

Strategic Plan Goals		Status	% of Metric Complete	Reason/Notes
<b>STUDENT ACHIEVEMENT</b>				
<b>GOAL 1:</b> By using 30% of our third-grade students will meet or exceed grade-level expectations for reading. <b>Metric 1.1:</b> Quarter 1 Diagnostic & Benchmark Assessments Metric Completed - November 2020 <b>Metric 1.2:</b> Quarter 2 Benchmark Assessments - February 2021 <b>Metric 1.3:</b> Quarter 3 - and Grade Assessments - May 2021 <b>Metric 1.4:</b> Florida State Assessments (FSAs) - May 2021 <b>GOAL 2:</b> Increase the average high school graduation rate by 2% points each school year (baseline 2018-2019: 83.2%) <b>Metric 2.1:</b> Monitor Credits and GPA Including Credit Recovery courses - Quarterly <b>Metric 2.2:</b> Quarter 1 Benchmark Assessments - February 2021 <b>Metric 2.3:</b> Florida State Assessments (FSAs) - May 2021 <b>GOAL 3:</b> Increase the percentage of students meeting college and career acceleration as defined by the state accountability model by 2% points each school year. <b>Metric 3.1:</b> Monitor College level course pass rates - by Semester <b>Metric 3.2:</b> Expanding course offerings in vocational programs <b>Metric 3.3:</b> Increasing the number of students in college level programs <b>Metric 3.4:</b> Industry Certification Pass Rate - July/Aug 2021 <b>GOAL 4:</b> Increase the percentage of students deemed kindergarten ready by 2% each school year using documented performance on the Florida Kindergarten Readiness Screener <b>Metric 4.1:</b> State WFLA Assessments - AP1 in September, AP2 in January, AP3 in May <b>Metric 4.2:</b> Increase in Enrollment Assessment of Entry & Ready Assessment - 1% in class of new 5K				
Metric 1.1	Metric Completed	100%		
Metric 1.2	Metric Completed	100%		
Metric 1.3	Metric Completed	100%		
Metric 1.4	Metric Completed	100%		
Metric 2.1	Metric Completed	100%		
Metric 2.2	Metric Completed	100%		
Metric 2.3	Metric Completed	100%		
Metric 3.1	Metric Completed	100%		
Metric 3.2	Metric Completed	100%		
Metric 3.3	Metric Completed	100%		
Metric 3.4	Metric Completed	100%		
Metric 4.1	Metric Completed	100%		
Metric 4.2	Metric Completed	100%		
<b>CURRICULUM &amp; INSTRUCTION</b>				
<b>GOAL 1:</b> Review and revise the PreK-12 Literacy continuum & Narrow the achievement gap by continuing to develop unique innovative solutions that create well-rounded education for ALL students. <b>Metric 1.1:</b> Quarter 1 Diagnostic & Benchmark Assessments Metric Completed - November 2020 <b>Metric 1.2:</b> Quarter 2 Benchmark Assessments - February 2021 <b>Metric 1.3:</b> Florida State Assessments (FSAs) - May 2021 <b>GOAL 2:</b> Review and revise the current MTSS Behavioral and Academic Document to create a Framework that encompasses academics, social emotional learning and SEL to be adopted by June 2021. <b>Metric 2.1:</b> Five Sub-Committees Established and new Framework Metric Completed - December 2020 <b>Metric 2.2:</b> Sub-Committees review and roll new Framework - February 2021 <b>Metric 2.3:</b> New Framework finalized - April 2021 <b>GOAL 3:</b> Training on new framework implemented District-wide - August 2021 <b>GOAL 4:</b> Established 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 2021. <b>Metric 4.1:</b> Align all services and departments within the district to the redevelopment of the Professional Learning System - June 2021 <b>Metric 4.2:</b> Align the needs of each business unit and develop a district wide training plan - December 2021 <b>Metric 4.3:</b> Implement new training plan including communication and support structure - January 2022 <b>Metric 4.4:</b> Infrastructure established and new professional learning in place - June 2022 <b>GOAL 5:</b> Improve our learning structure to maximize online learning for our students, teachers and families. <b>Metric 5.1:</b> Professional Learning for Educating Educators <b>Metric 5.2:</b> Work with non-profits on equitable access to WFLA Internal <b>Metric 5.3:</b> Social Emotion Learning (SEL) resources provided to educators <b>Metric 5.4:</b> Florida State Assessments (FSAs) - May 2021				
Metric 1.1	Metric Completed	100%		
Metric 1.2	Metric Completed	100%		
Metric 1.3	Metric Completed	100%		
Metric 1.4	Metric Completed	100%		
Metric 2.1	Metric Completed	100%		
Metric 2.2	Metric Completed	100%		
Metric 2.3	Metric Completed	100%		
Metric 4.1	In-Progress	20%		The committees have begun developing a training plan for Fall 2021.
