2026-29 PINELLAS COUNTY SCHOOLS
DISTRICT STRATEGIC PLAN

Board Approved: September 2026

pcs PINELLAS COUNTY SCHOOLS

WHO WE ARE

PINELLAS COUNTY SCHOOL BOARD

The mission of the Pinellas County School Board is to provide the best opportunities for all students to succeed by adopting policies that ensure continual improvement for high student achievement, safe learning environments and effective, efficient operation. The District Strategic Plan demonstrates one of the many ways the School Board supports the strategic work for 100% student success.

Back row: Kevin K. Hendrick, Superintendent; Katie Blaxberg; Laura Hine; Stephanie Meyer; Lisa N. Cane
Front row: Dawn Peters, Vice Chairperson; Caprice Edmond, Chairperson; Eileen M. Long

A NOTE FROM THE SUPERINTENDENT

"The District Strategic Plan reflects Pinellas County Schools' commitment to continuous improvement. The three-year roadmap is focused on advancing student achievement, enhancing the experiences of students and staff, and measuring our progress at every step. Grounded in our Core Values, the plan defines who we are, our objectives, and our collaborative approach to achieving excellence together."

CORE VALUES

Commitment to children, families and community

- Making decisions and committing resources to attain each student's success
- Seeking out and connecting with families and community

Respectful and caring relationships

- Establishing positive relationships among all stakeholders
- Using the district vision to guide intentions, motives and actions

Cultural competence

- Understanding and honoring culturally-defined beliefs, needs, styles and behaviors of the students, families and communities we serve
- Valuing the benefit that individual differences bring to our school district
- Recognizing the importance of individual similarities and differences while working effectively with all stakeholders from various cultures, races, ethnicities and religious backgrounds

Integrity

- Maintaining the highest standards of behavior, ethics, fairness and honesty with ourselves and others
- Committing to doing the right things for the right reasons
- Demonstrating fairness in our judgments and actions

Responsibility

- Fulfilling commitments and promises through fact-based decision-making and problem-solving
- Taking ownership of our own behaviors
- Seeking opportunities for continuous improvement

Connectedness

- Teaming through internal and external partnerships by aligning efforts for the common purpose of each student's success
- Willing to share and transfer knowledge with others

STRATEGIC PLAN OVERVIEW

INTRODUCTION

The 2026–29 Pinellas County Schools District Strategic Plan (DSP) provides a clear roadmap for improving organizational performance and student outcomes over the next three years. Aligned to the district's Vision, Mission, and Core Values, the plan identifies the highest priorities and guides the work of schools and district departments. The DSP was developed using feedback from students, families, community members, partners, and staff, in collaboration with the School Board and district leadership. The plan is reviewed during each budget cycle to help ensure resources are aligned to the initiatives that best support district goals.

STRUCTURE

The DSP includes four components:

- **Strategic Priorities** are the district's priorities for achieving its vision and mission.
- **Objectives** set the broad goals for PCS's future.
- **Key Results** are the specific and measurable descriptions of what PCS wants to accomplish by 2029.
- **Key Performance Indicators (KPIs)** are the leading indicators for the objectives and key results and demonstrate ongoing progress.

MONITORING

The district uses a continuous improvement process to implement and monitor the DSP. District departments develop action plans, monitor progress using KPIs, and adjust strategies and resources as needed to improve results.

Each school supports the DSP through its School Improvement Plan (SIP), using school-level data to identify priorities, set goals, and monitor progress.

To promote transparency and accountability, the district's Key Results and KPIs are publicly available through the District Strategic Plan dashboard on the PCS website.

