and retaining top-quality educators and support personnel; Career & Technical Education (CTE) and Science, Technology, Engineering and Math (STEM) programs have been enhanced, benefiting both students (as future employees) and their prospective employers.

Millage: \$42M+ in Total
(2020-2021)



51% Instructional Staff (\$21,420,000+)

(Teachers, Counselors, Reading Coaches, others)

- Instructional time increased 30 minutes a day
- Additional paid minutes in workday
- Annual Referendum Supplement

5% Paraprofessionals (\$2,100,000+)

(Teacher Aides, Teacher Assistants, others)

- Student instructional time increased 30 minutes a day
- Additional paid minutes in workday
- Annual Referendum Supplement

6% School Administrators/SAMP (\$2,520,000+)

(Principals, AP's, Deans, Social Workers, Nurses, Supervisors, others)

- Referendum Supplement (for school-based employees only)
- Additional paid minutes in workday

8% Hourly/AFSCME (\$3,360,000+)

(Custodians, Bus Operators and Attendants, Secretaries, Bookkeepers, Mechanics, Food Service, Clerical who have direct student contact)

- Hourly pay adjustment of an \$1.00 an hour
- Additional paid minutes in workday if applicable

14.5% Charter Schools (\$6,090,000+)

- Funds to utilize how charter schools deems most appropriate in keeping with the overall direction of the referendum

15.5% STEM / Career and Technical Education (\$6,510,000+)

- Funds to expand, update and maintain Science, Math, Engineering and Technology in addition to Career and Technical Education

**Students now
receive 30
more minutes
of instruction
daily**

Investing in Our District

SAFETY

To assist all schools in creating environments that foster and protect the social, emotional, physical safety and wellbeing of all students, faculty and staff which is necessary for optimal learning and success.

GOAL 1

Increase the number of best practices, resources and evidence-based approaches in the areas of school climate and safety across all district campuses and buildings.

STRATEGIES

- Develop a system to assess existing programs and activities that are correlated with safe and positive school climates, so we can identify the number and quality of best practices and evidence-based approaches that are already taking place within our schools and where the opportunities are for improvement.
- Complete baseline school climate surveys in all schools by June 2021. Climate surveys will be piloted by Spring 2020 in select schools, then conducted annually in all district schools thereafter.
- Continue to operate Sandy Hook Promise SAVE Promise Clubs in all district schools. All students and staff will receive training and guidance every year.
- Teach evidence-based universal Social-Emotional Learning curriculum in each grade level of every school by Spring 2024.
- Continue to utilize the Florida Safe Schools Assessment Tool (FSSAT) and have a threat assessment team consisting of persons with expertise in counseling, instruction, school administration and law enforcement in compliance with state law.

GOAL 2

Increase the capabilities of all district schools to appropriately prevent and intervene with unsafe and disruptive student behaviors, while reducing the number of instructional days lost to Out of School Suspensions.

STRATEGIES

- Implement a consistent and comprehensive system for the collection and analysis of student discipline, attendance, school climate and intervention data by August 2022.
- Promote best practices in behavioral intervention and increase the capacity of all schools to include resources and staff in order to optimally implement new behavioral framework by June 2023.
- Provide professional development on best practices in behavioral intervention and school climate improvement to all schools by June 2023.
- Continue annual threat assessment training for all school Threat Assessment Team members.
- Reduce the number of instructional days lost to Out of School Suspensions by 10% by May 2021 and 25% (from baseline) by May 2024.

Make the district the safest in the nation by providing safe and secure learning environments at schools and buildings to enhance the wellbeing of students, faculty, staff and visitors.

GOAL 1

Strengthen and secure school and district facilities.

STRATEGIES

- Enhance school perimeter security fencing with Florida Department of Education School Hardening Grant funds so that all schools will have appropriate fencing by December 2021.
- Utilize a centralized camera control room to monitor school security systems and coordinate emergency and security responses and upgrade security cameras district wide. The district will complete all camera upgrades at numerous school sites by August 2022.
- Strengthen the Guardian program by annually implementing the most updated security and safety procedures.
- Continue to coordinate with local law enforcement agencies/School Resource Officers (SROs) on security and safety procedures.
- Ensure all schools are utilizing Raptor and Vendor Verify for all visitors, vendors and volunteers.