Metric 4.2	On-Target	20%		
Metric 4.3	On-Target	20%		
Metric 4.4	On-Target	20%		
Metric 5.1	Metric Completed	100%		
Metric 5.2	Metric Completed	100%		
Metric 5.3	Metric Completed	100%		
Metric 5.4	Metric Completed	100%		
<b>EQUITABLE RECRUITMENT &amp; RETENTION</b>				
<b>GOAL 1:</b> Recruit the most qualified diverse and motivated staff. <b>Metric 1.1:</b> New Equity Policy approved by Board - October 2020 <b>Metric 1.2:</b> Internal Diversity Committee established with Sub-Committee on Recruiting and Retention <b>Metric 1.3:</b> New Recruiting Plan developed and implemented - Spring 2021 <b>Metric 1.4:</b> Summer 2021 Hiring Data <b>GOAL 2:</b> Improve teacher and other employee retention rates. <b>Metric 2.1:</b> New Equity Policy approved by Board - October 2020 <b>Metric 2.2:</b> Internal Diversity Committee established with Sub-Committee on Recruiting and Retention <b>Metric 2.3:</b> Sub-Committee develops retention plan for new diverse hires - Spring 2021 <b>Metric 2.4:</b> Summer 2021 Hiring Data <b>GOAL 3:</b> Create and implement recognition programs for employees. <b>Metric 3.1:</b> Action plan developed by July 2021 <b>Metric 3.2:</b> Implement new year at August awards Meeting - August 2021 <b>Metric 3.3:</b> Survey employees - September 2021 <b>Metric 3.4:</b> Survey employees - Early 2022 <b>GOAL 4:</b> Develop a district-wide Professional Learning System. <b>Metric 4.1:</b> Align all departments and functions under the new LMS - June 2021 <b>Metric 4.2:</b> Develop new training plans for all departments and units under new LMS - December 2021 <b>Metric 4.3:</b> High implementation of new training plans - January 2022 <b>Metric 4.4:</b> Completion of new professional learning system - June 2022				
Metric 1.1	Metric Completed	100%		
Metric 1.2	In-Progress	75%		Sub-committee meets monthly; Champion of Education Program Spring 2021
Metric 1.3	Metric Completed	100%		
Metric 1.4	On-Target	80%		Process on track to facilitate summer hiring. Postings are created and ready to deploy. Hiring data will be pulled in August 2021 to compare to from August 2020.
Metric 2.1	Metric Completed	100%		
Metric 2.2	Metric Completed	100%		
Metric 2.3	In-Progress	75%		Sub-committee has been meeting with a draft plan, will diversity committee
Metric 2.4	On-Target	80%		Process on track to facilitate summer hiring. Postings are created and ready to deploy. Hiring data will be pulled in August 2021 to compare to from August 2020.
