

HENDRY COUNTY SCHOOL DISTRICT
STRATEGIC PLAN

2025-2028



Visit Our Website

www.hendry-schools.org

Table of Contents

- A Message from the Superintendent.....Page 3
- School Board Members.....Page 4
- Vision and Mission.....Page 5
- About Hendry County Schools.....Page 6
- Planning Process.....Page 7
- Our Goals.....Page 8
- Safety & Security.....Page 9
- Academic Achievement.....Page 10
- School Culture & Climate.....Page 11
- Teacher Recruitment & Retention.....Page 12
- Family & Community Engagement.....Page 13
- Fiscal Stewardship.....Page 14
- Our Appreciation.....Page 15

Message from the Superintendent



Michael Swindle

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 that will drive increasing academic achievement for our students. As a district, we are consistently striving to improve the work that we do for our students to ensure that every student graduates from our schools prepared to challenge their future. To provide a high-quality education to our 7,655 traditional students and our 8,668 students in our state-wide online platform, the Digital Academy of Florida, this strategic plan will ensure our teams align the best resources to our academic needs that will improve student academic performance.

Our strategic plan will play a vital role in focusing our efforts as a school district on specific goals that promote school safety, 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 continue to make academic growth and serve the needs of our students. This plan will focus our efforts and drive our actions to enhance our progress towards that goal. I am extremely proud of the growth our students and staff have realized. I am confident that our students and staff will continue to grow and reach historic academic achievements in Hendry County.

Together, we will accomplish our goals!

Sincerely,
Michael Swindle
Superintendent

School Board Members



District 1
Dwayne E. Brown



District 2
Paul Samerdyke



District 3
Amanda Nelson



District 4
Stephanie Busin



District 5
Jon Basquin



<https://www.hendry-schools.org/school-board>

Hendry County School District
300 W. Cowboy Way
LaBelle, FL 33935



Vision

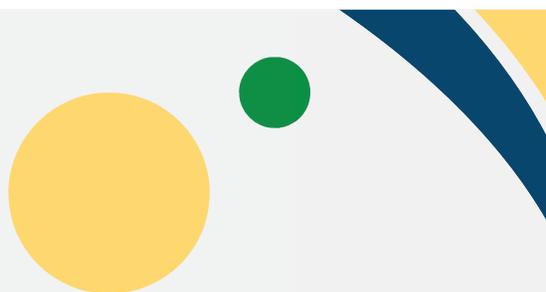
Students will be prepared for the future of their choice through learning experiences and high expectations of achievement with the ability to think critically and to become contributing members of society.



Mission

Through a culture of excellence, 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 Hendry County Schools



Hendry County School District, located in Florida's rural agricultural heartland, is committed to providing a comprehensive and enriching education. We serve over 7,500 students in traditional schools and more than 8,600 in our online academy, supported by a dedicated staff of over 1,000 in our school district. The rich diversity of our student population enriches the vibrant learning environment across all of our schools.

It is with great pride that we acknowledge our recent achievement of record-high graduation rates and significant improvement in overall student performance and school grades district-wide, which serves as a testament to the unwavering dedication of our educators. Our commitment extends beyond academics, with robust positive behavior and intervention programs, dual enrollment opportunities leading to Associate of Arts degrees, and a wide array of programs designed to prepare students for success. Our offerings include Voluntary Pre-Kindergarten (VPK), Advancement Via Individual Determination (AVID) and Advanced Placement (AP) programs, advanced adult education for workforce development, and a growing range of Career and Technical Education programs. We aim to empower every student to achieve their full potential, offering pathways to higher education, skilled trades, or military careers.

Our Strategic Planning Process

1

Our initial plan was developed with input from the 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

This plan was revised with input gathered by our Steering Committees, cross-functional groups of district and school leaders. These groups were tasked with updating our goals, metrics, and priority strategies based on current data. This will serve as the focus for the next three years.

3

This plan was finalized with the collective input and feedback gathered from our larger stakeholder community; consisting of parents, students, school and district staff, and representatives from our local business community and government agencies.

