



HENDRY COUNTY DISTRICT SCHOOLS
STRATEGIC PLAN

School Year 2021-22 through School Year 2023-24





Hendry County District Schools

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TABLE OF CONTENTS

A MESSAGE FROM THE SUPERINTENDENT..... 3

VISION & MISSION4

ABOUT HENDRY COUNTY SCHOOL DISTRICT 5

THE STRATEGIC PLANNING PROCESS 6

OUR GOALS7

GOAL 1 – ACADEMIC ACHIEVEMENT 8

GOAL 2 – SCHOOL CULTURE & CLIMATE 9

GOAL 3 - TEACHER RECRUITMENT & RETENTION..... 10

GOAL 4 - FAMILY & COMMUNIY ENGAGEMENT11

GOAL 5 – FISCAL STEWARDSHIP..... 12

OUR APPRECIATION 13

A MESSAGE FROM THE SUPERINTENDENT

I am honored to share with you the Strategic Plan for the Hendry County School District. This plan is a collective effort from our educators, parents, and community stakeholders. This plan will serve as the guide in our decision-making process for the years to come. As a district, we are consistently striving to improve the work that we do for our students in order to ensure that every student graduates from our high schools prepared for a successful life as an adult. In order to provide the world-class education that every one of our 7,000 students deserve, we will align our resources and supports so that they are conducive to creating an environment that provides a high-quality education in every classroom within our school district.

Our strategic plan will play a vital role in focusing our efforts as a school district on the five goal areas of academic achievement, school culture, teacher recruitment and retention, family engagement, and fiscal stewardship. As a school district of over 1,000 employees, our goal is to be the highest-performing rural school district in Florida and this plan will help accelerate our progress towards that goal. I am excited about the tremendous future for our students and staff in Hendry County.

The best is yet to come.

- Mr. Michael Swindle



VISION & MISSION

VISION

Students will be prepared for the future of their choice through equitable learning experiences and high expectations of achievement with the ability to think critically and to become contributing members of society

MISSION

Through a culture of excellence and equity, an engaging and supportive environment, meaningful relationships, strong communication and collaboration, Hendry County School District puts students on the path to a positive and fulfilling future



ABOUT THE HENDRY COUNTY SCHOOL DISTRICT

Hendry County School District is America's Sweetest school district. From raising sugar cane, to citrus, to cattle, Hendry County is situated in the rural agricultural Heartland of Florida. We have over 7,000 students and close to 1,000 employees. Both our staff and students come from a rich diversity of experiences. With over 65% percent of students of Hispanic descent and 15% of African American, we are truly a majority minority school district. We are proud of our student diversity and the opportunity that diversity has to enrich the learning experiences of our students. We are also proud of the positive impact our teachers and staff have on our students daily. Both of our high schools have produced the best graduation rates in their respective histories in recent years. This is a testament to the work our teachers do in our entire pre-K-12 system. From offering voluntary pre-kindergarten opportunities at each one of our six elementary schools to advanced adult education programs in welding and diesel mechanics, we offer a wide array of programs designed to inspire, engage, challenge our students to be the best version of themselves.

We are proud of our Leader in Me and positive behavior and intervention programs that both teach our students to make good decisions. The Collegiate Academies at both high schools annually see students graduate with both their high school diploma and an Associate of Arts (two-year college) degree from Florida Southwestern State College. Our schools are offering the types of programs that help our student to create a positive and fulfilling future for themselves. Whether a student is interested in pursuing college or a vocational trade after high school, our district is meeting the needs of our students. Through robust Advancement Via Individual Determination (AVID) and Advanced Placement (AP) programs and an ever-expanding course offering in Career and Technical Education (CTE), our students will be prepared for both college and/or a career.