Metric 3.1	In-Progress	20%		Plans are being drafted
Metric 3.2	In-Progress	20%		
Metric 3.3	On-Target	20%		Work has not started yet
Metric 3.4	On-Target	20%		Work has not started yet
Metric 4.1	In-Progress	20%		Work is almost complete
Metric 4.2	In-Progress	20%		Work is progressing
Metric 4.3	On-Target	20%		Training plan template has been created
Metric 4.4	On-Target	20%		Work is progressing
<b>INCLUSIVE CULTURE &amp; ENGAGEMENT</b>				
<b>GOAL 1:</b> Create an inclusive environment for everyone service at all levels of the school district for internal and external customers. <b>Metric 1.1:</b> Implement customer service training for all employees - August 2021 <b>Metric 1.2:</b> Deploy internal and external surveys - Fall 2021 <b>Metric 1.3:</b> Create a new recognition program - Fall 2021 <b>Metric 1.4:</b> Disseminate email and relational settings - August 2021 <b>GOAL 2:</b> Improve internal and external communications. <b>Metric 2.1:</b> Develop a new Strategic Communications Plan - June 2021 <b>Metric 2.2:</b> Deploy internal and external surveys - Fall 2021 <b>Metric 2.3:</b> Create new marketing initiatives to increase community engagement - Fall 2021 <b>Metric 2.4:</b> Expand opportunities for employees to engage with district leadership and other employees - Fall 2021 <b>GOAL 3:</b> Expand diversity and inclusion initiatives across the school district for employees and students. <b>Metric 3.1:</b> New Equity Policy approved by Board - October 2020 <b>Metric 3.2:</b> Internal Diversity Committee established with Sub-Committees for each area - October 2020 <b>Metric 3.3:</b> Update district-wide diversity celebrations - August 2021 <b>Metric 3.4:</b> Implement District-wide DEI training for all employees - August 2021 <b>GOAL 4:</b> Enhance parent and community engagement. <b>Metric 4.1:</b> Develop a new Strategic Communications Plan - June 2021 <b>Metric 4.2:</b> Increase SAC/PTO members at schools - Fall 2021 <b>Metric 4.3:</b> Deploy evening surveys - Fall 2021 <b>Metric 4.4:</b> Create programs for parent and non-profit involvement - Fall 2021				
Metric 1.1	In-Progress	20%		Industry certifications are being awarded to staff who participate in the course
Metric 1.2	On-Target	20%		Work has not started yet
Metric 1.3	Metric Completed	100%		Work has not started yet. Program has been created
Metric 1.4	On-Target	20%		Work has not started yet
Metric 2.1	In-Progress	75%		Work is progressing
Metric 2.2	On-Target	20%		Work has not started yet
Metric 2.3	On-Target	20%		Work has not started yet
Metric 2.4	On-Target	20%		Work has not started yet
Metric 3.1	Metric Completed	100%		New Equity Policy approved by Board as well
Metric 3.2	Metric Completed	100%		Members of sub-committees are on District level committees and supporting goals of the policy through the committee work
Metric 3.3	In-Progress	20%		Work is progressing. Monthly board presentation on implementation of District 2021-22 in schools is African American History, Women's History, Asian American History, etc.