Our Goals

We are focused in the following areas in pursuit of our vision:

**Academic
Achievement**



Safety & Security



**School Culture
& Climate**



**Family & Community
Engagement**



Fiscal Stewardship



**Teacher
Recruitment
& Retention**

Priority Strategies

Comprehensive Hazard Management

Address all potential threats (active shooters, natural disasters, fires, medical emergencies, cyber attacks, etc.)

Prevention and Mitigation

Prioritize proactive measures to prevent incidents and minimize their impact

Collaboration and Communication

Foster strong partnerships between schools, law enforcement, first responders, families, and the community

Continuous Improvement

Review and update the plan regularly based on outcomes, feedback, and evolving best practices.



Safety & Security

To provide a safe, secure and supportive learning environment for all students and staff

Comprehensive qualitative data that indicate 100% of students and staff feel safe.

Reduction in the number of incidents reported to School Environmental Safety Incident Reporting (SESIR) System by 10%

(# of Incidents for 24/25 SY= 126)



Academic Achievement Goals

Enhance and sustain systems and processes district-wide that accelerate student learning and achievement at every school for every student

Outcome Metrics & Targets

Increase percentage of students scoring proficient on the **FAST ELA** from a district average of

44% to 60%

(SY 23 - 24)

(SY 27 - 28)

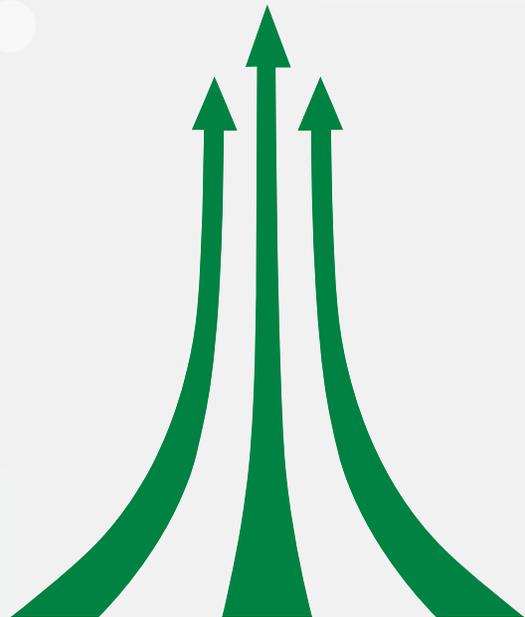
Increase percentage of students scoring proficient on the **FAST Math** from a district average of

47% to 68%

(SY 23 - 24)

(SY 27 - 28)

Increase Career & Technical Education (CTE) Certifications by 10%
(SY 24-25 - 949 CTE Certifications)



Priority Strategies

Standards-Driven Instruction

Strengthen consistent professional learning district-wide, focused on standards-based planning and building a strong instructional culture.

Professional Learning Communities

Ensure high-quality Professional Learning Community (PLC) systems are in place at every school.

Enhancing Instructional Practice

Refine systems to support and monitor highly effective classroom instruction.

Strengthening Leadership

Support principals to deliver high-quality, meaningful feedback and coaching

Priority Strategies

District-Wide Culture

Maintain a strong, unified district-wide culture.

Stakeholder Feedback Surveys

Provide Climate & Culture Surveys for all students, parents, and staff through various means of notification (website, letters, social media, etc.) annually.

Overall Wellbeing

Ensure social emotional learning through Positive Behavior Intervention and Support (PBIS) and Mental Health coursework, training, and services.

Relationships for Growth

Building and maintaining meaningful relationships through ongoing professional learning and coaching opportunities to support a positive classroom, school and district culture.

School Culture & Climate

Cultivate an inclusive learning community where every student feels valued, respected and safe, empowering students to reach their full academic and personal potential through a rigorous and engaging environment implemented through partnerships with students, families, the community, and the district employees.