PRIORITY 1
ACADEMIC EXCELLENCE THROUGH INNOVATION

PRIORITY 2
SAFE & RESPECTFUL CLIMATE & CULTURE

PRIORITY 3
EQUITY WITH EXCELLENCE FOR ALL

PRIORITY 4
POSITIVE STAFF EXPERIENCES

PRIORITY 5
STRONG CONNECTIONS & COMMUNICATION

PRIORITY 6
FISCAL & OPERATIONAL RESPONSIBILITY

ACADEMIC EXCELLENCE THROUGH INNOVATION

OBJECTIVE 1: ACCELERATE INNOVATIVE LEARNING EXPERIENCES FOR ALL STUDENTS

KEY RESULTS BY 2029

1. Enhance opportunities for students to demonstrate application, mastery, and deeper understanding of core content through embedded student-centered learning, competitions, and challenges.
2. Increase the percentage of students who participate in extracurricular and enrichment experiences across all grade levels.
3. Increase the percentage of graduates who demonstrate artistic achievement in the visual and performing arts.
4. Increase the percentage of secondary students who respond positively to each Class Experience question on the annual stakeholder survey (classes are fun, challenge me academically, let me be creative, learn a lot).

KEY PERFORMANCE INDICATORS

a. Student growth and proficiency on statewide assessments.
b. Student participation in enrichment and competition experiences.
c. Student attainment of state and national recognitions.
d. District program attainment of state and national recognitions.
e. Student perceptions of classroom experiences.

OBJECTIVE 2: EXPAND HIGH-QUALITY EARLY LEARNING EXPERIENCES

KEY RESULTS BY 2029

1. Increase access to high-quality early learning and prekindergarten programs.
2. Increase the percentage of PCS prekindergarten (PreK) completers who demonstrate kindergarten readiness.
3. Increase the percentage of kindergarten students who demonstrate kindergarten readiness districtwide.
4. Increase the percentage of students in grades PreK through 3 who score proficient on the state progress monitoring assessment at PM3.

KEY PERFORMANCE INDICATORS

a. Student participation in PCS early learning and PreK programs.
b. Student growth in PreK through grade 3 on district and state assessments.
c. Student proficiency in grades K through 3 on state progress monitoring assessments.

ACADEMIC EXCELLENCE THROUGH INNOVATION

OBJECTIVE 3: ENSURE GRADUATES ARE PREPARED FOR SUCCESS IN THE WORKFORCE, COLLEGE, AND LIFE

KEY RESULTS BY 2029

1. Increase the percentage of high school students who earn transferable college credit through Advanced Placement (AP), International Baccalaureate (IB), Cambridge Advanced International Certificate of Education (AICE), and academic dual enrollment.
2. Increase the percentage of graduates who meet Florida Bright Futures scholarship eligibility requirements.
3. Increase the percentage of students who complete the Free Application for Federal Student Aid (FAFSA).
4. Increase the percentage of graduates who enroll in postsecondary programs.
5. Increase the percentage of students who earn industry-recognized credentials and work-based learning experience.
6. Increase enrollment in PCS adult education and Pinellas Technical College (PTC) programs aligned to local workforce demands.
7. Increase the percentage of adult learners who complete PCS adult education or PTC programs.

KEY PERFORMANCE INDICATORS

a. Student enrollment in courses leading to transferable college credit through Advanced Placement (AP), International Baccalaureate (IB), Cambridge Advanced International Certificate of Education (AICE), academic dual enrollment.
b. Students meeting Florida Bright Futures scholarship eligibility requirements.
c. Students completing the FAFSA.
d. Secondary students attaining workforce credentials (industry certifications and career dual enrollment).
e. Adult student enrollment in adult education and PTC programs.
f. Adult student completion of adult education and PTC programs.

OBJECTIVE 4: ACHIEVE TOP TEN STATEWIDE ACADEMIC PERFORMANCE

KEY RESULTS BY 2029

1. Increase the district's proficiency rate on each state assessment to rank in the state's top 10.
2. Increase the district's student learning gains on each state assessment to rank in the state's top 10.
3. Increase the percentage of students who successfully meet the Algebra I End-of-Course graduation requirement.
4. Increase every traditional high school's graduation rate to rank in the state's top quartile.
5. Increase every school grade to A or B.
6. Maintain the district's grade of A, while increasing rank within the state.

KEY PERFORMANCE INDICATORS

a. Student growth in grades PreK through 12 on district and state assessments.
b. Student proficiency in grades K through 12 on state assessments.
c. Student growth in math for grades 6 through Algebra I.
d. Students on track to meet cohort graduation requirements.