Metric 3.4	In-Progress	20%		Diversity Committee reviewing trainings
Metric 4.1	In-Progress	75%		Work is progressing
Metric 4.2	On-Target	20%		Work has not started yet
Metric 4.3	On-Target	20%		Work has not started yet
Metric 4.4	On-Target	20%		Work has not started yet
<b>SAFETY</b>				
<b>GOAL 1:</b> 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. <b>Metric 1.1:</b> School Climate surveys to all schools - April 2021 <b>Metric 1.2:</b> Develop a system to assess school climate - August 2021 <b>Metric 1.3:</b> Develop the Action Plan for each school - Stage 1 January 2021 - Stage 2 June 2021 - Stage 3 June 2021 <b>Metric 1.4:</b> MS continuum incorporated into all schools and grade levels - 1% by December 2021 - 100% by June 2022 <b>GOAL 2:</b> Increase the capabilities of all district schools to appropriately prevent and intervene with unsafe and disruptive student behavior, while reducing the number of instructional days lost to Out of School Suspensions. <b>Metric 2.1:</b> Develop comprehensive plan for improving PDRM discipline data accuracy - August 2021 <b>Metric 2.2:</b> Develop elementary discipline matrix and conduct review of secondary discipline matrix - August 2021 <b>Metric 2.3:</b> Provide training on restorative practices to staff - 1st cohort January 2021 - and 2nd cohort January 2021 - 3rd cohort January 2022 <b>Metric 2.4:</b> BY 2021-2022 have data from - June 2021				
Metric 1.1	Metric Completed	100%		Work is progressing - Fall 2020 Round 1 - Round 2 April 2021
Metric 1.2	In-Progress	20%		Work is progressing
Metric 1.3	In-Progress	20%		Stage 1 is complete
Metric 1.4	In-Progress	20%		MSL steering committee meets monthly to coordinate
Metric 2.1	In-Progress	20%		Work is progressing - continuously updating and reviewing
Metric 2.2	In-Progress	20%		Work is progressing
Metric 2.3	In-Progress	20%		Training has started to have first cohort @ 1st cohort Jan 22
Metric 2.4	In-Progress	75%		Data may be inconsistent due to COVID-19
<b>SECURITY</b>				
<b>GOAL 1:</b> Strengthen and secure school and district facilities. <b>Metric 1.1:</b> Phase 1 Fencing Project Metric Completed, Phase 2 Begins - 10 schools by December 2021 <b>Metric 1.2:</b> OSHA PPE Completed for Office of Safe Schools - Annual requirement <b>Metric 1.3:</b> Conduct fire drills across the district - at schools by June 2021 <b>GOAL 2:</b> 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. <b>Metric 2.1:</b> Emergency Tabletop Top Exercises at all schools - December 2021 <b>Metric 2.2:</b> Active Shooter Decision Training to all employees - November 2021 <b>Metric 2.3:</b> Work towards becoming NIMS compliant - August 2021 <b>Metric 2.4:</b> Develop school specific crisis plans for all schools - June 2021				
Metric 1.1	In-Progress	20%		Construction begins Summer 2021
Metric 1.2	Metric Completed	100%		Annual summer project begins
Metric 1.3	In-Progress	20%		Work is progressing "Roll schools to complete
Metric 2.1	In-Progress	20%		Drill tables finalized working on completing all schools
Metric 2.2	Metric Completed	100%		Drills conducted monthly on schools and sites
Metric 2.3	Delayed	0%		Quanta COVID-19
Metric 2.4	In-Progress	20%		Template being finalized to be used by all schools
<b>TECHNOLOGY &amp; INNOVATION</b>				
<b>GOAL 1:</b> Maintain a technology refresh plan that provides equitable, sustainable, and relevant technology resources to all students and staff. <b>Metric 1.1:</b> All schools notified of state-level refresh devices per school <b>Metric 1.2:</b> All up new media centers renovated and technology upgrade <b>Metric 1.3:</b> Middle and high schools panel installation <b>Metric 1.4:</b> Maintaining a zero targeted legacy device scheduled for delivery <b>Metric 1.5:</b> Install Classroom Displays in Elementary Schools - Phase 1 <b>Metric 1.6:</b> Engage and maintain a sustainable digital device platform <b>Metric 1.7:</b> Engage and sustain a modernized communication system infrastructure for all schools <b>Metric 1.8:</b> Utilized to leading project <b>Metric 2:</b> New Year