GOAL 2

Promote and maintain school-wide safety and minimize the effects of emergencies and other dangerous situations through emergency preparedness on how to prevent, prepare, respond and recover in the face of emergencies and disasters.

STRATEGIES

- All district and school staff will receive and train on the Active Assailant Response Plan annually.
- Conduct drills, tabletop and/or full-scale exercises involving first responders to test emergency plans and include after-action reports/improvement plans every school year. All schools at 100% completion by June 2022.
- School district will work towards becoming National Incident Management Systems (NIMS) compliant by August 2021.
- Annually update and train on our District Crisis Plan.
- Develop individual Crisis Plans for all schools by June 2023.
- Review and update the District Pandemic Response Plan yearly.

SECURITY STARTS HERE

- **Connect**
- **Plan**
- **Train**
- **Report**



TECHNOLOGY & INNOVATION

Meet the changing needs of students by implementing universal technology solutions across multiple platforms through automation, innovation, and integration while empowering staff to equitably support curriculum and instruction in every school.

GOAL 1

Maintain a technology refresh plan that provides equitable, sustainable, and relevant technology resources to all students and staff.

STRATEGIES

- Ensure a sustainable district wide Computer Refresh Plan is provided to all schools annually.
- Enhance and upgrade technology in four schools annually to provide an innovative Media Center experience for all students.
- Install Classroom Professional Displays and Tablets in all (Middle/High) schools by August 2020.
- Replace 10,000 Legacy student devices with Chromebooks by December 2020.
- Install Classroom Professional Displays in Elementary Schools by July 2020 - June 2022.
- Implement and maintain a sustainable digital device platform to address the instructional needs of all students.

GOAL 2

Implement and sustain a modernized communication system infrastructure for all schools.

STRATEGIES

- Implement a Centralized Staff and Student ID Badging application for safety, security, transportation, food service, attendance and library resources by July 2020.
- Replace legacy telephony system in all schools with Voice Over Internet Protocol (VOIP) by June 2023.
- Upgrade Public Address/Intercom Infrastructure in all schools by June 2023.
- Install Digital Marquee Outdoor Signage at select schools by June 2023.
- Integrate early warning campus-wide alert and emergency response systems that are compliant with legislative requirements and integrate with existing crisis communication systems.

GOAL 3

Delivering powerful business intelligence dashboards for rapid and secure student data reporting.

STRATEGIES

- Implement a Data Warehouse & Reporting Dashboard Application.
 - Phase I - August 2020
 - Phase II - August 2022



TECHNOLOGY & INNOVATION



QUICK FACTS

- **3300 Wireless Access Points Installed**
- **109,000 devices connect to Network**
- **Over 6,000 active phones**
- **District averages over 18,000 calls per month**
- **1 million MySDMC SSO Student and Staff Logins in 30 days**
- **District averages over 4.5 million sent and received emails every month**

Top 5 Applications Used Daily:

- FOCUS
- iReady
- Schoology
- Office 365
- Reading Plus

GOAL 4

Improve the productivity of all staff by providing cost efficient and innovative technology solutions.

STRATEGIES

- Provide seamless access to applications through MySDMC Single Sign-On (SSO) ClassLink APP.
- Deploy a parent/guardian mobile app that will provide an easy way to track their child's education experience by August 2020.
- Implement Intranet for all staff to collaborate, manage documentation and access internal employee resources by August 2021.
- Implement an online transcript, records, and document processing portal by June 2021.
- Digitize active and inactive student and staff records to a central document repository by June 2023.



GOAL 5

Provide a safe, secure, consistent, and seamless connectivity experience to all users supporting the educational goals of all schools.