SAFE & RESPECTFUL CLIMATE & CULTURE

OBJECTIVE 5: BUILD POSITIVE, CARING CULTURES OF LEARNING IN EVERY CLASSROOM AND SCHOOL

KEY RESULTS BY 2029

1. Expand mental health, resiliency, trauma-informed, and basic needs supports to strengthen student wellbeing.
2. Strengthen school climate practices, crisis preparedness, and community partnerships to enhance safe, supportive learning environments.
3. Increase the percentage of stakeholders who respond positively to questions related to student wellbeing, belonging, and resilience on the annual stakeholder surveys.

KEY PERFORMANCE INDICATORS

a. Student participation in student support services and programs.
b. Student data trends following support services and interventions.
c. Trends in early warning indicators impacting student academic progress.
d. Stakeholder perceptions of student wellbeing, belonging, and resilience.

OBJECTIVE 6: MAINTAIN SECURITY OF ALL DISTRICT CAMPUSES

KEY RESULTS BY 2029

1. Maintain and enhance campus security standards and preparedness protocols across all district sites.
2. Maintain and enhance consistent and proactive application of district and school threat management protocols across all schools.
3. Maintain and enhance district fire, safety and emergency response protocols.
4. Increase the percentage of stakeholders who respond positively to questions related to safety and behavior on the annual stakeholder surveys.

KEY PERFORMANCE INDICATORS

a. School and district security training and preparedness.
b. School and district fire, safety and emergency drill completion.
c. Districtwide safety awareness and communication across all school communities.
d. Emergency response coordination and protocols.
e. Stakeholder perceptions of safety and behavior.

EQUITY WITH EXCELLENCE FOR ALL

OBJECTIVE 7: ELIMINATE GAPS IN OPPORTUNITY, ACCESS, & ACHIEVEMENT FOR ALL STUDENTS

KEY RESULTS BY 2029

1. Increase the percentage of students in each Every Student Succeeds Act (ESSA) subgroup who demonstrate learning gains on each state assessment at a rate that exceeds the overall district learning gains.
2. Increase the percentage of students in each ESSA subgroup who demonstrate proficiency on each state assessment at a rate that exceeds the overall district proficiency.
3. Increase the percentage of students with disabilities who demonstrate proficiency on each state assessment at a rate that exceeds the overall district proficiency.
4. Increase the district's kindergarten readiness rate for each ESSA subgroup.
5. Increase the district's graduation rate for each ESSA subgroup to rank in the state's top quartile.
6. Increase the percentage of students in each ESSA subgroup who meet Florida Bright Futures scholarship requirements.

KEY PERFORMANCE INDICATORS

a. Student growth in grades PreK through 12 on district and state assessments, by ESSA subgroup.
b. Student proficiency in grades K through 12 on state assessments, by ESSA subgroup.
c. Student growth in PreK on district and state assessments, by ESSA subgroup.
d. Students on track to meet cohort graduation requirements, by ESSA subgroup.
e. Students meeting Florida Bright Futures Scholarship eligibility requirements, by ESSA subgroup.

OBJECTIVE 8: ACCELERATE PROGRESS OF THE DISTRICT BRIDGING THE GAP PLAN

KEY RESULTS BY 2029

1. Reduce and eliminate the gap between the graduation rates for Black and non-Black students.
2. Reduce and eliminate the gap between the proficiency rates in reading (ELA) and mathematics between Black and non-Black students on state and national assessments.
3. Increase access, participation, and success in advanced coursework, accelerated programs, and enrichment opportunities for Black and non-Black students, with the goal of eliminating participation and performance disparities.
4. Reduce disciplinary referrals and suspensions for all students to reduce and eliminate disproportionality in disciplinary outcomes for Black students.
5. Reduce and eliminate disparities in Exceptional Student Education (ESE) identification and placement.
6. Increase the workforce through recruitment, development, and retention of a highly effective and representative educator workforce.