system infrastructure at all schools - June 2021 <b>Metric 3:</b> New Public Address Intercom (PA) infrastructure at all schools - June 2021 <b>Metric 4:</b> Install Digital Message/Outdoor Signage at select schools <b>Metric 5:</b> Integrate new email warning system in all schools - August 2021 <b>GOAL 2:</b> Utilizing powerful business intelligence dashboards for rapid and secure student data reporting. <b>Metric 2.1:</b> Phase 1 completion of Academic Dashboard <b>Metric 2.2:</b> Phase 2 completion of Academic Dashboard - August 2021 <b>GOAL 3:</b> Improve the productivity of all staff by providing cost efficient and innovative technology solutions. <b>Metric 3.1:</b> BY 2021-2022 <b>Metric 3.2:</b> BY 2021-2022 <b>Metric 3.3:</b> BY 2021-2022 <b>Metric 4:</b> New online consent portal <b>Metric 5:</b> Digital active and inactive student/staff records - by June 2021 <b>Metric 6:</b> Increase in safe, secure, consistent and seamless connectivity experience to all users accessing the educational goals of all students. <b>Metric 6.1:</b> All access points in all classrooms <b>Metric 6.2:</b> Increase in Wi-Fi 1 capacity to total <b>Metric 6.3:</b> BY 2021-2022 <b>Metric 7:</b> Network Infrastructure Upgrade <b>Metric 7.1:</b> Network Infrastructure Upgrade at High Schools - June 2021 <b>Metric 7.2:</b> Evaluate on premise enterprise applications and systems for cloud readiness annually <b>Metric 7.3:</b> Continue to expand and upgrade infrastructure to support learning opportunities <b>Metric 7.4:</b> Evaluate and complete cabling infrastructure retrofit projects at select schools to increase bandwidth and improve user experience				
Metric 1.1	Metric Completed	100%		
Metric 1.2	Metric Completed	100%		
Metric 1.3	Metric Completed	100%		
Metric 1.4	On-Target	80%		Delayed due to COVID-19
Metric 1.5	In-Progress	25%		Scheduled completion by June 2021 - use Board approved Technology Plan
Metric 1.6	In-Progress	25%		See Technology Computer Refresh Plan
Metric 1.7	Metric Completed	100%		
Metric 1.8	In-Progress	25%		18 schools complete - average 2 schools completed per month
Metric 2.1	In-Progress	25%		18 schools complete - average 2 schools completed per month
Metric 2.2	Delayed	0%		Funding added to 5 year Capital Plan - starting in FY 2022-2023
Metric 2.3	In-Progress	20%		Contract signed and install has begun
Metric 3.1	Metric Completed	100%		
Metric 3.2	On-Target	0%		Project has not started yet
Metric 3.3	Metric Completed	100%		
Metric 3.4	In-Progress	75%		Selected Department Lead/Schools Set up for March 22, 2021
Metric 4	Metric Completed	100%		
Metric 5	In-Progress	25%		Planning and developing RFP - Projected RFP release between July 2021-October 2021
Metric 6.1	Metric Completed	100%		
Metric 6.2	Metric Completed	100%		
Metric 6.3	Delayed	0%		See Board approved Technology Plan for timeline
Metric 7.1	On-Target	22%		Planning and developing RFP - Projected RFP release between July 2021-October 2021
Metric 7.2	In-Progress	20%		See Board approved Technology Plan for timeline
Metric 7.3	In-Progress	20%		Planning has started
Metric 7.4	In-Progress	5%		Planning has started
<b>ENERGY MANAGEMENT</b>				
<b>GOAL 1:</b> 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. <b>Metric 1.1:</b> Create a sustainability committee - December 2020 <b>Metric 1.2:</b> Review/audit energy and water consumption district-wide - August 2021 <b>Metric 1.3:</b> Develop solutions to reduce energy and water usage - August 2021 <b>Metric 1.4:</b> Complete initial water data with state data to see results				
Metric 1.1	Metric Completed	100%		Committee meets quarterly - sub-committees meet monthly
Metric 1.2	On-Target	20%		Work has not started yet
Metric 1.3	In-Progress	20%		Discussions have started
Metric 1.4	On-Target	20%		Work has not started yet
<b>FINANCIAL TRANSPARENCY &amp; CAPITAL PLANNING</b>				