Outcome Metrics

- Annual School Culture and Climate Survey for students, parents, and employees
- Attendance Discipline Referrals
- Out of School Suspension Rates (OSS)
- In School Suspension Rates (ISS)

Current Data

- Attendance Rates - 94.5%
- Discipline Referrals - 3,407
- Out of School Suspensions (OSS) - 636
- In School Suspensions (ISS) - 1,412



96%

District wide attendance rate

90%

satisfaction rating of school or workplace environment

75%

satisfaction rating of involvement in decision-making by employees, students, and parents

50%

participation in the Culture & Climate Surveys for employees, students, and parents.

20%

reduction in discipline referrals, out of school suspension rates (OSS), and in school suspension rates (ISS)

| PAGE 12 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

Recruitment Systems

Employ a dedicated, district-wide recruitment and retention team that focuses on building a strong, positive district culture, cultivating a teacher pipeline, and prioritizing leadership and professional growth opportunities.

Benefits Package

Conduct a comparative salary analyses to strive for competitive pay, continue our tuition reimbursement program, and expand the wellness program.

Marketing

Develop and implement a comprehensive employer branding strategy that highlights the district's strengths and values.

Instructional Training

Improve mentor programs by streamlining training, enhancing mentor selection for better matches, and establishing consistent meeting schedules.

Outcome Metrics

Recruitment: Reduce the number of positions (60) filled with non-credentialed staff by **50%.**



Retention: Improve attrition rates/teacher retention from **93% to 98%.**



Family & Community Engagement

To cultivate robust and proactive partnerships with families and the community, thereby strengthening our collective efforts to enhance student learning and achievement.

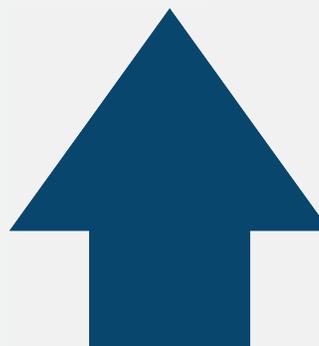
Priority Strategies

Enhance Digital Communication

We will enhance digital communication, empower parent support, expand content access, and leverage communication platforms to improve overall engagement.

Foster Active Family Engagement

We will foster active family engagement by establishing and activating targeted advisory councils, implementing accessible family engagement programs, strengthening community partnerships and expanding outreach, and prioritizing consistent and multi-channel communication.



Outcome Metrics

Target annual increase of

10%

Attendance at:

- Parent-Teacher Conferences
- Community/District Events
- Overall Communication Engagement





Fiscal Stewardship

To ensure the financial health and sustainability of Hendry County Schools, maximizing resource utilization to support student achievement and educational excellence.

Priority Strategies

Proactive Financial Management

Ensure long-term financial health through strategic planning, comprehensive risk assessment, and continuous monitoring.

Diversified Revenue Streams

Strategic and diversified approach to revenue generation.

Strategic Resource Allocation

Align resources with strategic priorities that maximize impact on student outcomes.

Agile Framework for Restructuring

Ensure adaptability and responsiveness to evolving needs.



Outcome Metrics

Target Fund Balance

Maintain an unassigned fund balance reserve within the range of 6-8% of the total operating budget.

Comparative Financial Health

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

Grant Funding Optimization

Reduce the amount of grant funds returned annually to a maximum of 1%.

Efficiency in Resource Utilization

Develop and implement key performance indicators (KPIs) to measure the efficiency of resource allocation in areas such as staffing, instructional materials and technology.

Transparency and Accountability

Enhance transparency in financial reporting and budget development by providing clear and accessible information to stakeholders, including the board, staff and community. This will include regular financial updates and opportunities for stakeholder input.

Our Appreciation

We commend the diligent efforts that culminated in the completion of this revised comprehensive plan. We extend our profound gratitude to all contributors, with particular recognition to the steering committee whose extensive data analysis and collaboration have charted a course for enhanced student outcomes district-wide. Furthermore, we express our sincere appreciation for the unwavering dedication of our staff and educators, who are translating this plan into tangible progress for our students. We are confident that, together, we will achieve remarkable advancements.