KEY PERFORMANCE INDICATORS

a. Black student progress toward meeting cohort graduation requirements.
b. Black student proficiency on state Progress Monitoring assessments for grades K-12.
c. Black student proficiency on district cycle assessments for courses with End-Of-Course assessments.
d. Black student participation and successful performance in advanced and accelerated courses.
e. Black student discipline and risk-ratio.
f. Black student eligibility for ESE services and Emotional or Behavioral Disorder (EBD) identification.
g. Representation of school-based instructional, administrative employees, and new hires by ethnicity.

POSITIVE STAFF EXPERIENCES

OBJECTIVE 9: ATTRACT OUTSTANDING FACULTY AND STAFF

KEY RESULTS BY 2029

1. Increase the percentage of new teachers hired from traditional teacher preparation programs.
2. Ensure teachers new to PCS have prior teaching experience.
3. Increase the percentage of new-to-PCS staff who respond positively to questions related to overall satisfaction and staff experience.

KEY PERFORMANCE INDICATORS

a. Recruitment and hiring of teachers.
b. Teacher progression and attainment in alternative certification pathways.
c. Staff perceptions of recruitment and onboarding.
d. Staff perceptions of workplace culture and engagement.

OBJECTIVE 10: INVEST IN RETAINING OUTSTANDING FACULTY AND STAFF

KEY RESULTS BY 2029

1. Increase overall staff retention rates.
2. Establish and expand employee incentive and wellness programs, including employee childcare and wellness centers.
3. Increase participation in employee incentive and wellness programs across all district sites.
4. Increase engagement in and satisfaction with professional learning.
5. Increase the percentage of staff who respond positively to questions related to professional growth, career advancement, and long-term satisfaction, and overall staff experience.

KEY PERFORMANCE INDICATORS

a. Employee retention rates for all staff.
b. Referendum funding allocations for staff recruitment and retention.
c. Staff participation in employee incentive and wellness programs.
d. Staff engagement and satisfaction ratings for professional learning.
e. Staff perceptions of workplace culture, engagement, growth, and development.

STRONG CONNECTIONS & COMMUNICATION

OBJECTIVE 11: LEVERAGE PARTNERSHIPS THAT SUPPORT STUDENT SUCCESS

KEY RESULTS BY 2029

1. Increase district and school participation in community events aligned to student and community needs.
2. Expand partnership opportunities that support student success.
3. Increase the number of mentors and volunteers supporting students, schools, and programs.
4. Strengthen collaboration with the Pinellas Education Foundation to expand partnerships and secure new revenue streams.
5. Maintain legislative relationships and partnerships that support public education.
6. Attain voter approval to renew the Pinellas County Schools Tax Referendum in 2028.

KEY PERFORMANCE INDICATORS

a. Participation in community events aligned to student and community needs.
b. Impact of locally funded scholarships awarded to students.
c. Student participation in group mentoring and volunteer-supported programs.
d. Number of active volunteers and mentors.
e. Referendum expenditure and impact reports.

OBJECTIVE 12: DELIVER ENGAGING AND CONSISTENT COMMUNICATIONS TO ALL STAKEHOLDERS

KEY RESULTS BY 2029

1. Elevate community awareness and confidence in the district as the premier education choice.
2. Increase the percentage of PCS elementary students who enroll in PCS middle schools.
3. Increase participation in two-way communication opportunities districtwide.
4. Increase the percentage of stakeholders who respond positively to questions regarding recommending the district and schools on the annual stakeholder survey.

KEY PERFORMANCE INDICATORS

a. Stakeholder perception of PCS as a preferred education choice.
b. Participation and engagement in communication opportunities, such as Listen & Learns and feedback channels.
c. Themes and trends identified through stakeholder feedback.

FISCAL & OPERATIONAL RESPONSIBILITY

OBJECTIVE 13: MAXIMIZE OPERATIONAL EFFICIENCY THROUGH MODERN SYSTEMS AND STREAMLINED PROCESSES

KEY RESULTS BY 2029

1. Enhance operational efficiency and streamline redundant processes across the district.
2. Modernize the Enterprise Resource Planning (ERP) systems districtwide.
3. Upgrade and enhance PCS Connects one-to-one devices.
4. Strengthen student and staff data protection protocols and cybersecurity measures.
5. Sustain efficient student transportation, route efficiency and on-time arrival rates.