STRATEGIES

- 1:1 Wireless Access Points in every academic classroom by June 2020.
- Increase Internet capacity to 10GB by August 2020.
- Implement MySDMC Single Sign-On (SSO) parent portal to provide a seamless experience to resources provided by the school district.
- Complete the Fiber Infrastructure Expansion to Barbara Harvey Elementary School, Parrish Community High School and Williams Elementary School by June 2022.
- Upgrade eligible schools network infrastructure to ensure schools are connected to information and resources by June 2023.
- Evaluate on premise enterprise applications and systems for cloud readiness annually.
- Continue to expand and upgrade infrastructure to support eLearning opportunities for students.
- Evaluate and complete cabling infrastructure retrofit projects at select schools to increase bandwidth and improve the user experience.

ENERGY MANAGEMENT

As the largest employer in Manatee County, we believe in the most energy efficient and sustainable usage of resources to promote the protection of our environment and the future of our students.

GOAL 1

Develop low-cost best practice solutions to implement across the school district to reduce energy consumption to move the district towards being Energy Star/LEED certified.

STRATEGIES

- Immediately conduct a full review of all bills to understand rate application, metering and tariffs to determine when and where energy is being used by communicating data, including peak demand windows to site administrators.
- Catalog fiscal year site schedules for top ten schools including their basic daily functions – custodial hours, meal preparation, school start/end times, meal schedules, before/after school programs, outside facility use, HVAC control system schedules, etc.
- Establish Green Teams at all district schools led by students and staff with the purpose to build environmental consciousness and assistance in establishing innovative and efficient programs that will benefit individual schools.
- Organize and participate in Earth Day events and other environmental initiatives to maintain active interest among the school community.
- Utilize citizen support groups engaged in educating the public relative to environmental challenges.

POTENTIAL ACTION STEPS

- Study the use of renewable energy for our district facilities.
- Study HVAC usage during non-school hours to ascertain potential energy savings.
- Develop a plan to reduce water meter sizing.
- Develop a better parking lot and stadium light policy to reduce unnecessary energy usage.
- Continue retrofitting existing lighting to LED lighting technology throughout the district.
- Include utility costs in rental usage fee structure.
- Begin auditing of district facilities to ensure compliance to conservation plans and schedules.
- Continue our robust recycling and trash collections.
- Study the results of the City of West Palm Beach and Florida Power & Light electric school bus pilot program.
- Study the energy efficiency results of the new Net Zero School in Osceola County.
- Find opportunities to incorporate energy/climate science into our STEAM curriculum.
- Participate in Manatee County Government's Climate Task Force.



QUICK FACTS

- **First single-stream recycling program in Manatee County: 2016.**
- **Guinness World Record: Most Plastic Bottles Collected in an eight-hour period: 2012.**
- **Winner County Recycling Award: 2016.**



FINANCIAL TRANSPARENCY & CAPITAL PLANNING

Financial transparency and responsibility is a top priority of the school district and we will continue to ensure that public funds are used efficiently to maintain quality educational needs and facilities for our students.

GOAL 1

Maximize all district resources to enhance the learning environment and ensure financial sustainability.