<b>GOAL 1:</b> Increase financial transparency and expand the learning environment and ensure financial sustainability. <b>Metric 1.1:</b> Add Linked Financials to the LMS User Interface - June 2021 <b>Metric 1.2:</b> Monitor reserves at 5% by June 2021 <b>Metric 1.3:</b> Post all current budget and finance information monthly on district website <b>Metric 1.4:</b> Monitor Florida budget for FY 2021-2022 <b>Metric 1.5:</b> Build and maintain district facilities to provide the best quality education and services to our students, staff and community. <b>Metric 1.6:</b> New Capital Plan approved by Board - October 2020 <b>Metric 1.7:</b> New Capital Plan from annual bond issue - November 2020 <b>Metric 1.8:</b> Upgrade all district facilities by June 2021				
Metric 1.1	In-Progress	75%		IT and CFO working on finalizing
Metric 1.2	Delayed	0%		Quanta COVID-19
Metric 1.3	On-Target	20%		Reviewing Legislative Results and Governor Budget
Metric 1.4	In-Progress	20%		Reviewing Legislative Results and Governor Budget
Metric 1.5	Metric Completed	100%		
Metric 1.6	In-Progress	10%		All funds allocated yet, list of projects being finalized
Metric 1.7	In-Progress	10%		Work is begun
<b>ADULT, CAREER &amp; TECHNICAL EDUCATION</b>				
<b>GOAL 1:</b> Implement curriculum opportunities for students to learn technical skills with a wide range of strategies through the educational career. <b>Metric 1.1:</b> Offer industry certifications in all HS programs where industry certifications are aligned and approved by the State <b>Metric 1.2:</b> Develop additional pre-apprenticeships and internships including OJT <b>Metric 1.3:</b> Create the partnerships between CTE programs and business and industry through the development of advisory councils <b>Metric 1.4:</b> Provide opportunities for students to visit business and industry as well as post-secondary institutions to expose them to future careers. <b>Metric 1.5:</b> Implement curriculum opportunities for students to learn people skills with a wide range of strategies through the educational career. <b>Metric 1.6:</b> Implement people skills into the CTE curriculum <b>Metric 1.7:</b> Develop additional Career and Technical Studies Organizations (CTSO) at schools <b>Metric 1.8:</b> Build opportunities for students to learn ethics and effective communications through CTE, soft job shadowing, internships and relationships/mentorships with business and industry representatives				
Metric 1.1	In-Progress	85%		Currently 60% of our high school programs offer these courses
Metric 1.2	Delayed	25%		Quanta COVID-19, although all HS have existing OJT programs, but smaller than high
Metric 1.3	In-Progress	80%		Work is progressing, almost all high school programs will have had at least one advisory council meeting by end of this year
Metric 1.4	Delayed	25%		Quanta COVID-19, however there have been limited virtual opportunities this year
Metric 1.5	Metric Completed	100%		
Metric 1.6	In-Progress	60%		Added new program and/or students at or out of half of our schools
Metric 1.7	In-Progress	20%		Not completed with adding a CTE chapter to all programs
Metric 1.8	Delayed	25%		Quanta COVID-19, however, some partner has been willing to collaborate virtually
<b>MANATEE TECHNICAL COLLEGE</b>				
<b>GOAL 1:</b> Keep pace with the growth of Manatee County by expanding educational opportunities for students and business and industry. <b>Metric 1.1:</b> Offer Associate of Science in Nursing Degree <b>Metric 1.2:</b> Conduct a comprehensive local needs assessment <b>Metric 1.3:</b> Secure funding for new main-campus building <b>Metric 1.4:</b> Expand workforce education for high-tech, high-wage occupations to meet the local needs of our fast-growing economy. <b>Metric 1.5:</b> Secure funding for new Aviation/Manatee Technical School at USF <b>Metric 1.6:</b> Secure funding for a Public Safety Training and Training Facility				
Metric 1.1	In-Progress	20%		Depends on future Legislative Session/Grants and other support
Metric 1.2	In-Progress	20%		Needs assessment in 2022
Metric 1.3	In-Progress	20%		Funding has been set aside for this effort
Metric 1.4	Delayed	0%		Depends on future Legislative Session/Grants and other support
Metric 1.5	In-Progress	20%		Site to be broken ground in 2021