KEY PERFORMANCE INDICATORS

a. Turnaround time to process and complete orders districtwide.
b. Core business processes modernized with new technology or approved automation tools.
c. Staff participation in role-specific training on new technologies.
d. Stakeholder satisfaction with new devices following full implementation.
e. Technology support requests related to PCS Connects.
f. Data protection and cybersecurity training and results.
g. Student transportation efficiency, including on-time arrival, route efficiency, rider attendance.

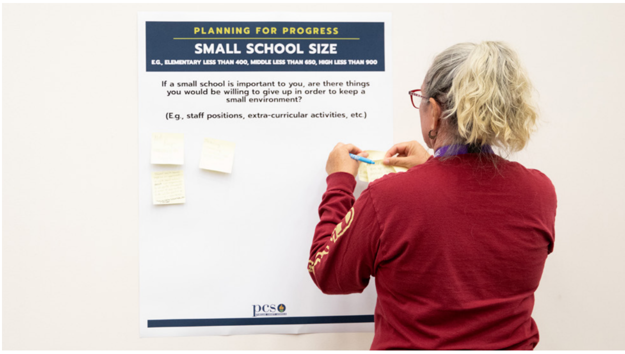
OBJECTIVE 14: OPTIMIZE DISTRICT PORTFOLIO FOR FISCAL STABILITY & FACILITY MODERNIZATION

KEY RESULTS BY 2029

1. Maintain and strengthen the district's financial health.
2. Conduct an ongoing comprehensive review of schools and programs aligned to enrollment trends and long-term sustainability.
3. Maintain and enhance safe, high-quality learning environments and facilities.

KEY PERFORMANCE INDICATORS

a. Key financial indicators and trends.
b. District and school utilization and capacity analysis.
c. Portfolio Review recommendations and implementation progress.
d. Partnership and program expansions that generate alternative funding or cost savings.
e. Progress on maintenance and facility improvement plan implementation.



STRATEGIC PLAN AT A GLANCE

STRATEGIC PRIORITY 1: ACADEMIC EXCELLENCE THROUGH INNOVATION

OBJECTIVE 1: Accelerate engaging and innovative learning experiences for all students
OBJECTIVE 2: Expand high-quality early learning experiences
OBJECTIVE 3: Ensure graduates are prepared for success in the workforce, college, and life
OBJECTIVE 4: Achieve top ten academic performance among Florida school districts

STRATEGIC PRIORITY 2: SAFE & RESPECTFUL CLIMATE & CULTURE

OBJECTIVE 5: Foster cultures of belonging in every classroom and school
OBJECTIVE 6: Maintain security of all district campuses

STRATEGIC PRIORITY 3: EQUITY WITH EXCELLENCE FOR ALL

OBJECTIVE 7: Eliminate gaps in opportunity, access, and achievement for all students
OBJECTIVE 8: Accelerate progress of the district Bridging the Gap plan

STRATEGIC PRIORITY 4: POSITIVE STAFF EXPERIENCES

OBJECTIVE 9: Attract outstanding faculty and staff
OBJECTIVE 10: Retain outstanding faculty and staff

STRATEGIC PRIORITY 5: STRONG CONNECTIONS & COMMUNICATION

OBJECTIVE 11: Leverage partnerships that support student success
OBJECTIVE 12: Establish PCS as the premier education choice for families

STRATEGIC PRIORITY 6: FISCAL & OPERATIONAL RESPONSIBILITY

OBJECTIVE 13: Maximize operational efficiency through modern systems and streamlined processes
OBJECTIVE 14: Optimize district portfolio for fiscal stability & facility modernization

PINELLAS COUNTY SCHOOL BOARD

VISION

100% Student Success

MISSION

Educate and prepare each student for college, career, and life

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