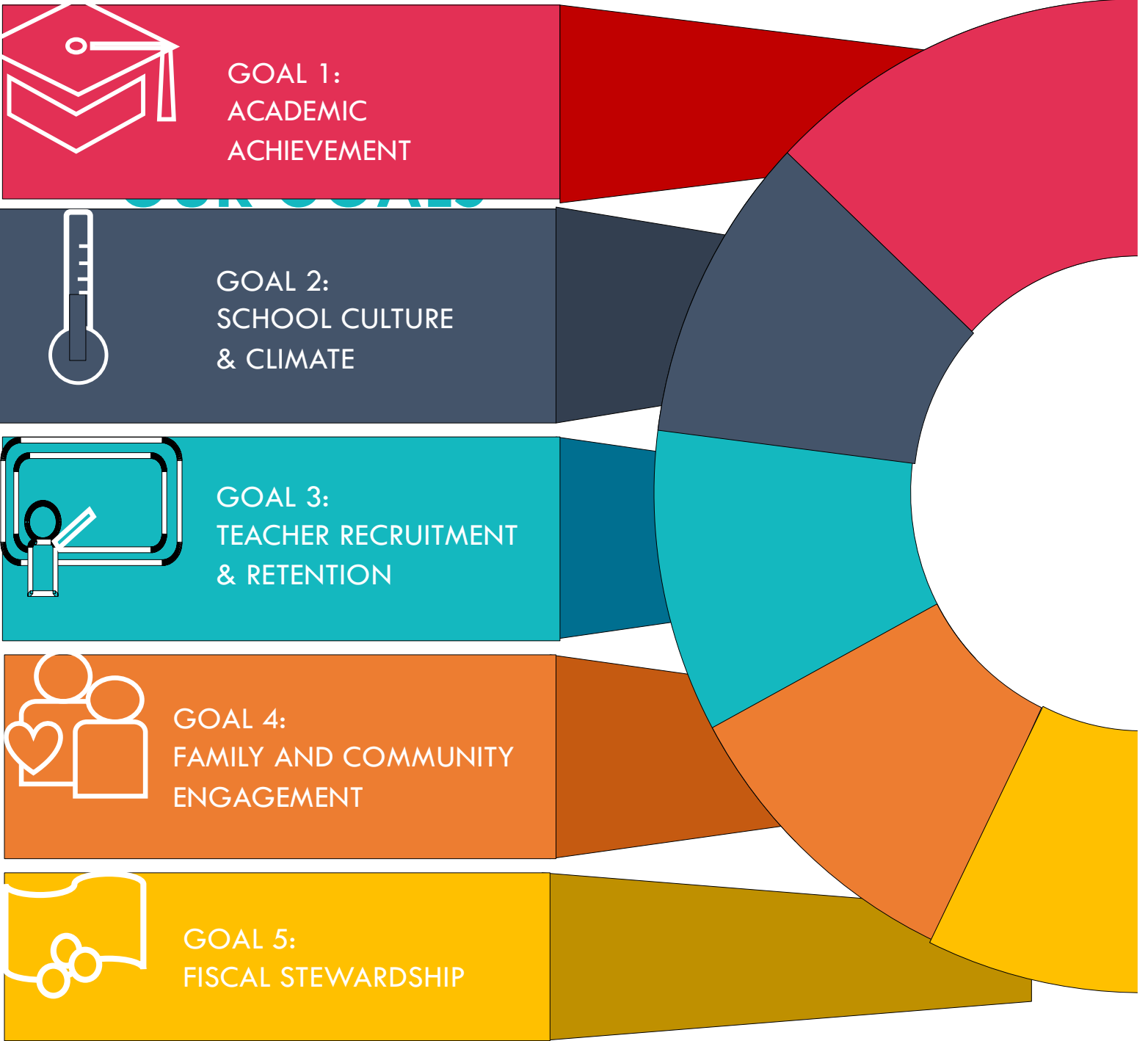
THE STRATEGIC PLANNING PROCESS



1
This plan was developed with input from staff and community members across the district. We began by conducting a staff survey as well as a series of town hall conversations in order to understand the areas of strength and opportunities for growth from the perspective of key stakeholders.

2
All of the input gathered was shared with the Steering Committee, a cross-functional group of district and school leaders. That group was tasked with refreshing the vision and mission and identifying a set of key priorities (or goal areas) that need to be the focus for the next three years.

3
This work was part of a collaborative effort with two neighboring districts, Desoto County and Glades County, facilitated by the Heartland Education Consortium. We were able to leverage the collective wisdom of this group to enhance our thinking throughout this planning process.





GOAL 1 – ACADEMIC ACHIEVEMENT

Enhance sustainability of systems and processes district-wide that accelerate student learning and achievement.

PRIORITY STRATEGIES

- A - Strengthen consistent professional development district-wide focused on standards-based curriculum development and progress monitoring.
- B - Ensure high-quality Professional Learning Community (PLC) systems are in place at every school.
- C - Establish a system to monitor and support effective classroom instruction.
- D- Support principals to deliver high-quality, meaningful feedback and coaching.

OUTCOME METRICS



Increase % of students scoring proficient on the **FSA ELA** from:

41% to **60%**
(SY 20-21) (SY 23-24)

Increase % of students scoring proficient on the **FSA Math**, Algebra and Geometry from:

44% to **70%**
(SY 20-21) (SY 23-24)

Ensure all students graduate **College and/or Career Ready** with a passed CTE certification/passed AP exam or earned dual-enrollment college credits.

62% to **100%**
(SY 20-21) (SY 23-24)

Increase % of students **ready for Kindergarten** from:

51% to **80%**
(SY 20-21) (SY 23-24)





GOAL 2 – SCHOOL CULTURE & CLIMATE

Develop an energizing positive school culture district-wide where every student and staff member feels valued and supported. Our culture will focus on what is best for students and will be driven by creating the conditions in our schools that support learning, collaboration, growth, and achievement.

PRIORITY STRATEGIES

- A - Establish a stronger, more unified district-wide culture.
- B - Strengthen attendance through targeted supports and communication.
- C - Ensure consistent and equitable implementation of schoolwide Positive Behavior Incentive Systems (PBIS).
- D - Build capacity of educators (i.e., school leaders and teachers) to build a positive school culture and climate.