STRATEGIES

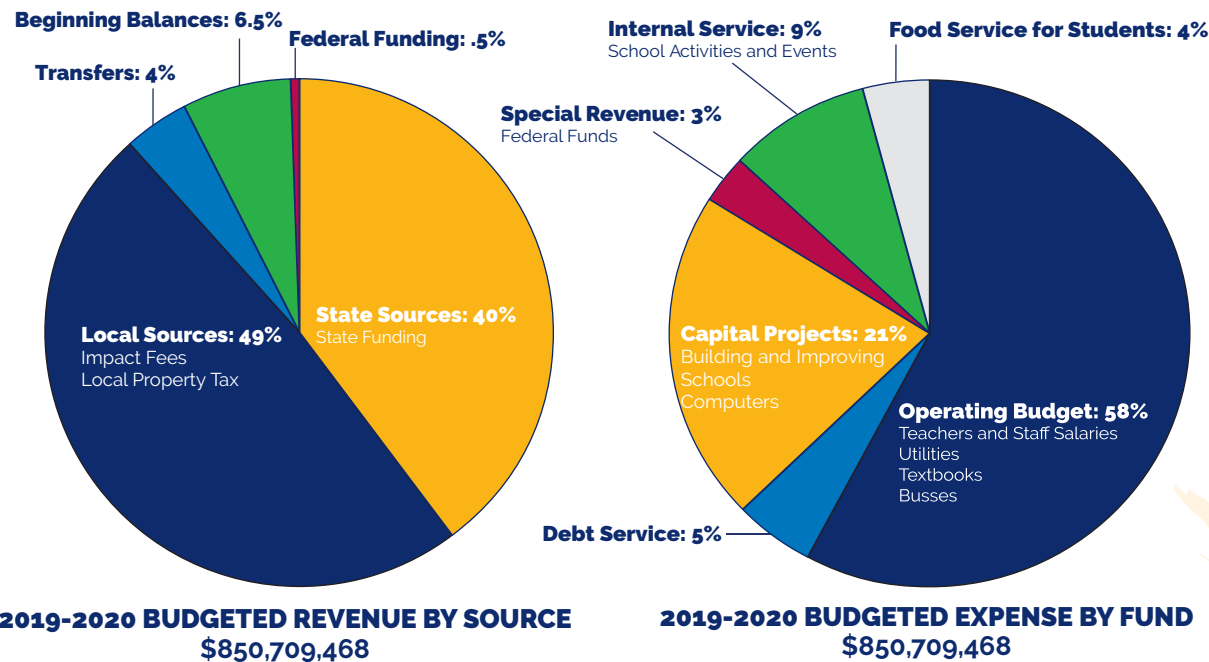
- Ensure budget is reconciled and balanced annually.
- Maintain an assigned/unassigned fund balance of 5% by June 30, 2021.
- Improve communication with the public to increase community awareness of how taxpayer dollars are being spent responsibly.
- Ensure idle cash deposits are invested to maximize returns while maintaining diversification and safeguarding principal.

GOAL 2

Build and maintain district facilities to provide the best quality education and services to our students, staff and community.

STRATEGIES

- Build a classroom addition at Lakewood Ranch High School by August 2024.
- Complete renovations at Braden River Middle School by August 2023.
- Complete replacement of Sugg Middle School by August 2024.
- Complete Palm View K-8 School's new gymnasium by June 2021.
- Build eight classroom addition at Witt Elementary by August 2022.
- Build classroom wing additions to accommodate growth and relieve overcrowding at our most needed schools.
- Continue to update and refresh schools each year where needed.



Success of the Half-Cent Sales Tax

- Three new schools were built to relieve overcrowding: Parrish Community High School, Dr. Mona Jain Middle School and Barbara A. Harvey Elementary School.
- Aging, outdated items such as HVAC systems, roofs, flooring, playgrounds and traffic and parking surfaces are being updated and replaced.
- Safety and technology equipment are being enhanced to meet 21st Century needs.

Five-Year Work Plan, Capacity Plan, Capital Plan are annually reviewed and require School Board approval. The Educational Plant Survey is updated every 5 years, the next one due in 2022.

MANA TECH



Students at MTC



ADULT, CAREER & TECHNICAL EDUCATION

Prepare students for rewarding careers with a variety of exit points that lead to the workforce and/or continuing education.

GOAL 1

Implement curriculum opportunities for students to learn **technical skills** with a wide range of strategies through their educational career.

STRATEGIES

- The Adult, Career and Technical Education Department (ACT) offers technical skills based curriculum and content that prepares students for Industry Certifications that are current and relevant in the workforce.
- On the job training, apprenticeships and internships allow for work based learning that can lead to career opportunities and highlight specific skill sets needed for entering a career field.
- Students have opportunities for visits to industry and/or post-secondary educational institutions that allow them to see beyond today and aspire to bigger things and also expose them to diverse career fields.
- Each CTE program or Career Academy strives to have a link to business and industry stakeholders and/or an advisory group to guide curriculum choices, provide current and relevant industry related knowledge, and give insight into changes in the workplace.
- Large curriculum encompassing group projects to provide relevant application of multiple years of education in a cumulating capstone project.



Elementary School

- Introductory Science, Technology, Engineering and Math (STEM) content in high-tech labs provides hands-on applied learning to solve real world challenges

Middle School

- Exploratory career and technical education programs, career awareness, goal development and employability skills learning

High School

- Technical skills attainment with nationally recognized industry certifications and credentials
- Career and Postsecondary plans to promote future success

MANATEE TECHNICAL COLLEGE



QUICK FACTS

- **4,228 Students**
- **91% Completion**
- **89% Placement**
- **99% Licensure Pass Rate**
- **Average Age: 29**
- **50% of enrollment is in healthcare, construction and manufacturing**

Our mission is to produce highly skilled individuals and resourceful leaders through collaborative education to meet the ever-changing needs of our communities and the workforce.

GOAL 1

Keep pace with the growth of Manatee County by expanding educational opportunities for students and business and industry.

STRATEGIES

- Seek legislative approval for technical colleges to offer Associate of Science in Nursing degree bridge programs to our practical nurse graduates beginning in 2021 to become RN's.
- Seek the support of the School Board and Florida Public Education Capital Outlay dollars to construct a 3-story building on Manatee Technical College's (MTC) Main Campus on State Road 70 East to allow the Main Campus to accommodate new workforce education programs, a dedicated skills and industry certification testing center, the academic classes for the Associate of Science in Nursing degree program, and the adult general education classes currently located at Bayshore High School.
- Conduct a comprehensive local needs assessment to ensure programs are adequate in size, scope and quality and aligned with local labor market needs.

GOAL 2

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

STRATEGIES

- Seek state funding for an Aviation Maintenance Technician School at the Sarasota-Bradenton International Airport in 2021 with support of the School Board and the Sarasota Manatee Airport Authority by requesting a Legislative Appropriation and securing a Florida Department of Economic Opportunity Job Growth Grant to fund capital outlay and operations for the first three years of the new program.
- Construct an outdoor Florida Department of Law Enforcement certified Firing Range and Driving Facility for MTC's Law Enforcement Academy by obtaining support from the School Board and a Florida Legislative Appropriation.



Technical College

- 50+ workforce education programs leading to high-wage employment.
- GED® and English as a Second Language
- Continuing Education

Rewarding Career Attainment

Academic and Language Proficient

Career advancement through experience and continuing education.

Technical and State College, University and/or other higher education

Preparation for Higher Education and Career Opportunities at Every Grade Level



Partnerships in Action



VALUING OUR STAKEHOLDERS

Community Partners in Education

Thank you to all our community partners who significantly help us to provide quality educational, social-emotional and career opportunities to students and educators in Manatee County.



Business Partners in Education

Too numerous to be listed here, our sincere gratitude to all our business partners whose generous financial donations, volunteers and commitment contribute directly to the success of our schools and students. We greatly value all our business partnerships especially our strong relationship with the Manatee Chamber of Commerce and its quality educational programs.



For nearly 30 years, the Manatee Chamber of Commerce has worked closely with the School District of Manatee County to build strong partnerships in both business and education. The Chamber's Education and Workforce Committee collaborates to provide enhanced opportunities for K-12 students, in addition to developing a highly skilled workforce in the community via post-secondary educational locations.

PARTNERS IN EDUCATION

JOIN | COLLABORATE | EMPOWER



Partners In Education connects small business, major corporations, community organizations and government agencies with schools in Manatee County. Mutually-beneficial relationships are built to create successful partnerships, to develop unique methods of accomplishing educational goals. The partnerships result in opportunities for students that would otherwise be impossible.



Project T.E.A.C.H. (Teach Everyone About Career Horizons) is a community-based program, organized by the Chamber of Commerce in partnership with the School District of Manatee County. 4th grade students are given the opportunity to interact with

community volunteers in a fun interactive activity, to learn more about the importance of education, career awareness and first impressions.