OUTCOME METRICS



Hendry County will move from

87.9% attendance rate to

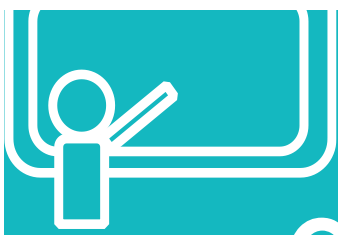
89% or greater with the intention of increasing a minimum of 1% per year until we reach 95% average daily attendance per year by SY 23/24.

Stakeholders of Hendry County School District will participate in a bi-annual school culture survey to identify strengths and areas for improvement.



Data will show at least a 5% decrease in suspension rates from the 20-21 school year to the 21-22 school year with ongoing reduction each year.





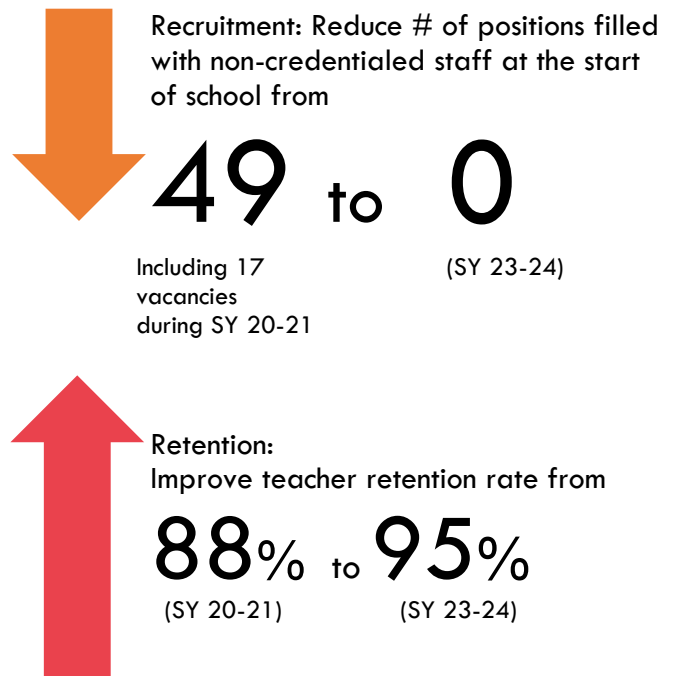
GOAL 3 - TEACHER RECRUITMENT & RETENTION

Develop and maintain systems that recruit and retain the most effective educators in an effort to enhance student learning and the overall efficient operation of the organization.

PRIORITY STRATEGIES

- A - Build better systems and practices for recruitment and hiring with a focus on hiring a qualified teacher workforce that reflects the diversity of our students and their needs.
- B - Strengthen our new teacher training/induction program.
- C - Provide opportunities for leadership and professional growth.
- D - Explore ways to enhance staff compensation and benefits packages.

OUTCOME METRICS





GOAL 4 – FAMILY & COMMUNITY ENGAGEMENT

Develop strong and proactive partnerships with our families and communities to increase student achievement.

PRIORITY STRATEGIES

- A - Increase parent and stakeholder communication through a wide array of formats: voice, digital, print, social media.
- B – Increase meaningful participation opportunities at school for parents and the community.
- C - Implement a district-wide Parent Academy focused enhancing parent advocacy.

OUTCOME METRICS

Increased communication overall:
Target: Annual Increase of

10%

(website visits, Focus parent accounts, Facebook Insights, number of Remind messages received)

Attendance at school events:

Increase % of parents who come to parent teacher conferences. Year 1 - Establish Baseline. Annual Increase of 10 percent. Annual increase of participation in parent academy & Survey responses



GOAL 5 – FISCAL STEWARDSHIP

Be stewards of taxpayer dollars by maximizing the effectiveness of every dollar, while exploring new opportunities for revenues.

PRIORITY STRATEGIES

- A – Maintain a healthy financial condition.
- B – Explore new options for revenue generation that address rising operational costs.
- C – Maximize all resources to ensure student learning outcomes and district goals.

OUTCOME METRICS

Meet or exceed the unassigned fund balance reserve **target of 6%**.

Maintain a **financial condition ratio** within .5% of the average for Florida School Districts as identified by the State of Florida Auditor General.

Analyze the amount of grant funds returned annually and **reduce to a maximum of 1%**.





OUR APPRECIATION



We are proud of the work that was done to complete this plan and want to express our sincere gratitude for the district and school staff who contributed to this plan. In particular, we would like to thank the steering committee and goal teams who spent many hours reviewing data and determining how best to improve outcomes for students across our district.

Thank you, also, to the Institute for Small and Rural Districts for contributing to the funding for this planning process and the Heartland Education Consortium for providing the collaborative opportunity to partner with our neighboring districts.

We also want to acknowledge the tireless efforts of the staff and educators across our district who are working daily to make the work of this plan a reality. We are excited to see where we go next, together!

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