Big Bank Theory is a financial literacy program for high school students, presented by the Chamber of Commerce in partnership with the School District of Manatee County. Students are engaged in a hands-on, real life financial simulation. The program stresses the importance of budgeting, saving and prioritizing spending decisions. The simulation allows the students to interact with community volunteers from local businesses and organizations to complete interactive assignments for post review with their teachers.

Tracking our progress

OUR REPORT CARD

This Strategic Plan outlines the goals and strategies for two school years in the key areas of **Student Achievement, Curriculum & Instruction, Safety & Security, Technology & Innovation, Finance, Capital Planning, Energy Management, Manatee Technical College, Adult, Career & Technical Education, Recruitment & Retention, Culture & Engagement** and **Community & Business Partnerships**.

Each Goal is under the direct supervision of a Cabinet Member and has a corresponding Action Plan to guarantee its successful implementation. The Director of Strategic Planning will continuously monitor the progress of these Action Plans by using Smartsheet software. In addition, the Director of Strategic Planning will work closely with the Chief Financial Officer to ensure proper resources are prioritized to these strategic plan goals.

The progress of the Strategic Plan will be communicated with employees, the School Board, parents and the general public quarterly through the use of a Report Card System outlined on this page.

The School District of Manatee County is dedicated to every student's achievement and through this Strategic Plan we are making the necessary investments now so that our schools and students are prepared for a successful future tomorrow.



A ● = 100% Completion
B ● = 75% Completion
C ● = 50% and Below



**TRACK OUR
PROGRESS
ONLINE AT**

ManateeSchools.net

**Goals will be
updated quarterly.**

JUNE 2022 VISION

When this strategic plan is complete in June 2022, the School District of Manatee County will:

- Be an A school district.
- Have increased significantly its grade-level reading percentages.
- Have increased its graduation rate.
- Increase the recruitment and hiring of high quality minority candidates for teaching and administrative positions.
- Be a more secure and safe school district.
- Be a more innovative, technologically advanced school district with the best eLearning system.
- Contain the most updated school facilities.
- Be a more energy efficient school district.
- Continue to have the highest percentage of students enrolled in visual and performing arts courses.
- Have a workforce that better reflects the racial and cultural diversity of our student body.
- Continue to be financially stable with at least 5% reserves.
- Be the most attractive school district for teachers to come to work.
- Continue to have more Blue Ribbon Schools.
- Continue to have the best technical college in the State of Florida.
- Continue to have the financial support and confidence from our community.

Our Commitment to Our Community

The School District of Manatee County stands by our core values:

- Academic excellence through innovation and teamwork.
- Professionalism, responsibility and respect at all levels.
- Transparent communications.
- Celebrate and support one another.
- Commitment to our diverse community.

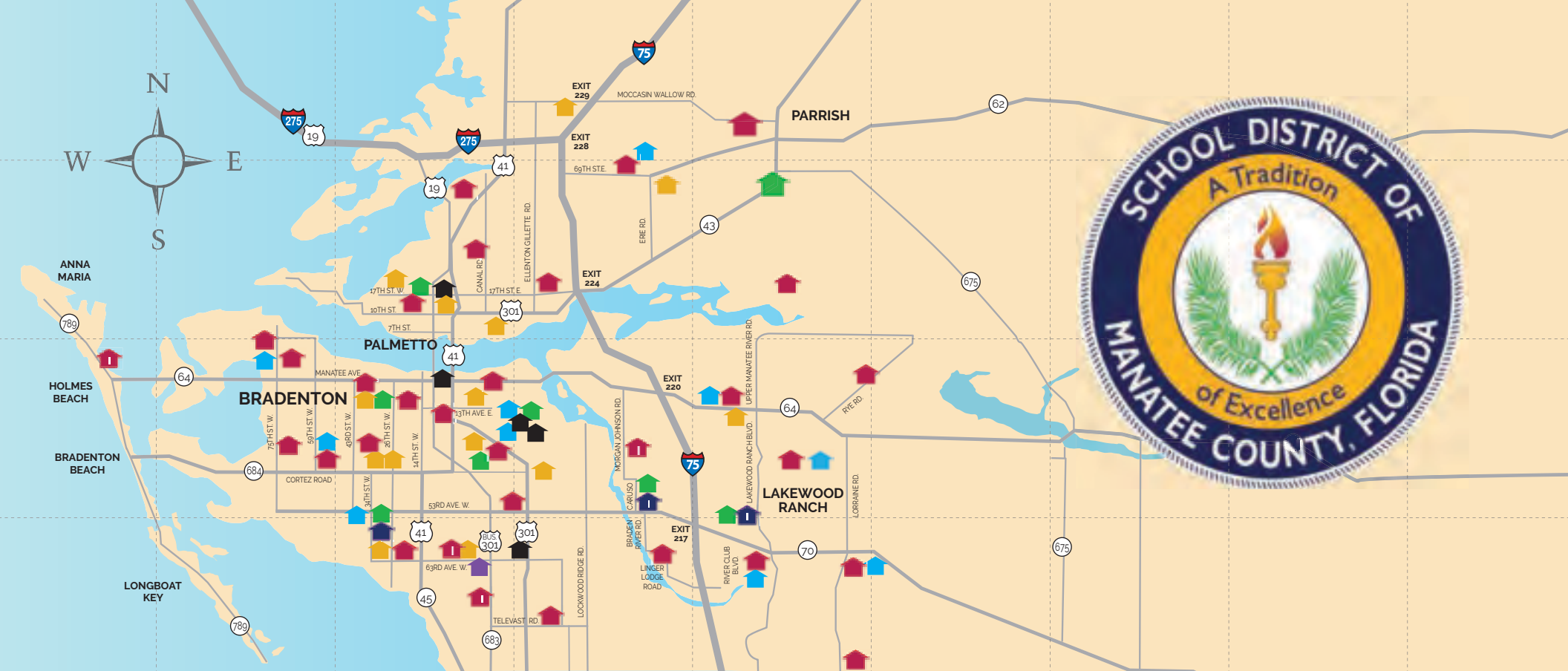
Thank You!

To our employees, thank you for your passion, dedication and hard work! For our business and community partners, we thank you for enabling us to consistently go above and beyond by your volunteerism, advice and financial giving. To our parents who entrust us with their children, our most sincere thanks, and we hope we have given your child the best step forward to a successful tomorrow.

For More information

For more information, please visit ManateeSchools.net/strategicplan or contact Kevin Chapman, Director of Strategic Planning and Initiatives at chapman3k@manateeschools.net.





SCHOOL DISTRICT OF MANATEE COUNTY

- ELEMENTARY SCHOOLS**
- MIDDLE SCHOOLS**
- HIGH SCHOOLS**
- TECHNICAL COLLEGE**
- CHARTER SCHOOLS**
- ADMINISTRATION**

**215 Manatee Avenue West
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941.708.8770

ManateeSchools.net



The School Board does not discriminate on the basis of race, color, ethnicity, religion, national origin, sex (including sexual orientation, transgender status, or gender identity), disability (including HIV, AIDS, or sickle cell trait), pregnancy, marital status, age (except as authorized by law), ancestry, genetic information, which are classes protected by State and/or Federal law (collectively, "protected classes") in its programs and activities, including employment opportunities. It is the legal obligation and the policy of the Board to employ only those persons who are best qualified, with or without reasonable accommodations. The Superintendent shall appoint a compliance officer whose responsibility it will be to require that Federal and State regulations are complied with and that any inquiries or complaints are dealt with promptly in accordance with law. S/He shall also require that proper notice of nondiscrimination for Title II, Title VI, and Title VII of the Civil Rights Act of 1964, Title IX of the Education Amendment Act of 1972, Section 504 of the Rehabilitation Act of 1973, and the Age Discrimination in Employment Act will be provided to staff members and the general public. Any sections of the District's collectively-bargained negotiated agreements dealing with hiring and promotion will contain a statement of nondiscrimination similar to that in the Board's statement above.